

**JIMMA UNIVERSITY  
FACULTY OF BUSINESS  
DEPARTMENT OF MANAGEMENT**

**ASSESSMENT OF COMPENSATION MANAGEMENT  
THE CASE OF MOHA SOFT DRINK SHARE COMPANY  
TEKLEHAIMANOT PLANT**

**A RESEARCH PAPER IN THE PARTIAL FULFILLMENT  
OF THE REQUIREMENT'S OF BACHELOR DEGREE OF  
ART'S  
(B.A) IN MANAGEMENT**

*By Decho Tadesse  
Advisor: Birara Tesfaye (ph.D)*

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# **COMPENSATION MANAGEMENT: THE CASE OF MOHA SOFT DRINK SHARE COMPANY TEKLEHAIMANOT PLANT**

**By: Decho Tadesse**

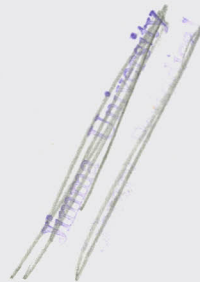
## **Abstract**

Human resource is the major asset of an organization that managers should essentially understand its compensation management and practice. Many literatures point out that compensation has direct effect (either positive or negative) on such variables as turnover, absenteeism, productivity and strike that are the main problems of many organizations.

In view of this, the main objectives of this study are to investigate the fairness, competitiveness, adequacy, incentive plans and equitability of the compensation policy and practice of the case in MOHA soft drink Share Company Teklehaimanot plant.

The in-depth analysis of the problem was undertaken using primary and secondary data. Stratified sampling technique was employed to attain the stated objectives.

The study resulted are proposed to be useful for MOHA soft drink Share Company Teklehaimanot plant and its employees in particular and for similar organizations in general.



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## CHAPTER ONE

### 1. Introduction

#### 1.1 *Background of the Study*

An organization is formed to accomplish specific mission. To accomplish its mission, it must attract and hire people who have certain qualification and attitude. To attract and retain such people, an organization provides rewards in exchange for the employees contribution to the organization. Without adequate reward system, such people are likely to leave, and replacement will be difficult. Therefore, this research deals with the practical application of compensation administration in MOHA soft drink Share Company Teklehaimanot plant.

Compensation is the human resource management function that deal with every type of reward individuals receive in exchange for performing organizational task (M. John, Ivancevich, 1998). It is the major cost of doing business for many organizations. It is the chief reason why most individual seek employment (Thomas p. Flannery, david A. Hoficheter and Paul E. platten, 1996 cited in M. Jhon Ivancevich , 1998). Employees trade labor and loyalty for financial and non financial compensation (pay, benefits, services, recognition, etc.)

Financial compensation is either direct or indirect. Direct financial compensation consist of the pay an employee receives in the form of wages, salaries, bonuses or commissions. Indirect financial compensation or benefit consists of all financial rewards that are not included indirect financial compensation. Typically benefit include vacation, various kinds of insurance and services. Non financial rewards like praise, self-esteem, and recognition affect employees' motivation, productivity, and satisfaction (M. Jhon Ivancevich, 1998).

Beer et al. affirm that 'The design and management of reward system constitute one of the most difficult human resource management task for general manager' (1984, p.130).

Economic and social factor present further challenges with managing reward system. Global forces at work today compel managers to improve labor productivity and the quality of their organization's product and service, while controlling wage costs. Social factors impinge on reward management, such as employee, and notion of fairness regarding their pay. Given these pressures, human resource manager seek to design reward systems that facilitate achieving the organizations' strategic goal and meets the goal of individual employees (M. Jhon. Ivancevich, 1998).

X Reward refers to all forms of financial returns tangible services, and benefits employees receive as a part an employment relationship. Pay may affect an individual's decision to join a company, to work effectively, to undertake training, to accept additional responsibilities and/or to join trade union. By now, it should be clear that compensation management is vital to effective human resource management. Brown (1989, p. 25) has stated that 'The satisfactory management employment requires the satisfactory management of compensation as a necessary, if not a sufficient, precondition.' Reward management is directly related the other elements of the human resource cycle. In the selection process, pay can be a major factor in attracting highly qualified and competent people to the organizations. It can also facilitate a lowering of the turnover ratio. Compensation influences an employee's and career plan. Performance related to pay could motivate an employee to undertake a course or training programme. A compensation system that directly links pay to performance will require an appraisal system that is both reliable and valid.

