



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

**THE RELATIONSHIP BETWEEN WORK OVERLOAD (JOB STRESS)  
AND JOB SATISFACTION THE CASE STUDY OF  
KOREA INTERNATIONAL VOLUNTEER ORGANIZATION ETHIOPIA  
CHAPTER**

**IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF  
MASTER OF ARTS DEGREE IN BUSINESS ADMINISTRATION  
(HRM CONCENTRATION)**

**BY: DAGMAWI SHEMELIS**

**ADVISOR: TEKLEGIORGIS ASSEFA (Asst. Prof.)**

**ADDIS ABABA, ETHIOPIA**

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School of graduate studies**

**The relationship between work overload (job stress)  
And job satisfaction the case study of  
Korea International Volunteer Organization Ethiopia Chapter**

**Dagmawi Shemelis**

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**Department of Business Administration  
(HRM concentration)**

**APPROVED BY BOARD OF EXAMINERS**

\_\_\_\_\_  
**Dean, Graduate Studies**

\_\_\_\_\_  
**Signature & Date**

\_\_\_\_\_  
**Advisor**

\_\_\_\_\_  
**Signature & Date**

\_\_\_\_\_  
**External Examiner**

\_\_\_\_\_  
**Signature & Date**

\_\_\_\_\_  
**Internal Examiner**

\_\_\_\_\_  
**Signature & Date**

## DECLARATION

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

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Name

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Signature & Date

## ENDORSEMENT

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

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Advisor

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Signature & Date

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## ABSTRACT

This research examines the relationship between work overload and job satisfaction of the staffs in Korea International Volunteer Organization Ethiopia Chapter. To meet this purpose qualitative and quantitative study design was employed. The participants of study were the entire employees of the organization from Addis Ababa head office and Bishoftu and Gerbe-Guracha project sites. The study used both qualitative and quantitative types of data from both primary and secondary data sources. The primary data was obtained through questioner, focus group discussion (FGD), semi-structured interview and key informants interviewing with concerned groups. Secondary data was obtained from documents of KVO International, annual report, performance appraisal form and from annual staff satisfaction survey. The data gathered through these instruments were analyzed using both qualitative and quantitative design.

After data-analysis the following conclusion is drawn: generally both the signs and causes of work overload could significantly and positively predict work overload. Employees were found to be most satisfied with relationships that they have with their co-workers, and least satisfied with the pay that they earn; and they enjoy average level of overall job satisfaction. The findings of the study further indicate that, the facets of job satisfaction may significantly and positively explain the variation in job satisfaction. Moreover, low, negative and statistically significant relationship was found between work overload and job satisfaction; and work overload could negatively and significantly predict the variation in job satisfaction.



# CHAPTER ONE

## INTRODUCTION

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### 1.1 Background of the Study

Organizations play an extremely important role in the development of a country. One of the key successes factor in organizations is capable human resource. Work life is one of the important parts of our daily lives which cause a great deal of stress. Due to the competitive nature of the job environment most of people in the world are spending their time for job related work purposes resulting the stresses that are influencing their work and life. Usually people are more worried about the outcome of their work that can even affect the way they treat other people and how they communicate with their peers and customers. For example, people with a higher percentage of occupational stress may not be satisfied with their job and therefore they will not feel happy working in the organization. They may feel frustrated when they are having problems with Peers or customers. This may leave a negative impact to the organization itself. Therefore, it is very important for employer and employees to realize the stress and the stressor that cause all the negative effects.( *Simin Bemana, 2013*)

Job is an essential part of life, where different factors affect people. Job life is one of the important parts of our daily lives which cause a great deal of stress if employee is not satisfied with his/her job. Due to the competitive nature of the job most of the people in the world are doing their jobs with professional competence ignoring the stressor which influences their work and life. Usually people are more worried about outcome of their work but not consider facts that actually hinder their efficiency and affect overall quality of their life. (Beehr and Newman, 1978).

Job satisfaction and stress are inter-related things. If a person is stressed on his job and is not satisfied he will not be able to deliver 100% output, so efficiency will be affected. Good organizations try that such an environment should be provided to their employees that they remain satisfied and unstressed with the aim that their organizations excel to the maximum. Those organizations that do not care their employees get ultimately vanished from this global

market of competition. There are various parameters which effect the employee – organization /employer relationship. Job timings, work load, number of employees verses load, less armamentarium, employer attitude, peers attitude, pay, bonus, shares and holidays are the few of the important factors which can lead to stressed job environment and less than 100% efficiency. Various surveys have been conducted to assess employers' employee relationship, peers relationship, level of job satisfaction, with the aim to increase the satisfaction at work place and improve the efficiency of the organization which has led to improvement in employee-employer relationship to some extent. It is also worth mentioning that sometimes stress from home complicate job but that phase is usually temporarily. Most of the stressors come from job environment which has impact on the job.

## **1.2 Statement of the Problem**

In today's competitive business world, it is necessary to conduct research on how employees can function at their best and, at the same time, to the advantage of the organization. Investigation enables the necessary constructs to be understood more clearly as well as how they can be used to reduce such phenomena as turnover intention, job dissatisfaction and role overload. (Brown, Jones and Leigh, 2005) state that these constructs are typical of today's fast-track organizational environments and that it will benefit organizations and managers to examine them closely in order to retain those talented employees who can bring success to the organization.

Each of the proposed constructs has its merits, but it appears that it is essential to gather information on employees' job satisfaction, as dissatisfaction with employment seems to cause low levels of performance, increased absenteeism, high labour turnover and decreased productivity (Meyer, 2002). It has been noted that organizations with satisfied employees are more effective (Schultz, Bagraim, Potgieter, Viedge, & Werner, 2003) Satisfied employees speak positively about the organization, help fellow employees, and exceed normal expectations in a job (Robbins et al, 2003). Job satisfaction is also considered as a strong determinant of turnover (Grobler, Warnich, Carrell, Elbert, & Hatfield, 2002), with employees who are more satisfied showing less turnover intention.

Labuschagne, Bosman and Buitendach (2005) point out the necessity for studying job satisfaction, as it involves emotions which can have a major impact on one's life. Schulze (2006) argues that it also has implications for physical and mental well-being. DeLoach and Monroe (2004) state that being satisfied with one's job is important because much time and effort is spent on the job; thus, job satisfaction influences those experiences gained through a job. Jobs are part of who we are, our humanness, and therefore it is crucial that we feel satisfied with them (DeLoach& Monroe, 2004). It seems that personal effectiveness is closely associated with being satisfied in one's occupation.

Quantitative role overload refers to having too much work to do in the time available (Beehr, Walsh, & Taber, 1976). Qualitative role overload is associated with being assigned tasks that require skills beyond those that the individual possesses (Sverke, Hellgren, & Ohrming, 1999). Bolino and Turnley (2005) refer to role overload as having too many responsibilities or activities to perform in terms of time and ability. It is necessary to study role overload as it has been linked to poor work motivation, low self-esteem and absenteeism (Louw& Edwards, 1997). Brown et al. (2005) are of the opinion that role overload is a serious and increasing problem that forces employees to stretch their attention, efforts and resources too thinly in order to try to cover unrealistic demands. Role overload also distracts an employee's attention (Brown et al., 2005). Once information has been gathered on this construct, the leaders who are responsible for addressing it can facilitate learning from it (Schultz et al., 2003).

Perrewe et al. (2005) are of the opinion that individuals experiencing role overload will cope better if they have perceived control over events. Locus of control refers to whether individuals attribute the cause of events to their own actions or to external forces (Cadinu, Maass, Lombardo, &Frigerio, 2006). Louw, van Ede and Louw (1998) state that locus of control is necessary as it aids adjustment. Labuschagne et al.(2005) have also pointed out that work locus of control changes according to circumstances, which makes it necessary to study this construct. Studying locus of control is also worthwhile since it has a pervasive effect at work that affects performance and relationships (Cilliers& Kossuth, 2004). Spector (1988), in cross-sectional data, has shown that locus of control plays a role in job stress (of which overload is an aspect). This research is essential for NGOs which are operating in Ethiopia since many of them have undergone drastic changes in the past few years, because of the new Charities and Societies

Agency proclamation (No. 621/2001) also known as (70/30) guideline (70% of the budget should be allocated for direct project cost and 30% for administration purpose which includes office expense, administration expense and any kind of staff related payment). The changes in the project and administration cost allocation also add new elements to the workload, satisfaction and intention of the NGO employees by decreasing number of staffs and increasing the work load (assigning a limited number of staffs for the projects to align the budget with).

To address the topics mentioned in the preceding sections, the following research problem formulated: What is the relationship between work overload (job stress) and job satisfaction on NGOs operating in Ethiopia and Sub-problems were identified, aimed at investigating:

- The negative/positive relationship between work overload (job stress) and job satisfaction
- The relationship between performance pressure and job stress

### **1.3 Research Questions**

The study guided by the following questions;

- What is the relationship between organizational change and occupational stress?
- What are the factors that affect job satisfaction of employees?
- What are the features describing employees' work overload?
- What is the relationship between work overload (Job stress) and Job satisfaction?
- What interventions/supports are needed to alleviate this overload and stress to increase and contribute productivity and competitiveness in an organization, if there is a negative relationship?

### **1.4 Objective of the Study**

The General objective of this study is to review and assess the relationship between work overload /job stress/ and job satisfaction in NGOs operating in Ethiopia a case study in Korea International Volunteer Organization.

### **Specific objectives:-**

- To examine the factors that affect job satisfaction of employees
- To examine the features describing employees work overload
- To find out the relationship and effect between work overload (job stress), Job satisfaction
- Determine how work overload predicts job satisfaction.

### **1.5 Significance of the Study**

The study has both policy and scholastic significance. The study pursue its policy significance through availing the results of analyzed data, facts and information to the concerned body with regarding to the sector. In addition it is hoped that the findings of this study will;

- Guide management in their effort to improve organizational climate, reduce occupational stress and increase job satisfaction.
- Contribute towards improving work performance in NGOs in Ethiopia.
- If performance has improved, NGOs will be in a better position to alleviate poverty in Ethiopia.
- Add knowledge to the existing literature on organizational work overload, occupational stress & Job satisfaction.