The way managers have managed compensation has undergone significant change in the last decade. A growing number of companies appear to be rewarding their employees, within the same organization and doing an identical job at different level of pay. Some writers have described these changes in a pay practice as a revolutionary because they overthrow the old assumption that employees should be paid the same even though their contribution differs, and because this philosophy is being transmitted down through the organization (Curnow, 1986). Other writers have been more critical and have interpreted



this development as an attempt to construct a more individually orientated (as opposed to union or collectively oriented) organizational culture (Bacon and Storey, 1993)

The soundness of compensation management depends on the amount of salary or wage paid to an employee for fair days work. "Pay in one form or another is certainly one of the main springs of motivation in our society" (Homwood, Illinois, 1969, p. 320). Need for sound salary administration management has to formulate and administer the salary policy on sound lines as: (i) most of the employees' satisfaction and work performance are based on pay; (ii) internal inequalities in a pay are more serious to certain employees; (iii) employees compare their pay with that of others; (iv) employees compare the pay of different employees with their skill, knowledge, performance etc. (David W. Belcher, 1964, pp. 45-46).

Wages and salaries are major components of compensation that is aimed at reimbursing employees for their work and motivating them to perform the best of their abilities. Organization should develop and maintain internally and externally equitable wage and salary system. Developing sound wage and salary system involves the establishment of different pay ranges for the different jobs with in the organization. There are three basic phases in establishing pay ranges: job evaluation, wage and salary survey and job pricing. (Bratton, J. and Jeffery Gold, 1999).

Job evaluation is a systematic determination of relative worth of jobs in the organization. Basically, job evaluation involves gathering information about jobs and then comparing them, using specifically constructed scales. The result of this comparison is a hierarchy of jobs based on extent to which each job presumably contributes to organizational effectiveness. This ensures internal equity.

Wage and salary surveys are used to collect comparative information on the policies practices and methods of wage and salary payment from selected organization in given geographic location or particular type of industry. This helps the organization to establish competitive wage and salary structure, that is, it ensures external equity.



In pricing jobs, job evaluation worth is matched with labor market worth in such a way that enables the manager to set appropriate pay level and to establish a workable pay structure which is internally and externally equitable.

Incentive plans provide financial and non-financial rewards to employees who meet substantial contribution to organization effectiveness. Incentive plan usually functions in addition to and not in a place of base wage and salary. There are many kinds of incentive plans, offering various rewards on different basis. Some plans tie reward to the output of individual employees, others are based on the overall profitability of the organization. But the common purpose of all incentive plan is to encourage employees to achieve specific organizational goals, such as increasing profits, lowering costs, raising productivity, improve product quality and so on (Johem. Evancivich and William G. Glueck, 1989, pp. 376-378).

Employee benefits and service are those rewards the organization provides to employees for being the member of the organization. Unlike wage and salary incentives, benefit and service are not usually related to employees performance. There are employees benefit from which to choose some such as social security, are mandatory benefits, that is organizations are required by law to provide them. Many organizations offer other non-monitory benefits that are attractive to both the employer and the employee. Among these are insurance plan, pensions, payment for a time not worked, and any number of potential services such as education tuition, relocation assistance and others (Rao P. Suba and V.S.P. Rao, 1990, pp. 27-28).

The allocation of benefit and services are as sensitive as a matter as wage and salary administration in that perceived fairness and determining what is equitable treatment are crucial consideration in designing a successful benefit programme. To be effective in managing benefit programme, personnel manager must develop attainable objectives and strategies, invite employee and union participation on benefits and service decision making, communicate better with employees and monitor the costs (M. Jhon, Ivancevich, 1998)

Research on the relationship between pay and employee satisfaction, and between pay and productivity continuous, but with contradictory result. It still can be concluded, however, that compensation is an important outcome to employees.

## **1.2 Statement of the Problem**

Human resource is the major asset of an organization that managers should essentially understand its compensation management and practice. Many literatures point out that compensation has direct effect (either positive or negative) on such variables as turnover, absenteeism, productivity and strike etc. that are the main problems of many organizations. If the pay system is fair and equitable, the organization usually viewed in the same light. The study attempt to answer the following basic questions

- What is the MOHA soft drink share company Teklehaimanot plant compensation policy?
- How MOHA soft drink Share Company Teklehaimanot plant determines wage and salary?
- Is the MOHA soft drink share company Teklehaimanot plant compensation system equitable, adequate and fair?
- Is the MOHA soft drink share company Teklehaimanot plant compensation system competitive?
- What incentive programs are provided to employee in the organization ?
- What benefit and service are provided to the employees?
- Is the benefit and service programme of the organization known to every employee and what is its impact on efficiency?

## **1.3. Objectives of the Study**

The general objective of this study is to investigate the compensation policy and practice of MOHA soft drink Share Company Teklehaimanot plant and to point out some of the main problems that hampered its effectiveness. In addition the study attempt to forward some useful recommendations for the basic problems identified.