### **1.6 Scope of the Study**

The study is limited to Korea International Volunteer Organization Ethiopia Chapter (Foreign Charity), operating in Ethiopia since 2006 including the projects in Addis Ababa, Bishoftu, and Gerbeguracha Town. The study looks at top management, middle manager, supervisors and junior staff.

## **1.7 Non-Government Organizations (NGOs) in Ethiopia**

### **1.7.1 What is NGO?**

There is no clearly cut definitions about non-government organizations (NGOs). One of the difficulties about NGOs for professionals is providing universally accepted definition and classification. Nonetheless, it is sound to see some of the definitions and classifications given by different scholars.

As stated by Endalemaw, (Sheffer (1994: 47)) nongovernmental organizations are nonprofit voluntary organizations which are found by people who share common goals and co-operate to achieve it.

Endalemaw (2006) defined that Non-Governmental Organizations are non-profit organizations that give services to client groups. They include lower level organizations such as community groups, associations, co-operatives religious and private development organizations.

Microsoft Encarta 2005 says that Nonprofit non-Government Organizations or Foundation are organizations with funds and programs managed by its own trustees or directors, established to maintain or aid social, educational, charitable, religious, or other activities serving the common welfare.

Based on these definitions NGOs do not belong to any governmental structure. They can set priorities and manage their objectives independently. But this is not to say that NGOs do not support government plans and actions.

NGOs are of various natures they can be arranged from very large to small; international to local; long lasting to short period. And their activities are also varies with the objectives they stand for. For instance, as cited by Endalemaw, (Moser (1993: 193-94)has identified different types of NGOs in terms of their institutional location, organizational composition and activities. In their institutional location they are classified under local, national and international levels. In their organizational composition the rear donor organizations of international nature involved in donating and service providing organizations and national NGOs involved in providing services to those grass root level. Based on their activities, NGOs can be categorized as those involved in relief, research, environment, emergency, health, education and development as a whole.

NGO in general gives employment opportunities for local, national and international (expatriate) staffs and contributes to the wellbeing of the society. Based on this, the following discussion focuses on the major participants and involvement of NGOs in Ethiopia and their contribution

towards the development, health and water emergency and other activities and their participation in the creation of employment opportunity in the country.

### **1.7.2 NGOs in Ethiopia**

Non-Government organizations history in Ethiopia is back to the early 20 century related with the introduction of modernization and the participation of European missionaries in the development of the economic and social life of the country. Although their primary preoccupation remained spiritual, they took pioneering steps in the expansion of education and health care services.

It was, however, following the outbreak of the drought and its attendant famine of 1973/74 that the NGO's emerged as important participants in the development efforts of the country. For instance, the Ethiopian Orthodox Church - Child & Family Affairs Organization (EOC-CFAO) which is an indigenous local and non-government organization was established in 1973 with the objective of assisting drought affected population especially children and women in the Northern part of the country by obtaining financial and technical support from the German based Christian organization donor called Kindernothilfe.

Initially the major emphasis of the NGOs was on relief operation in which their achievements in saving millions of lives have been widely accepted. Since then, NGOs have become a permanent feature in the development of process of the country. In addition, the recurrence of the 1984/85 drought gave a further boost to the growth of NGOs both in number and scale, especially their involvement in emergency Operations

### **1.7.3 NGOs Contributions to the Community**

According to CRDA and DPPC (2005) the contribution of NGOs to the community as well as to the country can be mentioned in terms of fixed assets, capacity building, financial backups, different outputs and employment creation. Constructions like clinics, health posts, hospitals, training centers, schools, access roads, bridges, irrigation schemes, water supply schemes, conservation structures, residential houses, and toilets in different regions of the country are considered as major contributions in terms of fixed assets.

NGOs have been also contributing with the following major intervention areas like food security that includes food crop production, livestock development, conservation of natural resource and

afforestation; health and domestic water supplies, reproductive health and family planning, HIV/AIDS, education facilities (formal and non-formal), capacity building, urban and rural physical infrastructure, and emergency services.

The major achievements of 271 NGOs (i.e. 188 local and 83 international) for the five years of 1997 – 2001 (CRDA & DPPC, 2005) were as shown below.

The total numbers of projects during the period of 1997-2001 in the six regions were 360, of which 223 were supported by local and 137 were supported by international NGOs. Accordingly the number of projects accounted in Addis Ababa were 114 (31%), Oromia 77 (21%), Amhara 71 (20%), SNNPR 68 (19%), Tigray 17 (5%) and Somali 13(4%). With regard to sector of programs or services based on the aggregate data 51% were Health and Water, 17% Food security, 15% physical infrastructure, 11% educational facilities, 5% capacity building and 1% was HIV/AIDS.

Note: The figures presented were for the six Regions, i.e. Addis Ababa, Amhara, Oromia, SNNPR, Somali and Tigray

**Source** CRDA & DPPC, 2005.

### **1.7.4 NGOs Contributions to Employment**

The other contribution of NGOs working in the country has been the creation of employment opportunity. Based on the data obtained from the CRDA and DPPA report of 2005, the total number of staffs working in the six regions of 271 organizations as of December 2002 were 9803 out of which 9643 (98.4%) were national and 160 (1.6%)were international or expatriate staffs. The following table adapted from CRDA depicts staffs distribution by job, region and type.



**Table 1** Number of NGO staffs by region, job and type as at December 31, 2002

Region	Total	Number of Employees			
		Management	Technical	Support	No. of Expatriate Staffs
Addis Ababa	3979	506 (13%)	1418 (37%)	2044 (50%)	74
Amhara	2600	294 (11%)	1108 (42%)	1198 (47%)	26
SNNPR	1624	155 (10%)	660 (41%)	809 (49%)	51
Tigray	1135	49 (4%)	463 (41%)	623 (55%)	4
Somali	305	40 (13%)	96 (31%)	169 (56%)	5
Expatriate	160				160
<b>Total</b>	<b>9803</b>	<b>1044</b>	<b>3745</b>	<b>4584</b>	

CRDA and DPPC 2005

According to the report, out of the total 9803 staffs 64% were male and 36% are female. About 11% of the NGO staffs hold for management functions with executive roles, 39% provide technical or expert service, while 50% are support giving staffs. Regional distribution of the NGO staffs shows 41% were in Addis Ababa, 27% in Amhara, 17% SNNPR, 12% Tigray, and 3% in Somali.

Local NGOs account for 77% (7551 employees) of the work force of which 36% were females and international NGO account for the remaining 23% (2252 employees) and 35% were females. Staffs distribution by region and type of NGO is shown below.

**Table 2** Number of Local and International staffs by region

Region	Local NGO Employees	International NGO Employees	Total
Addis Ababa	3127 (79%)	852 (21%)	3979
Amhara	1161 (62%)	989 (32%)	2600
SNNPR	1454 (90%)	170 (10%)	1624
Tigray	963 (85%)	172 (15%)	1135
Somali	236 (77%)	69 (23%)	305

CRDA and DPPC 2005

Job category indicated that 851 (82%) of management staffs, 3008 (80%) of technical staffs and 3612 (74%) of support staffs were found in local NGOs. While the remaining 193 (18%) of Management, 737 (20%) of technical and 1242 (26%) of support staffs were working in international NGO.

## **1.8 Organization of the Study**

This research is organized in five chapters, Chapter one deals with the background of the study, statement of the problem, objective, significance and scope of the study. Chapter two deals with literature review, Chapter three deals with methodology and organization of the study, chapter four deals with data analysis and chapter five deals with findings, conclusion and recommendation.

# CHAPTER TWO

## REVIEW OF RELATED LITERATURE

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### INTRODUCTION

This chapter deals with the review of related literature relevant to the study. According to Rizzo et al. (1970), work overload is defined as incompatibility between the work requirements and the amount of time and resources available to comply with these requirements. Work overload occurs when an individual's work role is characterized by too much work, time pressures, deadlines, and lack of necessary resources needed to fulfill duties, commitments, and responsibilities associated with work role (Beehr and Glazer, 2005). Work overload happens when job demands exceed the time and resources available (Frank M. Gryna, 2004).

Coleman (1976) concluded that a modern time is the age of anxiety and stress. The stress itself will be affected by number of stressors. Beehr and Newman (1978) defined stress as a situation which force a person to deviate from normal functioning due to the change (i.e. disrupt or enhance) in his/her psychological and/or physiological condition, such that the person is forced to deviate from normal functioning. Schnieder et al (2003) found that employee attitudes concerning satisfaction with pay, satisfaction with security, and overall job satisfaction were correlated with financial (return on assets) and market performance (earning per share). Schneider et al. (2003) also found reciprocal relationship between satisfaction with pay and financial performance; that is, both influenced each other over time. Employees are stressed out because they are layoffs, instability, uncertainty, changes in roles and responsibilities, and increased workload (Sharratt, 2003). Many employees agree one of the most common problems in the workplace today is stress. Stress causes loss of productivity, loss of efficiency, increased employee absenteeism, and many other problems (Marilyn, 2003).

Stress is not necessarily a negative phenomenon; it is usually connected with human-environment interactions. Stress at work can be generated by Tasks Demand (work overload or work under-load), Role Demands (role ambiguity and role conflict), and Interpersonal Demands.

McGinty (2007) concluded that the stress in the workplace reduces productivity, increases management pressures, and makes people ill in many ways. Evidence shows that the problem is

increasing. Stress levels rocketed in 2005 - all around the world, whether economic activity was picking up or slowing down (Amble, 2006).

There are several variables which can create job stress for an employee. In the current research, the researcher has taken into consideration performance pressure (Scott, 1966), role ambiguity (Fisher and Gitelson, 1983), homework interface (Alexandros-Stamatios et al., 2003), work load (Wilkes, Beale, Hall, Rees, Watts & Denne, 1998) and relationship with others (Sauter, Murphy & Hurrell, 1992) as the drivers for job stress for an employee.

## **2.1 Performance Pressure**

Selye (1956) emphasizes that stress is a necessary part of life and that it does not always involve negative consequences for the organism involved. In fact, at certain moderate levels, stress can actually improve individual performance. There is substantial research supporting the concept of good stress. Yerkes and Dodson (1908) were the first to stumble upon the inverted-U relationship between stress and performance. Research since Yerkes and Dodson has supported the inverted-U relationship between stress and performance. Scott (1966) found that individual performance increases with stress and resulting arousal to an optimal point and then decreases as stress and stimulation increase beyond this optimum. Furthermore, Srivastava and Krishana (1991) found evidence that an inverted-U relationship does exist for job performance in the industrial context. Selye (1975) and McGrath (1976) also suggested an inverted-U relationship between stress and performance. Sanders (1983) and Gaillard and Steyvers (1989) argued that performance is optimal when arousal is at moderate levels. When arousal is either too high or too low, performance declines.

## **2.2 Role Ambiguity**

Role ambiguity is another aspect that affects job stress in the workplace. Rizzo, et al (1970); Van Sell et al (1981); and Fisher and Gitelson (1983) concluded that role ambiguity is indeed negatively correlated with job satisfaction, job involvement, performance, tension, propensity to leave the job and job performance variables. Role ambiguity has been described by Kahn et al (1964) as the single or multiple roles that confront the role incumbent, which may not be clearly articulated (communicated) in terms of behaviors (the role activities or tasks/priorities) or performance levels (the criteria that the role incumbent will be judged by). Naylor et al. (1980)

state that role ambiguity exists when focal persons, (role incumbents), are uncertain about the product to evaluation contingencies and are aware of their own uncertainty about them. Breugh and Colihan (1994) have further refined the definition of role ambiguity to be job ambiguity and indicate that job ambiguity possesses three distinct aspects: work methods, scheduling, and performance criteria. Jackson and Schuler (1985) and Muchinsky (1997) found that role ambiguity lead to such negative outcomes as reduces confidence, a sense of hopelessness, anxiety, and depression. Alexandros-Stamatios et al. (2003) says that management role of an organization is one of the aspects that affect work-related stress among workers. Kahn and Quinn (1970) referred role stress as anything about an organizational role that produces adverse consequences for the individual.

### **2.3 Home Work Interface**

Sarantakos (1996) argued that family and work are inter-related and interdependent to the extent that experiences in one area affect the quality of life in the other. According to Alexandros-Stamatios et al. (2003) home-work interface can be known as the overlap between work and home; the two way relationship involves the source of stress at work affecting home life and vice versa affects of seafaring on home life, demands from work at home, no support from home, absent of stability in home life. Home-work interface is important for the workers to reduce the level of work-related stress. According to Lasky (1995) demands associated with family and finances can be a major source of extra organizational stress that can complicate, or even precipitate, work-place stress. Russo and Vitaliano (1995) argued that the occurrence of stressors in the workplace either immediately following a period of chronic stress at home, or in conjunction with other major life stressors, is likely to have a marked impact on outcome.

### **2.4 Workload**

With increased complexity, controllers use more economical control procedures to regulate their workload. Several studies have highlighted the deleterious consequences of high workloads or work overload. According to Wilkes et al. (1998) work overloads and time constraints were significant contributors to work stress among employees. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure accompanied by the general physiological, psychological, and behavioral stress symptoms. Hendy et al. (2001) pointed out

that time pressure is the underlying stressor that determines operator performance, error production, and judgment of workload. The time pressure and task demand are the operant conditions that influence operators subjectively and objectively.

## **2.5 Relationship with Others**

Workplace relationships are unique interpersonal relationships with important implications for the individuals in those relationships and the organizations in which the relationships exist and develop. The quality of the relationships has important consequences for employee experiences, including employee information experiences. Both the quality of interpersonal relationships at work as well as the lack of social support from others in the workplace is potential sources of job-related strain. Sauter et al (1992) concluded that poor relations with colleagues, supervisors and subordinates at work have been identified as important risk factors for stress-related problems. Cox and Griffiths (1995) argued that individuals are relatively isolated and receive little support from colleagues, supervisors, friends or family. After reviewing the drivers for the job stress, author has analyzed the relationship between job stress and job satisfaction. Studies have proved a very vital negative relationship between job stress and job satisfaction (Marilyn, 2003 and Homburg & Stock, 2004).

## **2.6 Link between Job Stress and Job Satisfaction**

Several studies have tried to determine the link between stress and job satisfaction (Williams & Wong, 1999; and Williams, Pitre&Zainuba, 2000). Job satisfaction and job stress are the two hot focuses in human resource management researches. According to Stamps and Piedmonte (1986) job satisfaction has been found significant relationship with job stress. Cooper, et al (1989) identified four job stressors that were predictive of job dissatisfaction. In other study, Vinokur-Kaplan (1991) stated that organization factors such as workload and working condition were negatively related with job satisfaction. Fletcher and Payne (1980) identified that a lack of satisfaction can be a source of stress, while high satisfaction can alleviate the effects of stress. This study reveals that, both of job stress and job satisfaction were found to be interrelated.

Previous studies have reported that job satisfaction influenced a variety of employee's affective states, such as mood that have an impact on a person's behavior, for example, performance and organizational citizenship (Williams & Wong, 1999; and Williams et al., 2000). Studies have reported that employee participation in decision making is positively associated with employee

motivation, job satisfaction, organizational commitment, and to a lesser extent, job performance (Cotton et al. 1988; and Ganster, 1989). Loveman (1998) identifies that satisfied employees are more committed to serving customers, which have been supported by Silvestro (2000) and Yoon & Suh (2003).

The study of Landsbergis (1988) showed that high levels of work stress are associated with low levels of job satisfaction. Moreover, Cummins (1990) have emphasized that job stressors are predictive of job dissatisfaction and greater propensity to leave the organization. Babjide and Akintay (2011) indicate that the pressure emanated from the job has considerably influenced the perceived level of job satisfaction. Study of Igharia and Greenhaus (1992) also reveals that job stress affects job satisfaction and career satisfaction negatively. Koslowsky, et al. (1995) concluded that if a definite link exists between two variables, it could be possible for employees to provide intervention in order to increase the level of one of the variables in hope that the intervention will improve other variable as well. In this study, author tried to examine the interrelation between job stress and job satisfaction.

## **2.7 Occupational stress**

Ross and Altmaier (1994) defined occupational stress as the interaction of work conditions with characteristics of the worker such that the demands of work exceed the ability of the worker to cope with them.

Sauter and Murphy (1998) defined occupational stress as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources or needs of the worker. Occupational stress can lead to poor health and even injury.

Harrison (1997) defines occupational stress as "excessive pressure that people are unable to cope with" Occupational stress is concerned with the negative effects of the work place environment, sometimes in conjunction with the employees' own characteristics, on an employee's health and well-being (Beehr, 1995).

Occupational stress is a field concerning the relationships among work environment stimuli and unhealthy responses of the people working there (Kahn & Byosiere, 1992)

## **2.7.1 Symptoms of occupational stress**

Schultz and Schultz (1994) identified three major classes of symptoms of stress in organizations: physiological, behavioral and psychological. However, for the purpose of this study, the Researcher looked at only behavioral and psychological symptoms.

### **2.7.1.1 Behavioral symptoms**

According to Power and Simpson (1998), behavioral symptoms are changes in individual behavior which occur as a result of stress. They include alcoholism and drug use, losses of appetite, increased smoking, loss of care and carelessness. Organizational consequences include higher absenteeism and high staff turnover (Harrison, 1997).

Absenteeism and turnover are actually "costs" of occupational stress at the workplace (Kahn & Byosiere, 1992). Turnover costs include the money it takes to recruit, select and train a new employee. Additional costs are seen in the decrease of productivity as the new employee replaces an experienced employee. Not only does absenteeism affect productivity, it can also serve to reduce an employee's level of motivation (Kahn & Byosiere, 1992).

To cope with the stress associated job conflict and declining performance, you may find yourself drinking more alcohol, using more drugs, eating more or less, or smoking more cigarettes (Lennart, 1990).

### **2.7.1.2 Psychological symptoms**

Psychological and emotional symptoms can be grouped together. These are emotional and cognitive problems that occur under conditions of job stress (Burnard, 1993).

They include job dissatisfaction, frustration, depression, resentment, lack of commitment, angry outbursts, hostility, jealousy and lack of interest (Burnard, 1993). According to Schultz(1994), job dissatisfaction is most likely caused by occupational stress. An employee, who is dissatisfied with her/his job, dislikes coming to work and finds little reason for doing well on the job. Individuals who report being-very satisfied with their jobs do not suffer from harmful effects of stress. Those who are very dissatisfied with their jobs do show stress-related effects.

A general feeling of anxiety is usually an early and important indicator that the individual is unable to cope with the stressors he/she encounters at work. The individual may also find it difficult to concentrate or to think clearly, and will therefore tend to work towards short-term



goals. Irritability, anger, aggression, an inability to relax and psychological withdrawal may also feature prominently in psychological stress reactions (Blunt, 1985).

According to Porter (1995), it is normal to feel frustrated, angry, depressed, dissatisfied or anxious occasionally. But if you are caught in the burnout cycle, you usually will experience these negative emotions more and more often, until they become chronic. Eventually you will feel emotional fatigue. When you feel emotionally drained it becomes harder to deal with people at work and at home. When the inevitable conflict arises, you are likely to over react with emotional outbursts or intense hostility. This makes communicating with co-workers, friends and family members increasingly difficult (Porter, 1995). It is stated by Beer and Beer (1992) that burnout can be conceived as an occupational hazard for workers because it is a response to chronic stress associated with personal characteristics and factors in their work environments. Generally burned out workers provide significantly less information, less praise and less acceptance of their colleagues and they interact with them less frequently (Capel, 1987)

## **2.8 JOB SATISFACTION**

### **2.8.1 Overview of Job Satisfaction**

Job satisfaction is considered a purely emotional response to a job situation as opposed to the combination of emotional mental and behavioral components (Miner, 1992). It is also the extent to which work is seen as providing those things that are considered conducive to one's job welfare (Gernald, 1987) and refers to attitudes held by individuals about their jobs (Baron and Byrne, 1990).

Job satisfaction is defined as being synonymous with job attitudes - the degree of positive or negative feelings a person may have toward a particular attitude object, such as a place or a person (Payne, 1990). It is significant to recognize that those with different theoretical orientations may use the term somewhat differently (Miner, 1992).

Whereas some measure job satisfaction in terms of gratification of strong needs in the work place (Miner, 1992), others see it as a degree of discrepancy between what a person expects to receive from work and what that person perceives is actually received (Puffer, 1987).