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### ***1.3.1. Specific Objective of the Study***

The specific objectives of the study are:

- To investigate the MOHA soft drink share company Teklehaimanot plant compensation policy
- To investigate how the MOHA soft drink Share Company determines wage and salary.
- To explore the MOHA soft drink Share Company compensation system fairness, equitability and adequateness.
- To investigate the competitiveness of the organization's compensation system
- To explore incentive programme applied in the organization.
- To investigate effect of benefit and service on efficiency

### **1.4. Scope of the Study**

The MOHA soft drink Share Company is selected because it is one of the largest profits oriented Share Companies in the country. As MOHA soft drink Share Company is a giant company, which manages different plants at different locations, it was obviously be resource consuming to undertake a research for the whole company. Therefore, only Teklehaimanot plant is selected for ease of manageability of the research and due to scarcity of resource. Within the selected plant, 20.4 % of both management and non-management workers were filled a questionnaire and/or be interviewed to provide relevant data. Out of 30 % proposed this study doesn't include contractual workers by the assumption that they cannot provide sufficient information. Advisors of the plant are also excluded for reasons of time and budget constraint.

### **1.5. Methodologies and Source of Data**

The possible method of achieving the objective of the research is undertaken through gathering relevant information. Accordingly both secondary and primary data collected to be used for substantiating framework by empirical analysis are used. The study examine the compensation practice in the organization and employees' knowledge, satisfaction

and attitude toward the compensation practice of the co. In the analysis such simple analytical tools as percentages, tables, and numbers have been employed.

Secondary information, which was also required for the research, was taken from journals, book, published and unpublished material and especially administrative document of the MOHA soft drink share co. Teklehaimanot plant.

With regard to primary data, the researcher developed a questionnaire in Amharic with simple understandable language and interview questions containing relevant variables. Since most of the organization's employees can read and write. Stratified random sampling was used as a proper sampling method to gather the necessary data by filled the questionnaires. The list of employees was obtained from human resource management department for sampling. Considering the departments as stratum, 20.4% of the employees from each department were selected for the required sample size using systematic random technique. As a result, 88 out of 431 employees were included to fill in the questionnaires or in the interview. Here as the survey also included workers from all departments of MOHA soft drink share company of Teklehaimanot plant, and as long as the survey is undertaken carefully, the sample can be consider as a representative of soft drink industries and other business enterprises in the industrial sector.

As data collectors 3 ,12<sup>th</sup> complete people who can read and write English, have interest and experience in such work were selected based on the criteria prepared by the researcher to gather reliable information. A two days orientation on the basic principles of data collection was arranged to data collectors. The data was analyzed manually using calculator of 88-study subject.

## **1.6. Significance of the Study**

This research have been significant, because it identify compensation management problems, appropriately assess employees' attitude, satisfaction, feeling, opinion towards equity of the pay system, benefit and services and fairness of compensation. Finally a



proposed solution were developed based on the facts or information that was gathered in the organization.

The proposed solutions are viewed as important particularly for the MOHA soft drink share company of Teklehaimanot plant as well as for the whole Co. (MOHA soft drink share co.) to solve problems regarding compensation. This is important both for the organization and the employees, for the government, as well as for the society as a whole

The usefulness of the research to the employees lies are to motivate and retain personnel and attract qualified new ones. However, the organization is benefited from these measures through being competitive with other organizations within the country as well as globally to be sustainable in the market and to be make the organization profitable. From the government and the society point of view it provide income tax, property tax etc. to the government. Therefore, it is helpful to satisfy the society demand through providing a product of plant at right time and place.

The proposed solution is considered as an indicator for the organization as well as for similar firms especially profit oriented organizations are encouraged to undertake further investigations.

Furthermore, it encourage other business organizations to perform similar research on compensation practice and policy to solve problems that is face them because of inappropriate compensation practice. Such problems as turnover, absenteeism and idleness to be avoided. However, through practicing appropriate compensation both the company and the employees primarily benefited. In addition, through good compensation system the productivity of resources and quality of outputs are improved while costs may be reduced.

### **1.7. The Structure of the paper**

The study comprises four parts. The first part discusses the introductory aspects including brief literature review. The second part is on how compensation being practice in MOHA soft drink share company Tekelehimanot plant. The third part deal with the analysis and

interpretation of data gathered. The last part makes conclusion and recommendation based on investigation made.

### **1.8. Limitation of the study**

Any research under taken is not without limitations. Hence the limitation /drawback of the study are of:

- . Time and finance; due to shortage of time, research material unavailability and lack of finance for extensive research
- . Validity: some respondents are not willing to give their response for the informal interview , questionnaires, and some respondent biased toward filling the questionnaire .In addition the reluctance of the organization to give detail information about the practical application of compensation of the company.