## 2.8.2 Factors contributing to Job Satisfaction

Locke (1976), observed three major schools of thought about causes of job satisfaction: physical-economic, social and nature of work.

- The physical-economic approach emphasized adequate physical working conditions.
- The social approach focused on the importance of effective supervision and cohesive work groups.
- The nature of work perspective emphasized employees' feeling of satisfaction due to mentally challenging tasks.

Work related variables (job characteristics, task responsibilities, workload, perceived control and procedures) are considered important for understanding work attitude such as job satisfaction because these variables create immediate and strong situational influence (Davis-Blake and Pfeiffer, 1989; Zeitz, 1990).

Through numerous studies, Herzberg (1968) developed a theory of work motivation that he referred to as "the motivation-hygiene theory". According to Herzberg (1968), the following factors increase job satisfaction and staff motivation to perform:

**Achievement:** achievement is a sense of accomplishment or successful closure of a task or activity. Supervisors can enhance employees' sense of achievement on the job by encouraging them to set professional goals.

**Recognition for accomplishment:** when employees are recognized for their efforts and accomplishments, they experience positive feelings about themselves and their professional competence, which create an increased sense of self-worth.

**Challenging work:** for work to be satisfying there must be tasks that are challenging or motivating. Just as each individual prefers some tasks to others, each finds some tasks more challenging than others. It is important for supervisors to identify with their staff the tasks or activities they find challenging.

**Increased responsibility:** when employees feel responsible and accountable for their own work, their job satisfaction increases.

**Growth and development:** everyone needs to continue to grow and develop personally and professionally on the job. When there are limited opportunities for growth and development, motivation wanes. Employees may commit energy to other aspects of their personal lives, seek other employment or burnout.

Although one's job satisfaction level varies, people who exhibit considerable job satisfaction at one time are likely to be happy with their job several years later - even if they have changed occupation or employer or both (Gernald, 1987). Apparently, others remain dissatisfied in numerous work situations. This is because some people continue to seek out situations where they will be satisfied, while others are drawn toward situations where they will not or people's attitudes about facets of environment unrelated to their work situation may be manifested in ways that affect job satisfaction. There is evidence that job satisfaction is more likely to accrue to those who experience a generalized life satisfaction (Tait, Padgett and Baldwin, 1989).

# CHAPTER THREE

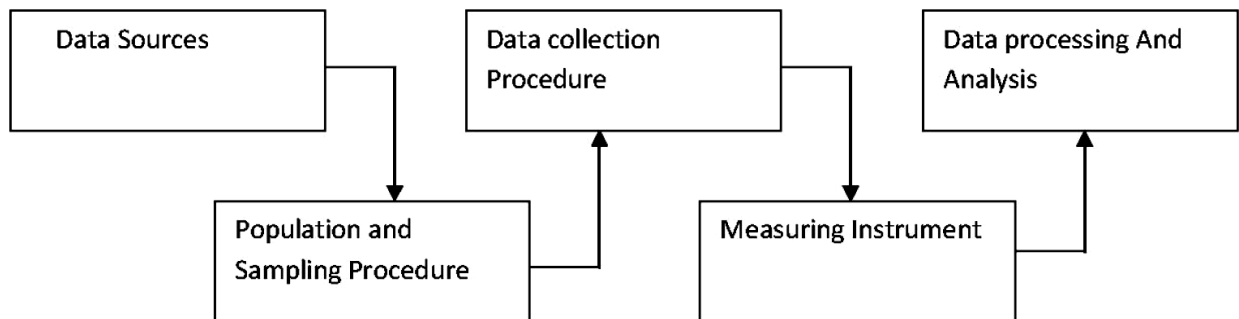
## METHODOLOGY OF THE STUDY

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### Introduction

The main objective of this chapter is to give an overview of the research design and methodology used to investigate the research problem. Thus, research design, the data sources, population and the sampling technique, measuring instrument, data processing and analysis using statistical tools was discussed. Diagrammatically, the outline of the research methodology is described below.

**Fig. 3.1: Outline of research methodology**



### 3.1 Research Design

This study intended to describe the relationship between work overload /job stress/ and job satisfaction and factors that affect job satisfaction of employees of Korea International Volunteer Organization Ethiopia Chapter (KVO International). The research method employed was qualitative and quantitative study design which would enable to describe the situation.

### 3.2 Source and Types of Data

The study used both qualitative and quantitative types of data from both primary and secondary data sources. The primary data was collected from the entire employees, from head office and project offices. And secondary data was obtained from documents of KVO International, annual

report, performance appraisal form and from annual staff satisfaction survey. Both quantitative and qualitative types of data also collected from secondary sources.

### **3.3 Methods of Data collection**

The primary data was obtained through questionnaire, focus group discussion (FGD) and key informants interviewing with concerned groups. The semi-structured interview was used to obtain information on the selected employees of the organization. The questioner & interview was used to obtain information on factors that determines job stress and job satisfaction of the sampled employees and Likert Scale rating was used to determine employee's perception of the work over load and job stress on organizational performance.

Before the questionnaire was applied, it was tested for its validity by using pilot survey. The questioner prepared in English language. The respondents should know and told about the research objectives in the language, which they can understand. Few respondents speak only Amharic. Therefore, the schedule was translated into Amharic.

A pilot test was carried out at a convenience sample of 10 respondents. The returned questionnaires helped us refine the survey instrument. To improve the comprehensibility and clarity of the questionnaire, difficult words were substituted with simpler words where possible. Also, a few other items were reworded to ensure that the understanding level is more appropriate. The remaining respondents were contacted later after redesigning the instrument as required.

Key informants interview was undertaken with the manager and project facilitators of the organization. The key informants and focus group discussion participants were selected by the researcher because of the fact that the availability and accessibility of information needed and experiences the participants got.

### **3.4 Sample design and Sampling procedure**

Sample Survey method was planned to employed for this study because the target populations of the study were all project staffs located in Addis Ababa, Bishoftu, and Gerbe-Guracha town. The sample frame of this study will be both temporary and permanent employees in the study area. Unfortunately after the researcher discussed and briefly explained the significance of this

research with the management team of the organization, the researcher allowed to include the entire 68 staff and also provided transportation service to all project sites by the organization.

The questionnaire was self-administered and was distributed personally among the targeted respondents. Only one questionnaire was given to each of the respondent and the filled questionnaires were collected personally. Sufficient support was provided to the respondents to understand and answer the asked questions accurately. Questionnaire comprises questions related to all independent and dependent variables. Demographic section covers questions related to age, gender, education and experience etc. Respondents were facilitated during questionnaire filling process for correct data acquisition.

### **3.5 Methods of Data Analyses**

Both qualitative and quantitative data analysis techniques were used to analyze the data. Qualitative data that was obtained from key informants interview, focus group discussion, and observation organized in the field. Quantitative data analyzed using descriptive statistics such as percentages, minimum, maximum, frequency, means and standard deviation. Various statistical methods are also employed to compare the data collected from 68 respondents. These methods include descriptive analysis and regression analysis. Each method is used to analyze the relationship of different variables.

Firstly, **descriptive analysis** refers to the transformation of raw data into a form that would provide information to describe a set of factors in a situation that will make them easy to understand and interpret. This analysis gives information based on the data through frequency distribution, central tendency and the dispersion.

Secondly, **multiple regression analysis** is an extension of bivariate regression analysis, which allows for the simultaneous investigation of the effect of two or more independent variables on a single interval scale dependent variable. The dependent variable for this study is job satisfaction. For this study, the independent variables relating to work overload are (signs of work overload, causes of work overload, and facets of job Satisfaction). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding,

predicting, and controlling the stated variables. Multiple linear regressions are fitted for these variables.

### **Independent Variables**

**A. Signs of Work overload:** working long hours (S2), unwanted overtime (S3), inability to meet goals (S4), difficulty to take vacation (S5), Respond to work at non work time (S6), face firefighting (S7), do additional tasks (S8), lost workdays due to illness (S9), borrowing employees (S10), work interruptions (S11), errors occur (S12), feel overworked (S13), and feel exhausted (S14).

**B. Causes of work overload:** insufficient resources (C2), unclear responsibilities

(C3), incompatible work process (C4), unclear performance goals (C5), difficulties with inputs (C6), inadequate selection and training (C7), mental intensity and pressure (C8), difficulties with technology (C9), downsizing (C10).

**C. Facets of job satisfaction:** pay (X2), working conditions (X3), policy and administration (X4), supervision (X5), opportunity for advancement (X6), recognition (X7), the work itself (X8), co-workers (X9), and responsibility (X9).

### **Dependent Variables**

**Job satisfaction (Z)**

**Regress job satisfaction on selected facets of job satisfaction**

$$Z_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + E$$

**Where:**

Z is the dependent variable-job satisfaction X2, X3, X4, X5, X6, X7, X8, X9, and X10

are the explanatory variables (or the regressors)

$\beta_1$  is the intercept term-it gives the mean or average effect on Z of all the variables excluded from the equation, although its mechanical interpretation is the average value of Z when the stated independent variables are set equal to zero.

$\beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8, \beta_9,$  and  $\beta_{10}$  refers to the coefficient of their respective independent variable which measures the change in the mean value of Z, per unit change in their respective independent variables.

E = Error term

Accordingly, this statistical technique was used to explain the following relationships.

- Regress work overload (as dependent variable) on the signs of work overload (as independent variable) for respondents.
- Regress work overload (as dependent variable) on the causes of work overload (as independent variable) for respondents.
- Regress job satisfaction (as dependent variable) on facets of job satisfaction (as independent variable) for sample respondents.

### **Simple Linear Regression**

Simple linear regression was used to determine how work overload explains job satisfaction.

### **Regression Function**

**Independent variable:** work overload (A)

**Dependent Variable:** job satisfaction (B)

**Regress job satisfaction on work overload**

$$B = \alpha + \beta A$$

**Where:**

B is the dependent variable - job satisfaction, A is the explanatory variable – work overload (or the regressor)

$\alpha$  is the intercept term-it gives the mean or average effect on B when the stated independent variable is set equal to zero.



$\beta$  refers to the coefficient of the independent variable which measures the change in the mean value of B, per unit change in the independent variable.

Accordingly, this statistical technique was used to explain the following relationship.