## CHAPTER TWO

### **2. The Compensation management policy and practices in MOHA soft drink share Company Teklehaimanot and Nifas silk plants**

#### **2.1. Back ground of the company**

MOHA Soft Drink Share Company was formed and requested under the commercial code of Ethiopia on the 15<sup>th</sup> of May 1996. This company was formed after the acquisition of pepsicola plants namely Nifas Silk, Teklehaimanot, Gonder and Dessie which were owned by the government. The main products of this company are Merinda, pepsicola, 7up and in future the company planned to construct new plant in Awassa that will produce the same products. The products are well known over all Ethiopia regions and there is a plan in future to export the product.

#### ***Historical Back ground of Teklehaimanot plant***

The factory was established in 1961 as share co. The name of the factory was called Saba Tej share company. The factory is located in woreda 3 kebele 30. The 1<sup>st</sup> product is produced were saba Tej and saba Berz. But the product it produce was changing from day to day depending on its profit. When the factory face crises, it starts to change the type of drink it produces. Beginning from 1961 some of the products. The factory was produced Tangrine, Lemiha, supercola, canada cola and canada dry.

After the 1974 Ethiopian revolution beginning from 1975 the factory was under governmental control. At the present beginning from March 1996 it is under the private control. It is owned or bought by five share holder as share company. The share holders of the plant are foreigners and Ethiopians (two of them Saud Arabians and three of them are Ethiopians). This plant is one of MOHA soft drink share company which is producing known three varieties of products. This produces are namely pepsicola, merinda and 7up (management policy and procedural mannual, January 1999).



### 2.1.1. Company Objective

The business purpose of MOHA soft drink Share Company as stipulated in the memorandum of Association in recent are:

- a. To manufacture, buy, sell, bottle distribute and other wise deal in non alcoholic beverages minerals and aerated water and the ingredients there of in Ethiopia and elsewhere
- b. To manufacture, sell and distribute bottles, corks, corks crews and all type of crates
- c. To manufacture, sell and distribute carbondioxide
- d. To invest in other business, enterprises to establish and manage in Ethiopia or abroad such subsidiaries, or agencies as may be deemed desirable .
- e. Generally to carry out and engage in others activities which the company may deem necessary incidental or related to the attachment of any of the above purpose (management policy and procedural manual, January 1999).

As far as its man power , it concerned the number of workers of teklehaimanot plant in 1961 were 153-160 but now it has 481 with in departments such as General manager office, Administration/Human resource manager, Finance, Purchasing and procurement, sales, Technique, production ,Quality control and Vehicle maintenance. In addition to these there are three(3) branch department which are found in Jimma, Dejen and Nekemte: Jimma=29, Dejen=8 and Nekemte=14( human resource report,2002)

The numbers of workers that are found in each department at the present time are as follow

Department	Male	female	Total
1. Human resource department	42	19	61
2. Finance department	7	7	14
3. Procurement and store supply dep't	11	4	15
4. Technique department	27	2	29
5. Sales department	151	10	161
6. Production department	46	81	127
7. Quality control department	5	2	7
8. Vehicle maintenance section	<u>17</u>	<u>-</u>	<u>17</u>
Tekelehaimanot plant total	306	125	431
9. Branch	<u>49</u>	<u>1</u>	
Total	355	126	481

Source: Adapted from Human resource department as of January 31, 2002 report.



### Tekelehaimanot plant Employees level of education

Education	Male	Female	total	percentage
1. Read and write	47	35	82	19%
2. Elementary (1-6)	49	38	87	20.2%
3. Junior High School (7-8)	41	12	53	12.3%
4. High School (9-12)	103	30	133	30.9%
5. Certificate	1	3	4	0.9%
6. Vocational Diploma	32	7	39	9.1%
7. Diploma College	22	1	23	5.3%
8. Degree (B.A & BSC)	9	—	9	2.1%
9. 2nd degree (MA and MSC)	-	1	1	0.2%
Grand total	304	127	431	100%

Source: Adapted from Human resource department , January ,2002 report

As indicated above most of the employees of the organization are unqualified workers. Majorities of the population, 83%, are unqualified workers below diploma holder. However, 16.7 % of the workers which is insignificant are diploma holder and above. This is a problem for the organization to be effective.

#### 2.1.2. Organization Structure

MOHA operates with head office located at Addis Ababa led by a chief of executive offices (C.E.O) appointed by the chairman of the board.

The C.E.O is empowered to :

- ❖ Direct, plan, coordinate, organize, control and administer the overall opration of the company.
- ❖ Hire and fire personnel directly or through his delegated management team.
- ❖ represent the company in all fields of activities .
- ❖ Approve annual budget and justify to the board chairman (MIDROC-Ethiopia).
- ❖ Keep and maintain proper booking of the company accounts.
- ❖ Hierarchically the C.E.O is accountable to the chairman of the board.

Currently the activities of the company reporting to the C.E.O are grouped in to the following functions.