- Regress job satisfaction (as dependent variable) on work overload (as independent variable) for sample respondents.

### **3.6 Procedure**

Since the Researcher is an employee of Korea International Volunteer Organization, permission was obtained from the Country Representative of Korea International Volunteer Organization Ethiopia Chapter to carry out the research.

The researcher then proceeded to the respective heads of projects that assisted in identifying potential schedule respondents. The instruments were edited to make sure they are well completed. All data was then coded.

## CHAPTER 4

### Data Analysis

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#### 4.1. Data Analysis and Interpretation

The first phase involved editing, coding and the tabulation of data. This assisted in identifying any anomalies in the responses and the assignment of numerical values to the responses in order to continue with the analysis. The data was then checked for possible erroneous entries and corrections made appropriately. The statistical program used for the analyses and presentation of data in this study is the Statistical Package for the Social Sciences (SPSS) version 20. The descriptive statistics utilized are based on frequency tables to provide information on the demographic variables. Through tables, summary statistics such as means, standard deviations, minimum and maximum are computed for each signs and causes of work overload, and each facets of job satisfaction in this study.

This is followed by presentation of inferential statistics based on each analysis formulated for the study. All statistical test results were computed at the 2-tailed level of significance.

The alpha levels of .05 and .01 selected as a prior test of significance for correlations, multiple regression analysis, and simple linear regression.

Our total population for the study was 68 Employees. Out of the target sample only 62 employees responded back. Thus, the response rate is 91.17 % of the total contacted respondents. Accordingly, the analysis of this study is based on the number of questioners collected.

## 4.1.1. Descriptive Statistics

### 4.1.1.1. Background Information of Respondents

**Table 4.1: Background information of Respondents**

No	Items	Frequency	Percentage
1.	Sex of Respondents		
	a. Male	40	64.7
	b. Female	22	35.3
	<b>Total</b>	62	100
2.	Age of respondents		
	a. 18-26 years	14	22
	b. 27-35 years	18	30
	c. 36-45 years	15	24
	d. Above 45 years	15	24
	<b>Total</b>	62	100
3.	Educational Level of Respondents		
	a. Certificate and below	6	9.9
	b. Diploma	19	31.1
	c. Degree	33	53.3
	d. Above Degree	4	5.7
	<b>Total</b>	62	100

**Source: Own survey, 2014**

Table 4.1 above indicates background information of respondents participated in the study. Sex, age and educational level of the respondents are displayed in the table.

As shown from the table item number 1 sex distribution of the sample, 40 (64.7%) of the total respondents are male, 22 (35.3%) are female. This implies that the proportion of male employees is much larger than that of female employees in the sampled organization.

As far as age of respondents is concerned, 14 (22%) of the respondents are in the range of 18-26 years, 18 (30%) of the respondents are in the range of 27-35 years, 15 (24%) are in the range of 36-45 years and 15 (24%) are above 45 years, as revealed from item number 2 of the table. From this, it can be understood that the organization consist of all age groups with majority of 27-35 years.

Item number 3 of the table further indicates educational level of respondents. From the table, 33 (9.9%) of the respondents are certificate holders, 104 (31.1%) of the respondents are diploma holders and below, 178 (53.3%) of the respondents are degree holders and 19 (5.7%) of the respondents are above degree. From this one can understand that most of the respondents are diploma and above holders, therefore, they would have the ability to fill the questionnaire by having known how about work overload and job satisfaction of the organizations.

#### 4.2.1.2. Results of measures of central tendency and dispersion

This part explains the descriptive statistics calculated on the basis of the variables included in the work overload and job satisfaction questionnaires. The measures of central tendency and dispersion for the signs of work overload, causes of work overload, facets of job satisfaction and overall job satisfaction results obtained from the respondents are shown in tables 4.2, 4.3 and 4.4.

Table 4.2: Results of signs of work overload for respondents

	N	Minimum	Maximum	Mean	Std. Deviation
Work long hours	62	1	5	2.49	1.195
Unwanted Overtime	62	1	5	2.27	1.172
Inability to meet goals	62	1	5	2.43	1.386
Difficulty to schedule vacations	62	1	5	3.79	1.135
Respond to work during non-work time	62	1	5	3.74	1.147
Face firefighting	62	1	5	3.53	1.310
Do additional tasks	62	1	5	2.25	1.185
Lost work days due to illness	62	1	5	2.09	1.150
Borrowing employees to fill absent	62	1	5	2.42	1.310
Work interruptions	62	1	5	2.49	1.299
Errors occur when tired	62	1	5	2.13	1.178
Feel overworked	62	1	5	3.94	1.108
Feel exhausted	62	1	5	2.11	1.051

**Source: Own survey, 2014**

Table 4.2 reveals the arithmetic mean of the signs of work overload considered in this study. As shown from the table, feeling overworked by the work demands seemed to be the highest indicator of work overload with a mean and standard deviation of 3.94 and 1.108 respectively

followed by difficulty in taking vacation with mean 3.79 and standard deviation of 1.135, responding to work problems during non-work time with mean 3.74 and standard deviation of 1.147, and firefighting with mean 3.53 and standard deviation of 1.310, as indicators of work overload. Working long hours, inability to meet goals with the available resources, borrowing of employees from other activities to fill absent employees, and work interruptions at work could be lesser symptoms of work overload. Working unwanted overtime, doing additional tasks, lost work days due to illness, occurrence of errors when employees are tired, and feeling exhausted by work demands may be least indicators of work overload, as employees perceive.

**Table 4.3: Results of causes of work overload for respondents**

	N	Minimum	Maximum	Mean	Std. Deviation
Insufficient resources	62	1	5	2.15	1.213
Unclear responsibilities	62	1	5	1.97	.911
Incompatible work process	62	1	5	2.16	1.066
Unclear performance goals	62	1	5	2.18	1.052
Face difficulties related to inputs	62	1	5	1.96	.923
Inadequate selection and training	62	1	5	3.59	1.339
Mental intensity and pressure	62	1	5	3.77	1.104
Difficulties with technological materials	62	1	5	2.17	1.035
Downsizing	62	1	5	2.06	1.021

**Source: Own survey, 2014**

From Table 4.3, mental intensity and pressure such as information overload seemed to be the major contributing factor to work overload with mean and standard deviation of 3.77 and 1.104, respectively; this is followed by inadequate selection and training of personnel with mean and standard deviation of 3.59 and 1.339, respectively.

**Table 4.4: Results of facets of job satisfaction and overall job Satisfaction**

	N	Minimum	Maximum	Mean	Std. Deviation
Pay	62	1.00	5.00	2.1341	.90496
Working condition	62	1.00	5.00	3.2293	1.04447
Policy and administration	62	1.00	5.00	2.3467	.85032
Supervision	62	1.00	5.00	2.8527	.99861
Opportunity for advancement	62	1.00	5.00	2.4398	.95898
Recognition	62	1.00	5.00	3.0246	.95982
The work itself	62	1.00	5.00	2.8587	.96729
Co-worker	62	1.00	5.00	3.6554	1.08085
Responsibility	62	1.00	5.00	2.9216	1.02554
Job satisfaction	62	1.00	5.00	2.8125	.66258

**Source: Own survey, 2014**

As far as the selected facets of job satisfaction assessed through Questionnaire is concerned, Table 4.4 exhibits that the arithmetic means for the work itself, pay, working conditions, company policy and administration, supervision, opportunity for advancement, recognition for the work done, relations with co-workers, and responsibility was calculated for respondents. From Table 4.4, therefore, it may be concluded that respondents are most satisfied with the relations that they have with their co-workers with a mean and standard deviation of 3.6554 and 1.08085, respectively. This is followed by working conditions, recognition, responsibility, the work itself and supervision they receive. Moreover, respondents could be less satisfied with opportunity for advancement with a mean 2.4398 and standard deviation of .95898, and company policy and administration with a mean 2.3467 and standard deviation of .85032. However, respondents seem to be least satisfied with pay of the organizations with a mean and standard deviation of 2.1341 and .90496, respectively.

Weiss et al. (1967) reported that the most meaningful scores to use in interpreting the questioners are the percentile scores for each scale obtained from the most appropriate norm group for the individual. Ordinarily, a percentile score of 75 or higher indicate high degree of satisfaction; a percentile score of 25 or lower would indicate a low level of satisfaction; and, the scores in the middle range that is from 26 to 74 of percentile indicate average satisfaction.

Accordingly, the level of overall job satisfaction of the respondents of the organization selected, as measured by the Questionnaire, represents a percentile score of 56 and arithmetic mean score of 2.8125. Hence, it may be concluded that the respondents of the organizations have an average satisfaction level towards their job.

#### 4.1.2. Results of Inferential Statistics

The following sections demonstrate the results of inferential statistics employed in this study. So as to assess the objectives of the study, multiple regression analysis was conducted. With the help of these statistical tools, conclusions are drawn with regard to the survey and decisions are made with respect to the research.

##### 4.1.2.2. Multiple Regressions

In order to determine the extent to which the explanatory variables explain the variance in the explained variable, multiple regression analysis was performed.

**Multicollinearity Test:** in multiple regression analysis, multicollinearity refers to the correlation among the independent variables. According to the rule of thumb test, multicollinearity is a potential problem if the absolute value of the sample correlation coefficient exceeds 0.7 for any two of the independent variable, (Anderson et al., 2011).

Before conducting the multiple regression analysis, the researcher examined the result of multiple correlations among the independent variables and found that, the pair wise correlation between the independent variables is below 0.7, as shown in appendices A, Band C.

The following subsections present the results of multiple regression analysis.