1. Finance Division
2. Human resource division
3. Corporate division
4. Marketing division
5. Technical division
6. Procurement & Store/supplies division
7. Audit and Inspection division
8. Quality Control division
9. Plants at different locations

The division heads at the head office mainly deal with conceptual activities to support the C.E.O .The plant general manager are delegated with autonomous right to direct organize, plan , control and administer the over all operation of their respective plants with in the limit of their approved budget. Each plant is a cost center ,organization structure of plant is as indicated , as of January 31 ,2002 report of human resource ,seven departments and one sub division which are accountable to the general manager (Management policy ,January, 1919).

## **2.2 Organization Policy and Collective Agreement on Compensation**

The management policy and procedure manual provides the necessary directive in the discharge of the duties and responsibilities to achieve the over all goals and objectives of MOHA Soft drink share company.

It is an instrument established to communicate approved and established policies, procedures and changes their to for their consistent administration through out the soft drink plants.

If an organization is unionized, the compensation structure is largely determined by it. Because pay and benefits are a primary concern of unions, current union contracts must be considered in formulating compensation policy.

According to Article 1 of collective agreement (January, 1999) one of its objective is to recognize that the worker is the base for organizational performance and profitability and to make sure that equitable payment is provided by the management. Compensation issues that are covered in the agreement includes: working hours, salary, over time pay, closing provision, granting loan, bonus, housing and hard ship allowance, educational sponsor ship , insurance ,pension plan ,medical benefit, commission ,transport allowances and other incentive paid for additional work results .

Generally the police of MOHA soft drink Share Company to pay reasonable competent salary for the work performed by its employee so that it may attract qualified and professional employee and also retain them in the company.

The next three sections focus on pay and benefit policy and practice of the organization.

### **2.2.1 wage and Salary Policy**

MOHA soft drink share company rewards employees in relation to the contribution they are expected to make toward achieving organizational objective, the profitability of the organization, the value placed on comparable job in other organizations, seniority, and the skills and qualification need on different jobs.

#### **2.2.1.1. Condition of payment**

- ❖ salary shall be paid in cash
- ❖ Salary shall be paid on the 26<sup>th</sup> day of the month. If that day falls on weekly rests days or holiday. It shall be paid on the last preceding work day
- ❖ Reimbursement of shortage in the pay of an employee shall be made with seven(7) working days from the date reimbursement is requested by the employee
- ❖ Salary shall be paid for the employee or his designee by law

#### **Salary range**

- The establishment salary range from employees consist of a minimum scale (base pay) and range maximum "Base pay" is the minimum salary scale for new employees and "range maximum" is the highest level to which employees salary may be raised in the same job grade.



- No incumbent shall be paid less than the hiring role of a position
- The hiring rate of any position represents the relative worth of the position and is determined according to assigned duties and responsibility and not the worth of incumbent
- To attract employees with rich experience or scarce skills, an over hire may be allowed with the approved of the C.E.O. However such over hire shall not exceeds 30% of the minimum salary scale of the position.

The MOHA Soft Drink Share Company has about 17 job grades. Such type of salary structure is designed in relation to the above mentioned factories. The following table shows the organization job grades and the proposed salary scale.

Job grade	"Base pay" and "Range maximum" ( in Birr)	
I-IV	230-420 (I)	420-600(IV)
V-VIII	460-900 (V)	1300-2350(VIII)
IX-XII	1000-1350(IX)	2550-3500(XII)
XIII-XV	1450-1680 (XIII)	2700-4350(XV)
XVI- XVII	2960-5000 (XVI)	5000-7565(XVII)

Source: Human resource department interviewed

Each job grade for the MOHA soft drink share company is not specified. It is taken as range because of , to keep confidentiality of the company job grade.

In addition to the collective agreement made in determining an employee's salary, MOHA soft drink share company takes in to account factors like minimum wage floor established by the government and availability of labor in the market .

Thus the MOHA soft drink share company minimum salary floor is 230 which is more than what the government expects the minimum to be.

### **2.2.2 Incentive system**

Merit incentive: By taking in to account the profitability of the organization, the sales and product, yearly salary increment is made based on the agreement of the management and



labor union .The increment for each employee is a function of the quality result of their performance . An individual is eligible for salary increment when the result of the performance evaluation is 2.5 on average. An employee who absents him self for 20 days in a calendar year for no relevant cases (unacceptable reason), an employee who received last written warning in the calendar year, an employee who is on probation period are not eligible for salary increment.

As stated in article 6,p.19-20 of collective Agreement (January, 1999). Comparing with the previous budget year of performance with current year. The current budget, which brings profitability 3%, sales 4%, product 3% total 10 %. Through the following criteria salary increment is permitted.