Regress work overload (as dependent variable) on the signs of work overload (as independent variable)

Table 4.5: Regress work overload on the signs of work overload

Multiple R	.800
R Square	.640
Adjusted R Square	.626
Standard error	.24699
Degree of freedom	

Regression 13  
 Residual 320  
 F 43.799  
 Sig. F.000\*\*

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. error	Beta	t	Sig.
Constant	1.241	.093		13.296	.000**
Work long hours	.053	.013	.156	4.129	.000**
Unwanted overtime	.046	.014	.132	3.330	.001**
Inability to meet goals	.071	.011	.243	6.162	.000**
Difficulty to schedule vac.	.017	.012	.047	1.345	.180
Respond to work	.008	.013	.024	.668	.504
Face firefighting	.079	.012	.255	6.706	.000**
Do additional tasks	.025	.013	.072	.941	.053
Lost work days	.046	.012	.131	3.712	.000**
Borrowing employees	.012	.011	.039	1.084	.279
Work interruptions	.063	.012	.202	5.026	.000**
Errors occur	.049	.013	.142	3.760	.000**
Feel overworked	-.005	.013	-.01	-.414	.679
Feel exhausted	.079	.014	.20	5.805	.000**

\*\* p < 0.01

**Source: Own survey, 2014**

As it is observed from table 4.5 above, the coefficient of multiple correlations R which is the degree of association between work overload and its signs is 0.800. Given the R square value of 0.640 and adjusted R square of 0.620, the model summary reveals that the proportion of the variation in work overload explained by the signs of work overload jointly is 64%. The remaining 36% of the variance is explained by other variables not included in this study.



The F-statistic of 43.799 at 13 and 320 degrees of freedom further shows that the explanatory variables-signs of work overload considered in this study can significantly explain the variation on the dependent variable-work overload at 99% confidence level.

Moreover, table 4.5 indicates that, when the other variables are controlled, eight of the explanatory variables are statistically significant at 99% confidence level, and firefighting is the best predictor of work overload with Beta-value of 0.255. This is followed by inability to meet goals; feeling exhausted, and work interruptions with Beta values of 0.243, 0.206, and 0.202, respectively. From the table, neither difficulty to schedule vacation, responding to work problems during non work time, doing additional tasks, borrowing employees from other neither activities, nor feeling overworked are statistically significant, at even 95% confidence level.

**Regress work overload (as dependent variable) on the causes of work overload (as independent variable)**

The results of multiple regressions, as presented in Table 4.6 below, revealed that the correlation between work overload and causes of work overload combined is 0.792, as indicated by multiple R. Besides, given the R square value of 0.627 and adjusted R square value of 0.617, it may be realized that 62.7% of variation in work overload can be accounted by the causes of work overload considered in this study. The remaining 37.3% of the variation in work overload can be explained by other variables not considered in this study.

**Table 4.6: Regress work overload on the causes of work overload**

Multiple R	.792
R Square	.627
Adjusted R Square	.617
Standard error	.24985
Degree of freedom	
Regression	9
Residual	324
F	60.571
Sig. . .	000**

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. error	Beta	t	Sig.
Constant	.058	.074		14.316	.000**
Insufficient resources	.067	.013	.202	5.366	.000**
Unclear responsibilities	.078	.017	.176	4.660	.000**
Incompatible work process	.045	.015	.120	2.981	.003**
Unclear performance goals	.074	.015	.193	4.991	.000**
Difficulties with inputs	.029	.016	.067	1.795	.074
Inadequate selection and train.	.069	.011	.228	6.371	.000**
Mental intensity and pressure	.090	.013	.247	7.085	.000**
Difficulties with techno. Mat.	.077	.014	.197	5.309	.000**
Downsizing	.087	.014	.221	6.256	.000**

\*\* p< 0.01

**Source: Own survey, 2014**

Furthermore, it was observed that, the F-Statistic of 60.571 at 9 and 324 degrees of freedom is statistically significant at 99% confidence level which suggests all the independent variables of causes of work overload together significantly predict the variation in work overload.

As it is indicated from Table 4.6, when one variable (difficulties related to inputs from suppliers) is controlled, eight of the other predictor variables of work overload are statistically significant determining the variation in work overload, at 99% confidence level. From these, mental intensity and pressure is the highest predictor of work overload with Beta-value of 0.247. This is followed by inadequate selection and training, downsizing, and insufficient resources with Beta-values of 0.228, 0.221, and 0.202, respectively. A difficulty related to inputs from suppliers, however, was not found to be statistically insignificant to explain the variation in work overload. The causes of work overload (insufficient resources, unclear responsibilities, incompatible work process, unclear performance goals, difficulties related to inputs, inadequate selection and

training, mental intensity and pressure, difficulties with technological materials and downsizing) may significantly explain for job satisfaction at 99% confidence level in the organization.

**Regress job satisfaction (as dependent variable) on the selected facets of job satisfaction (as independent variable)**

Table 4.7 summarizes the results of regressed the dependent variables (job satisfaction) on the selected facets of job satisfaction.

The results shown in Table 4.7 suggest that the multiple correlation between job satisfaction and the nine facets of job satisfaction for the sample respondents is, as indicated by multiple R is 0.948.

**Table 4.7: Regress job satisfaction on selected facets of job satisfaction**

Multiple R	.948
R Square	.898
Adjusted R Square	.896
Standard error	.21157
Degree of freedom	
Regression	9
Residual	324
F 318	.352
Sig. .	000**

Variable	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. error	Beta	t	Sig.
Constant	.030	.056		.539	.590
Pay	.125	.015	.173	8.506	.000**
Working condition	.105	.013	.167	8.025	.000**
Policy and administration	.114	.017	.148	6.613	.000**
Supervision	.103	.015	.158	7.036	.000**
Promotion	.099	.017	.145	5.898	.000**
Recognition	.114	.018	.166	6.428	.000**
The work itself	.117	.016	.173	7.562	.000**
Co-workers.	.123	.013	.203	9.498	.000**
Responsibility	.083	.016	.129	5.068	.000**

\*\* p < 0.01

**Source: Own survey, 2014**

The amount of variation in the dependent variable – job satisfaction that is accounted for by the optimal linear combination of the entire set of independent variables – the nine facets of job satisfaction – is expressed by R square which is 0.898, and adjusted R square is 0.896. The F-statistic of 318.352 at 9 and 324 degrees of freedom is statistically significant at 99% confidence level. This indicates the regression, expressed through the R square is statistically significant where the percentage of variation in job satisfaction explained by the nine variables accounts for 89.8%, and other unexplored variables may explain the variation in job satisfaction which accounts for 10.2%, indicated in table 4.7.

Furthermore, table 4.7 above shows that all the explanatory variables; pay, working condition, policy and administration, supervision, promotion, recognition, the work itself, co-workers, and responsibility; may significantly explain the variation in job satisfaction. The highest Beta-value

was computed for variable co-workers (0.203), followed by the Beta value calculated for pay (0.173), the work itself (0.173), working condition (0.167), and recognition (0.166). Responsibility was obtained with the lowest Beta-value of 0.129.

Since all the coefficients of the explanatory variables are different from zero and statistically significant at 99% confidence level, they may explain to the dependent variable that is job satisfaction. As such, the researcher may reject the null hypothesis.

#### 4.1.2.3. Simple Linear Regression

So as to determine how work overload explains job satisfaction, simple linear regression was used.

**Regress job satisfaction (as dependent variable) on work overload (as independent variable)**

**Table 4.8: Regress job satisfaction on work overload**

R .391

R Square .153

Adjusted R Square .151

Standard error .60345

Degree of freedom

Regression 1

Residual 332

F 60.006

Sig. .000\*\*

Variable	Un-standardized Coefficient		Standardized Coefficient	t	Sig.
	B	Std. error	Beta		
Constant	4.464	.216		20.664	.000**
Work overload	-.635	.082	-.391	-7.746	.000**

\*\*P<0.01

**Source: Own survey, 2014**

From table 4.8 above, correlation between work overload and job satisfaction is given by 0.391. Additionally, R square and adjusted R square value of the simple linear regression is given by 0.153 and 0.151, respectively. This is interpreted as 15.3% of variance in job satisfaction is explained by work overload, while 84.7% of variation in job satisfaction is explained by other variables not considered in this study. The F statistic of 60.006 at 1 and 332 degrees of freedom is statistically significant at 99% confidence level; which implies the variation in job satisfaction that is explained by work overload expressed by R square is statistically significant.

The Beta-value of -0.391 indicates that there is inverse relationship between work overload and job satisfaction which is statistically significant at 99% confidence level. This reflects that as employees perceive overworked, the level of satisfaction towards their job diminishes.

## **4.2. Discussion of Results**

This section presents the results of the statistical analysis in relation to the previous research and literature.

### **4.2.1. Signs of work overload, causes of work overload and work overload**

Results of this study from the descriptive statistics showed that, feeling overworked by the work demands, difficulty to take vacation, responding to work problems during nonworking time, and firefighting were found to be major indicators of work overload. Inconsistent with this finding, study by Galinsky et al. (2001) and Gryna (2004) shows that, difficult to take vacation and responding to work problems at non-work time including talking work home as indicators of work overload. Gryna (2004) also reported that firefighting as sign of work overload whereas Galinsky et al. (2001) found feeling over worked by the work demand is an indicator of perceived work overload.

Findings from the descriptive statistics further revealed that, mental intensity and pressure, and inadequate selection and training of personnel as causes of work overload.

Similarly, Gryna (2004) and Galinsky et al. (2001), reported that mental intensity and pressure at work to be causes of work overload. Besides, Gryna (2004) indicated that inadequate selection and training of personnel as a factor contributing to work overload.

The correlation results of this finding suggested that, all signs and causes of work overload have direct and statistically significant relationship with work overload; that range from very low to

moderate for the signs and from low to moderate for the causes of work overload. These variables (causes and signs) were also found to be statistically significant to explain the variations in work overload. In consistent to the results of the descriptive statistics, findings from the multiple regression analysis showed that, firefighting, inadequate selection and training of personnel, and mental intensity and pressure exist to be major predictors of work overload with the highest Beta-value.

#### **4.2.2. Facets of job satisfaction and job satisfaction**

The results of this study showed that respondents are most satisfied with the relationship that they have with their co-workers and conversely are least satisfied with the pay that they earn. Moreover, average level of overall job satisfaction was found in the respondents of the organization considered in this study. This result is supported by Nor Liyana and Mansor Abu (2009), who reported a moderate level of job satisfaction among the Navy personnel.

The correlation analysis results of this study revealed; there was linear positive relationship between the facets of job satisfaction and job satisfaction, ranging from moderate to substantial.

The research results indicate a significant positive relationship between job satisfaction and pay. This finding is supported by Castillo, Conklin, and Cano (1998), Bowen (1980) (as cited by Mcwatts, 2005).