<u>a- Product</u>	<u>Increment</u>
<u>Production increment per case</u>	<u>In percent</u>
Up to -2.5%	1 %
2.5- 5 %	2 %
5 & above	3 %

<u>b Sales</u>	<u>In percent</u>
<u>Sales increment per case</u>	<u>In percent</u>
up to 2.5 %	1 %
2.5- 3.7 %	2 %
3.7- 5 %	3 %
5 %& above	4%

c Profitability

Profitability of the company is only 3 %. However salary increment in regard to profitability should be less 3 % of salary or 3 %of the profit.

**Bonus**

Bonus shall be granted to non-management and management depending on the profit ability of the company and after the profitability is seem and evaluated by the management. Bonus shall be granted to all permanent employees who have completed their probation period. Payment for employees who have served the company less than 12 months shall be bonus divided by 12 months and multiplied by the time served the

corporation. However, bonus shall not be assumed as the right of the employees' .It is on yearly basis.

### **2.2.3. Benefit and service policy**

MOHA soft drink Share Company besides the wages and salaries provides additional benefits and services to its employees. The nature of benefits and services are both contributory and non contributory (100% covered).

#### **A. Benefits**

- ❖ **Time of payment-** MOHA soft drink share company provides leaves such as holidays, vacations, maternity leave, personal leave, and sick leave. Unpaid leave is also provided for unforeseen and urgent events under the permission of the immediate supervisor.
- ❖ **Medical Assistance-** MOHA soft drink share company provides the necessary medical assistance such as medicine, hospital and surgery fees on a non contributory basis.
- ❖ **Insurance** -MOHA soft drink share company provides its employees 24 hours insurance coverage against industrial injuries and off duty accidents with premium fully paid by the company.
- ❖ **Pension plan/Provident fund/** - The Company contributes 10% and the employees 5% of their gross salary each month toward the provident fund. This will entitle the employee to pension benefits at the time of retirement.

#### **B. Services**

- ❖ **Staff Loan** - Loan facility is provided to employees for furniture purchasing or for reasonable cause based on interest rates set by national bank of Ethiopia and the loan policy of the organization . If the employees are not pay back the loan, with in limited time period, it is impossible to ask other loan.
- ❖ **Educational Programs** - The company provides 100 % coverage of educational support to employees who through personal initiative seek to improve their carrier potential and vocational effectiveness in

the organization through further education.

- ❖ **Transportation service** - MOHA soft drink company Teklehimanot plant provides transportation service for all the employees of the corporation based on the collective agreement as stated in Article 12 page 52-53.(collective agreement of January, 1999)
- ❖ **Relocation Assistance and Hardship Allowance** - When the organization transfer its employees to branches in different regions, the employee entitled to get transport expense coverage. The company also cover for transportation of equipment expense as per of the family 200 kg. In addition hardship allowance is to be provided depending on the nature of the work which bear risk.
- ❖ **Clothing provision and protective materials-** The company provides uniform clothing to cleaners, guards/guardians, messengers, drivers, car cleaners , production worker, sale works, healthy workers and electricians mostly once in a year. In addition the protective materials provided by the company are: gown, goggles, face mask, mouth mask, gaunt-let, shirt tail as stated on the collective agreement of the company(January, 1999 pp. 71-94)
- ❖ **Cash indemnity allowance** - realizing high risk involved in cash transaction and stock. The company pay an amount Birr 75 for cashier and Birr 75-125 for stock keepers per month as cash indemnity allowance.



## CHAPTER THREE

### 3. ANALYSIS AND INTERPRETATION OF THE DATA

This chapter deals with the analysis and interpretation of the data collected on the MOHA soft drink Share Company Tekelehaimanot plant compensation system. The findings are made based on the responses in the questionnaires filled by the employees. The questionnaires were containing both close -ended question and a very few open -ended questions. Out of 100 copies of questionnaires distributed to a sample of employees in the one plant (Tekelehaimanot plant ),88( 88% were filled and returned .

#### 3.1 Population Characteristics

The following table indicates employees characteristics with respect to sex , age, educational background ,year of service ,and monthly salary .

Table I: Showing population characteristics

No	Item	Respondent	
		No	Percentage
1	sex : a) Male	56	63.6%
	b) Female	32	36.4%
	Total	88	100%
2	Age:		
	a) 18-20 years	-	-
	b)21-25	19	21.6 %
	c) 26-30	34	38.6%
	d) 31-35	-	-
	e) 36-40	1	1.2%
	f) 41-45	23	26.1%
	g) 46-50	11	12.5%
	h) 51 and above years	-	-
	Total	88	100%

3	Educational Back ground		
	a)less than grade 12	36	40.9%
	b)12 completed	32	36.4%
	c) Diploma	16	18.2%
	d) Degree	4	4.5%
	e) Above degree	-	-
	Total	88	100%
4	Year of experience		
	a) Less 4 years	42	47.7%
	b) 5-10	8	9.1%
	c) 11-15	15	17%
	d) 16-20	10	11.4%
	e) above 20 years	13	14.8%
	Total	88	100%
5	Monthly salary		
	a) less than 300	7	8%
	b) 301-500	34	38.6%
	c) 501-700	16	18.3%
	d) 701-1000	12	13.6%
	e) 1001-1500	11	12.5%
	f) 1501-2000	6	6.8%
	g) above 2000 Birr	2	2.2%
	Total	88	100%

As shown in table 1, item 1,63.6% of the respondents have been found to be males and the remaining 36.4% to be females .With regard to ages ,item 2 the respondents are largely dominated by the age group between 21-35 years comprising 60.2% of the total. Besides those between 36-50 years of age are 39.8%.

It is also indicated that , item 3, 40.9% of the respondents are less than grade 12 , 36.4% of the respondents are 12 completed , 18.2% of the respondents are diploma and the remaining 4.5 %are degree holders . This information reveals that employees of MOHA soft dirk share company tekelehaيمانot plant are more unqualified, this is because of majority of the employees are 12th complete and less than 12<sup>th</sup>.

Therefore, the MOHA soft drink share company should give of the job general education for its employees. This can be summarized by *"Of the job education is important for develop job satisfaction and qualified worker for the company (M.Jhon, Ivanevich, 1998)"*.

When we look in to the years of services, 47.7 comprises less than 5 year of experience and the remaining 53.3% of the respondents have more than 5 years of experience. Therefore, we can say that the organization has long experienced employees than short experienced.

The information in item 5 indicates that most of the respondent salary lies between 301-500 Birr, 38.6% the next is 18.3%, those that get salary of 501-700,13.6 get salaries between 701-1000. This shows that most of the employees of MOHA soft drink Share Company Teklehaيمانot plant get salaries between 301-500 Birr.

As patron suggest that *"In compensation police one of the crateria for effectiveness is that it should be secure (it aid him or her in satisfying basic needs)"*

### **3.2. Employees Attitude towards Wage and Salary**

Employees were asked to rate the pay at he MOHA soft drink share company Tklehaيمانot plant offers to them by comparing with their abilities and performances ,with what their their friends having the same qualification but working at different position gets ,and with what other similar organizations pay to their employees. They were also asked to rate the extent of pay secrecy in MOHA soft drink share company Teklehaيمانot plant.



### 3.2.1 Equity consideration issues

Table II: Employees opinion towards equity of the pay system

No	Item	Respondent	
		No	Percentage
1	Attitude of respondent to the pay of MOHAsoft drink s.c teklehaimanot plant ,relatedness to performance and ability.		
	a)Very good	10	11.4%
	b)Good	34	38.6%
	c)Poor	44	50%
	Total	88	100%
2	Respondent opinion towards person of the same qualification but working in different position getting the same salary, to its fairness		
	a/ yes	25	28.4%
	b/ No	65	71.6%
	Total	88	100%
3	The comparison of the company pay to other companies pay		
	a/very good	-	-
	b/ Good	41	46.6%
	c/Poor	47	53.4%
	Total	88	100%

As shown in table II item 1, 50 % of the respondent said that the payment of MOHA soft drink share company Tekelehaimanot plant is poor in relation to their performance and ability, 38.6% said it is good and 11.4% said very good. Item 2 also indicate 71.6% of the respondents responded that there is no equal salaries for persons with equal qualification working in different position. As compared to other organization pay 53.4% of the respondent pointed that the pay of MOHA soft drink share company poor and 46.6% said good.

These information depicts that there is a gap b/n efforts, contribution of employees and the rewards of MOHA soft drink share company Tekelehaimanot plant both internal and external. Therefore much is expected from MOHA soft drink share company to improve its payment system that give proper attention to employees effort, contribution and the market condition in order to make its payment system fair and equitable.

*Compensation should be equitable i.e. each person should paid fairly, in line with his/her effort, ability and training. However, it should be competitive to market condition (Thomas patton,1977 cited in M.Jhon, Ivancevich, 1998)*

### **3.2.2 Level of pay secrecy**

The extent to which employees are informed of the details of wage and salary program varies with type of job, with companies, and with aspects of wage programs. A serious drawback of distributing information about actual salaries paid to employees is the friction that seems to result from such disclosures. Managers minimize this problem by trying to maintain secrecy about salary data. Regarding such issues, the response of MOHA soft drink share company Tekelehaimanot Plant employees is presented in table III below .

**Table III: Showing pay secrecy**

No	Item	Respondent	
		No	Percentage
1	The effort of the organization to make employees know about salary of other employees		
	a/Higher	13	14.8%
	b/Medium	30	34%
	c/ Low	45	51.2%
	Total	88	100%

As we have from the table, 51.2% responded that the company's effort to make the pay of one's known by others is low and 34% said it is medium. Therefore, according to what

the majority said, pay system of MOHA soft drink Share Company Tekelehaimanot plant is regarded as privileged information known only to the employee.