The association between job satisfaction and working condition was found direct which is statistically significant at 99% confidence level. This finding is supported by Bowen (1980); and Castillo et al (1998) who found positive and significant relationship between job satisfaction and working condition. On the contrary, some researchers (Aebi, 1972; Ballyeat 1968; Herzberg, Mausner, and Snyderman, 1959; McLaughlin and Montgomery, 1976; Morris, 1972; reported that job dissatisfaction was correlated with working conditions (as cited by Castillo, 1999).

A positive association was found between job satisfaction and policy and administration in the sample respondents. This finding is supported by Bowen (1980) who reported a positive and significant relationship between job satisfaction and policy and administration.

The research result further indicates that a positive relationship between job satisfaction and supervision was found in the sample respondents. This finding is supported by Salancik and Pfeffer's (1978); Chen, (2001:625); Chen, Farh and Tsui (1998); Rowley (1996); Luddy (2005)

and Enders (1997), who reported a positive and significant relationship between job satisfaction and supervision (as cited by Mcwatts, 2005).

A direct and significant relationship was found between job satisfaction and opportunity for advancement. This result is consistent with the findings presented by Bowen (1980) who found a positive significant relationship between job satisfaction and opportunity for advancement (as cited by Castillo, 1999).

A substantial positive and significant relationship between job satisfaction and recognition was found in this study. Similarly, several studies have reported a positive significant relationship between job satisfaction and recognition. Among them, Bowen (1980), Moxley (1997), reported a significant relationship between job satisfaction and recognition. Padilla-Velez (1993), reported a low level of relationship between job satisfaction and the recognition aspects of their job for vocational teachers in Puerto Rico.

However, Bowen and Radhakrishna (1990), Cano and Miller (1992) failed to find a significant relationship between job satisfaction and recognition (as cited by Castillo,1999).

Moreover a substantial positive and significant relationship between job satisfaction and the work itself was found in this study. This finding is supported by Padilla-Velez (1993); Bowen (1980); and Bowen and Radhakrshna (1990) who reported positive and significant relationship between job satisfaction and the work itself. Cana and Miller (1992) reported positive relationship between job satisfaction and the work itself, although the relationship was not significant. Castillo, Conklin, and Cano (1998) reported a positive significant relationship for female teachers in Ohio, but not for the male teachers (as cited by Castillo, 1999).

This study indicates a significant positive relationship between job satisfaction and coworkers. This finding was supported by several researchers and authors like (Oshagbemi, 2001), Lacy and Sheehan (1997) said that, individuals who perceive that they have better interpersonal friendships with their co-workers and immediate supervisors report higher job satisfaction (as cited by Mcwatts, 2005). Furthermore, Padilla-Velez (1993); Bowen(1980); and Bowen and Radhakrishna (1990) found a positive and significant relationship between co-workers and job satisfaction. On the contrary, some researchers (Aebi, 1972;Ballyeat 1968; Herzberg, mausner, and Snyderman, 1959; McLaughlin and Montgomery,1976; Morris, 1972; reported that job dissatisfaction was correlated with working conditions (as cited by Castillo, 1999).



Results of this study indicate that a substantial statistically significant and direct relationship was found between job satisfaction and responsibility from the sample respondents. This finding is supported by Padilla-Velez (1993); Bowen (1980); and Bowen and Radhakrishna (1990) who found positive and significant relationship between responsibility and job satisfaction. On the other hand, Cano and Miller (1992) and Castell, Canklin, and Cana (1998) failed to discover significant relationship between job satisfaction and responsibility for female and male agricultural teachers in Ohio (as cited by Castillo, 1999).

The results of the multiple regression analysis regressing job satisfaction, as dependent variable, on facets of job satisfaction indicate that the explanatory variables significantly explain the variation in job satisfaction for the sample respondents. Unluckily, the findings on regressing job satisfaction against the selected facets of job satisfaction cannot be compared to literature and research findings, due to a lack of similar studies.

#### **4.2.3. Work overload and job satisfaction**

The findings of this study showed that there is negative and significant relationship between work overload and job satisfaction. Similarly, several studies found a negative significant relationship between work overload and job satisfaction. Among them, Vinkur-Kaplan (1999), reported work overload is negatively related with job satisfaction; Rita and Stephanie (2008) reported work overload is negatively associated with job satisfaction. Nilufar et al. (2009), found significant relationship between work over load and job satisfaction. Moreover, Nurit et al. (2008), reported dissatisfaction at work is caused by work overload.

Results of this study further indicated work overload significantly and negatively explains the variation in job satisfaction.

## CHAPTER FIVE

### Summary, Conclusions and Recommendations

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#### 5.1 Summary

This study was aimed at investigating the relationship of work overload and job satisfaction in Korea International Volunteer Organization (KVO International) in Addis Ababa, Bishoftu & Gerbe-Guracha based on the questionnaire consisting of 62 selected employees.

In descriptive part of the analysis, the results indicated that majority of the total respondents (64.7%) are male, (30.2%) aged in the range of 27-35 years, (53.3%) are degree holders. The results of the central tendency also showed that, the most indicator of work overload is feeling overworked by the work demands followed by difficulty in taking vacation, responding to work problems during non-work time, and firefighting while mental intensity and pressure such as information overload seemed to be the major contributing factor to work overload followed by inadequate selection and training of personnel. As far as the facets of job satisfaction is concerned, the results of central tendency revealed that respondents are most satisfied with the relations that they have with their co-workers followed by working conditions, recognition, responsibility, the work itself and supervision they receive. However, respondents seem to be least satisfied with pay of the organizations. Respondents of the organizations have an average satisfaction level towards their job with a percentile score of 56.

Results from Pearson's Product Moment Correlation Coefficient revealed that, there is medium and statistically significant relationship between working long hours and work overload, working unwanted overtime and work overload, inability to meet goals with available time and work overload, firefighting and work overload, and work interruptions and work overload while medium positive relationship was found between insufficient resources and work overload, incompatible work process and work overload, unclear performance goals and work overload, and difficulties with technological materials and work overload which are statistically significant at 99% confidence level. Furthermore, correlation results demonstrated that, there is substantial, positive and statistically significant relationship between supervision and job satisfaction, opportunity for advancement and job satisfaction, recognition and job satisfaction, the work itself and job satisfaction, and responsibility and job satisfaction.

On the other hand, negative, weak and statistically significant relationship was found between work overload and job satisfaction.

The model summary of multiple regression analysis revealed that the proportion of the variation in work overload explained by the signs of work overload jointly is 64% (from R value) which is statistically significant at 99% confidence level, as indicated from F statistic.

Moreover, when the other variables are controlled, nine of the explanatory variables are statistically significant at 99% confidence level, and firefighting is the best predictor of work overload with Beta-value of 0.255. This is followed by inability to meet goals; feeling exhausted, and work interruptions with Beta-values of 0.243, 0.206, and 0.202, respectively.

The R square value of 0.627, demonstrates that 62.7% of variation in work overload can be accounted by the causes of work overload considered in this study. The F-Statistic suggests that all the independent variables of causes of work overload together significantly predict the variation in work overload at 99% confidence level. When one variable (difficulties related to inputs from suppliers) is controlled, eight of the other predictor variables of work overload are statistically significant determining the variation in work overload, at 99% confidence level. From these, mental intensity and pressure is the highest predictor of work overload with Beta-value of 0.247. This is followed by inadequate selection and training, downsizing, and insufficient resources with Beta values of 0.228, 0.221, and 0.202, respectively.

The amount of variation in job satisfaction that is accounted for by the optimal linear combination of the nine facets of job satisfaction – is expressed by R square which is 0.898. The F-statistic of 318.352 at 9 and 324 degrees of freedom is statistically significant at 99% confidence level which means the regression expressed through the R square is statistically significant where the percentage of variation in job satisfaction explained by the nine variables accounts for 89.8%. The highest Beta-value was computed for variable co-workers (0.203), followed by the Beta value calculated for pay (0.173), the work itself (0.173), working condition (0.167), and recognition (0.166).

Responsibility was obtained with the lowest Beta-value of 0.129. The R square value of the simple linear regression given by 0.153 reveals that 15.3% of variance in job satisfaction is explained by work overload which is statistically significant at 99% confidence level, as indicated by the F-statistic. The Beta-value of -0.391 indicates that there is inverse relation

relationship between work overload and job satisfaction which is statistically significant at 99% confidence level. This reflects that as employees perceive overworked, the level of satisfaction towards their job diminishes.

## **5.2 Conclusions**

The study was conducted to investigate the relationship of work overload and job satisfaction among employees of Korea International Volunteer Organization (KVO International).

In this specific study, firefighting is found to be a major indicator of work overload. Mental intensity and pressure, and inadequate selection and training of personnel are the major causes of work overload investigated in this study.

The finding for job satisfaction indicated that there is an average level of overall job satisfaction; where employees are most satisfied with the relationship that they have with their co-workers, but least satisfied with the pay that they earn.

With respect to the research questions, the following empirical findings emerged from the investigation. There exists significant relationship between the signs and causes of work overload, and work overload. The signs and causes of work overload may significantly explain the variation in work overload. Statistically significant relationship was also found between facets of job satisfaction (pay, working conditions, policy and administration, supervision, opportunity for advancement, recognition, the work itself, co-workers and responsibility) and job satisfaction; and these facets of job satisfaction could significantly explain the variation in job satisfaction.

Moreover, work overload and job satisfaction found to be inversely and significantly related. Work overload also statistically and negatively predicts the variation in job satisfaction.

## **5.3 Recommendations**

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the Korea International Volunteer Organization (KVO International) considered in this study.

Frequent and unexpected firefighting was the most dominant sign of work overload that employees of the organization face. Effective time management is one of the many ways to address firefighting. Effective time management could be achieved through prioritization and

organizing of activities. To minimize firefighting, the concerned body should create a conducive environment to do the most important things first (prioritization of activities) and organize activities such as automating calendar, schedule and repetitive manual tasks.

Higher job pressure (information overload and irate customers) was found to be one of the most important factors causing work overload. This could be avoided by prioritization of activities, having consistent schedule, defining the work space, centralizing communications and avoiding multi-tasking.

Pay was considered to be one of the most important factors influencing employee job satisfaction. However, the employees of the organization considered in this study were found less satisfied with pay. To retain talented employees, therefore, the management of the organizations should design a compensation system that satisfies pay adequacy and pay equity of employees. Pay adequacy is the degree to which an individual's pay level satisfies his or her financial needs while pay equity is the degree to which an individual perceives that his or her pay level is fair in comparison to others.

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# ***APPENDICES***

The following appendices (A-C), show correlation matrix test for multicollinearity.

### Appendix A

	Work long hours	Unwanted overtime	Inability to meet goals	Difficult to schedule vacations	Respond to work problems during non work time	Face firefighting	Do additional tasks	Lost work days due to illness	Borrowing of employees to fill absent	Work interruptions	Errors occur	Feel overworked	Feel exhausted
Work long hours	1	.332**	.295**	.136*	.071	.221**	.035	.008	.020	.097	.154**	.027	.151**
Unwanted overtime	.332**	1	.362**	.067	.056	.278**	.266**	.077	.163**	.220**	.002	.119*	.115*
Inability to meet goals	.295**	.362**	1	.144**	-.075	.204**	.174**	.048	.088	.346**	.195**	.044	-.005
Difficult to schedule vacations	.136*	.067	.144**	1	-.058	.087	.006	-.146**	.041	.056	-.024	.028	.001
Respond to work problems during non work time	.071	.056	-.075	-.058	1	.199**	.046	.121*	-.080	-.017	-.128*	.153**	-.062
Face firefighting	.221**	.278**	.204**	.087	.199**	1	.265**	-.021	.005	.133*	.087	.028	.194**
Do additional tasks	.035	.266**	.174**	.006	.046	.265**	1	-.017	.156**	.289**	.099	.158**	.016
Lost work days due to illness	.008	.077	.048	-.146**	.121*	-.021	-.017	1	.018	.108*	.168**	.085	.019
Borrowing of employees to fill absent	.020	.163**	.088	.041	-.080	.005	.156**	.018	1	.321**	.157**	.063	.111*
Work interruptions	.097	.220**	.346**	.056	-.017	.133*	.289**	.108*	.321**	1	.334**	.069	.011
Errors occur	.154**	.002	.195**	-.024	-.128*	.087	.099	.168**	.157**	.334**	1	-.058	.105
Feel overworked	.027	.119*	.044	.028	.153**	.028	.158**	.085	.063	.069	-.058	1	.101
Feel exhausted	.151**	.115*	-.005	.001	-.062	.194**	.016	.019	.111*	.011	.105	.101	1

Correlation matrix for the signs of work overload

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

**Note:** a pair wise correlation below 70% indicates the absence of serious problem of multicollinearity in the regression equation as indicated in the above correlation matrix.

## Appendix B

Correlation matrix for the causes of work overload

	Insufficient resources	Unclear responsibilities	Incompatible work process	Unclear performance goals	Face difficulties related to inputs	Inadequate selection and training	Mental intensity and pressure	Difficulties with techno. materials	Downsizing
Insufficient resources	1	.159**	.179**	.248**	.340**	.213**	-.017	.148**	.092
Unclear responsibilities	.159**	1	.342**	.297**	.249**	-.009	.001	.194**	.089
Incompatible work process	.179**	.342**	1	.371**	.100	.126*	.083	.357**	.162**
Unclear performance goals	.248**	.297**	.371**	1	.161**	.112*	-.008	.146**	.247**
Face difficulties related to inputs	.340**	.249**	.100	.161**	1	.083	.006	.204**	.041
Inadequate selection and training	.213**	-.009	.126*	.112*	.083	1	.191**	.126*	-.021
Mental intensity and pressure	-.017	.001	.083	-.008	.006	.191**	1	.076	-.062
Difficulties with techno. materials	.148**	.194**	.357**	.146**	.204**	.126*	.076	1	.101
Downsizing	.092	.089	.162**	.247**	.041	-.021	-.062	.101	1

## Appendix C

Correlation matrix for the selected facets of job satisfaction

	Pay	Working condition	Policy and administration	Supervision	Opportunity for advancement	recognition	The work itself	Co-workers	Responsibility
Pay	1	.170**	.340**	.279**	.379**	.223**	.343**	.050	.304**
Working condition	.170**	1	.362**	.292**	.306**	.378**	.272**	.354**	.427**
Policy and administration	.340**	.362**	1	.305**	.515**	.437**	.264**	.253**	.248**
Supervision	.279**	.292**	.305**	1	.443**	.484**	.262**	.375**	.482**
Opportunity for advancement	.379**	.306**	.515**	.443**	1	.531**	.463**	.168**	.402**
Recognition	.223**	.378**	.437**	.484**	.531**	1	.475**	.450**	.570**
The work itself	.343**	.272**	.264**	.262**	.463**	.475**	1	.215**	.539**
Co-workers	.050	.354**	.253**	.375**	.168**	.450**	.215**	1	.402**
Responsibility	.304**	.427**	.248**	.482**	.402**	.570**	.539**	.402**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

Note: a pair wise correlation below 70% indicates the absence of serious problem of multicollinearity in the regression equation as indicated in the above correlation matrix.

## Appendix D

### Questionnaire

The purpose of this questionnaire is to collect primary data for conducting a study on the topic, "The relationship between work overload (job stress) And job satisfaction the case study of Korea international volunteer organization Ethiopia chapter" as partial fulfillment to the completion of the Masters of Business Administration (MBA) Program at St Marry University. In this regard I kindly request you to provide me reliable information that is to the best of your knowledge so that the findings from the study would meet the intended purpose. I strongly assure you of confidential treatment of your answers and will be kept confidential and its only for academic purpose. Finally I would like to extend my deep-heart thanks in advance for being a volunteer to devote your valuable time in filling this form.

#### Directions

- No need to write your name
- Answer by making a \_ mark or by circling

### **QUESTIONNAIRE I**

#### **PERSONAL PROFILE**

1. Gender?      a Male              b Female
2. Educational Level:  
    a 1-8          b 9-12              c TVET              d Diploma          e Degree and above
3. Age:      a Under 20 years      b under 30y ears      c under 40 years      d above 40
4. What is your marital status?  
    A Single          b Married          c Widowed/divorced/separated
5. Present Salary: \_\_\_\_\_
6. What is the number of years you have worked in NGO?  
    a 1-5 years      b 5-10 years      c 10-15 years      d more than 15 years

1. Considering all aspects of my present job, my overall satisfaction can be expressed with the following level?

- a. poor b. below average c. average ` d. above average e. excellent

2. Have you ever thought about leaving your current job and finding jobsomewhere else?

a. Strongly agree b. Agree c neutral d. Disagree e. Strongly Disagree

3. The salary package I am having motivates me to give my fullest effortpossible?

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

4. Promotion packages possibilities stimulate me to work hard?

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

5. I am prepared to work overload even if I am not paid for thisspecifically?

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

6. I am satisfied with my current job performance?

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

7. My job is worth the effort?

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

8. Compensation I receive for the work I do fully satisfy me?

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

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## QUESTIONNAIRE II

### Job Satisfaction and Retention Survey

Please circle that best represents your agreement or disagreement with each of the following statements.

1. The administration's behavior toward me is supportive and encouraging.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
2. I am satisfied with my current salary.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
3. I receive the necessary materials to do my work effectively.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
4. The country director/project manager talks with me frequently about my working practices.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
5. I share similar beliefs and values with my colleagues regarding the central mission of this organization.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
6. I am evaluated fairly in this organization.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
7. I participate in making the most of the important project based decisions in this school.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
8. I understand clearly the goals and priorities for my organization.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
9. I feel there is a great deal of cooperative effort among staff members.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree
  
10. In this organization, I am recognized for a job well done.  
a. Strongly Agree b. Agree c. neutral d. Disagree e. Strongly Disagree

11. I worry about the security of my job because of the performance of our beneficiaries on donor & government evaluations.

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

12. Often, I find it difficult to agree with this organization policies on important matters relating to its employees.

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

13. I face frequent and an expected firefighting

a. Strongly Agree b. Agree c neutral d. Disagree e. Strongly Disagree

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## QUESTIONNAIRE III

### Job Satisfaction

#### Alternatives for Measuring Job Satisfaction

The next statements are about different aspects of your job. After reading each statement please circle from the following 4 alternatives:

4 = Very Satisfied

3 = Satisfied

2 = Neutral

1 = Dissatisfied

0 = Very Dissatisfied

1. The working conditions here?	4	3	2	1	0		
2. The recognition you get for your work?	4	3	2	1	0		
3. The amount of responsibility you have?	4	3	2	1	0		
4. Your rate of pay?	4	3	2	1	0		
5. The way this project is managed?			4	3	2	1	0
6. The attention paid to suggestions you make?			4	3	2	1	0
7. Your job security?			4	3	2	1	0
8. Your fringe benefits?			4	3	2	1	0
9. The amount of time you have to get your job done?			4	3	2	1	0
10. The teamwork between project staff and administration staff?	4	3	2	1	0		

11. The attention paid to your observations or opinions?	4	3	2	1	0
12. The information you get to do your job?	4	3	2	1	0
13. The pace or speed at which you have to work?	4	3	2	1	0
14. The way employee complaints are handled?	4	3	2	1	0
15. The feedback you get about how well you do your job?	4	3	2	1	0

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## QUESTIONNAIRE IV

<b>A. Work Overload</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1. I am given enough time to do what is expected of me on my job	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]
2. It often seems like I have too much work for one person to do	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]

<b>B. Emotional Exhaustion</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
7. I feel emotionally drained from my work	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]
8. I feel burned out from my work	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]
9. I feel used up at the end of the workday	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]

<b>C. Job Satisfaction</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
10. I find real enjoyment in my work	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]
11. Most days I am enthusiastic about my job	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]
12. I feel well satisfied with my job	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]

<b>D. Intention to leave</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
13. I think a lot about quitting my job	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]
14. I am actively searching for an alternative to my present job	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]
15. As soon as possible, I will leave the organization	[ 1 ]	[ 2 ]	[ 3 ]	[ 4 ]	[ 5 ]

### General Ratings of Job Stress and Job Satisfaction

1) Overall, how stressful do you find your work?

A. Not at all stressful

B. Stressful

C. Extremely stressful

2) Overall, how satisfying do you find your work?

A. Not at all satisfying

B. Satisfying

C. extremely satisfying

***Thank you for your cooperation and participation!***