*This is summarized as follows. In most secrecy- oriented organization, employees are told they can not discuss pay matters and specifically, their own pay. The national labor relations board has ruled that this is not legitimate policy (M.Jhon, Ivancevich, 1998)*

### **3.3. Employee's Attitude towards Benefits and services**

Employers typically pay for a wide variety of supplementary items, benefits, and services, in addition to basic wages and salary. The reason behind such program is to keep the organization competitive in recruiting and retaining employees compared to other employees, to increase employees' performance, and for tax purpose as it is considered as a business expense.

The response of employees on benefits and services issues will be presented and interpreted in the following sub- section telling us how much they are aware of the availability of benefits and services, its competitiveness and its impact on the efficiency of employees.



### 3.3.1. Communication Benefits and Services

Table IV. Benefit orientation to employees

No	Item	Respondents	
		No	Percentage
1	The awareness of the employees to the benefits and services that the company offer to them.		
	a)Yes	79	89.8%
	b)No	9	10.2%
	Total	88	100%
2	The effort of the company to make the employees know about benefits and services.		
	a)High	18	20.5%
	b)Medium	30	34%
	c)Low	40	45.5%
	Total	88	100%

To a greatest extent the benefit and services programs success relies on how the employees perceive the program and how well they understand and properly use it. From table IV, , 89.8% responded that they know the benefit and services to which they are entitled and 10.2% do not know all of the benefit. On the other hand, item 2 indicates that 45.5% of respondents said the degree of communication of the program is low, while the rest who rate it as high and medium are 24.5 % and 34% respectively. This information indicates that the proper and effective communication program is not given attention by MOHA soft drink Share Company Teklehaimanot plant.

*This is summarized as follows. To manage a benefit program effectively, certain step are necessary. Among of these one of the major step is: communicate benefit:-this is improving the effectiveness of benefit and services . How can benefit and service affect the satisfaction and performance of employees if they do not know about or understand the benefit? Yet most study of employees and executive indicate they are unaware of the*

*benefit or significantly under value their cost and usefulness. It has always desirable to improve communication for this reason (Bratton,J. and Jeffery Gold,1999).*

### **3.3.2. Competitiveness of Benefits and service**

As indicated in the review of related literature part, the allocation of benefit and service are as sensitive matter as wage and salary administration in that perceived fairness and determining what is equitable treatment are crucial consideration in designing a successful benefit and service program. Table V tell us the fairness of MOHA soft drink Tekelehaimanot plant benefits and service as compared to other organization .

Table V: Showing fairness of benefits and services

No	Item	Respondent	
		NO	Percentage
1	The competitiveness of the benefits and service to other organization		
	a/High	14	15.9%
	b/Medium	44	50%
	c/Low	30	34.1%
	Total	88	100%

From the table V, 50% of the respondents said it is moderate, 34.1% respondents said it is low .When compared to the benefits and services provided by other organizations the figure illustrate that the organization remains a lot to do in the provision of such benefits and services that goes with the market conditions.

### 3.3.3 Effect of benefits and Services on efficiency

Table VI : Showing effect of benefit and service

No	Item	Respondent	
		No	Percentage
1	The establishment of benefits and service with employees interest		
	a/ yes	35	39.7%
	b/No	53	60.3%
	Total	88	100%
2.	The contribution of benefits and service on the efficiency of the employees of the company		
	a/ High	18	20.5%
	b/Medium	42	47.7%
	c/Low	28	31.8%
	Total	88	100%

To be effective in motivating employees, the benefit and services program should be inline with the employees interest. Item 1 of table VI indicates that 39.7% of the respondent said the benefits and service were inline with the interest of employees and 60.3 % said it were not inline. This information point out that MOHA soft drink share company did not offer its employees the opportunity to participate in the establishment of benefits and service program.

Item 2 of table VI also shows that 47.7% of the employees that responded said the contribution of benefits and services on efficiency is moderate, 31.8% said it is low and the remaining 20.5% said it is high. This figure illustrates that the majority of the employees are not well satisfied and motivated by the available benefits and services. It is useful to evolve the union leader ship or employees representative , invite employee in



preference studies so that all parties seeking benefit desired by the employees ( M.Jhon ,Ivancevich,1998 ) .

The questionnaire was distributed to know their satisfaction on the over all compensation system of the company. Some of the most noticeable problem and weak point of MOHA soft drink share company Tekelehaimanot plant compensation system that are responded includes:

- ❖ The organization did not take into account properly factors such as cost of living, market condition, and employees interest in its compensation policy
- ❖ The compensation structure does not give due attention for those workers who have longer experience in the organization
- ❖ The organization educational sponsorship to the employees very much less in proportion to organization population which were need further education, it had been covering
- ❖ The medical assistance does not cover employees family
- ❖ The cash indemnity allowance is very low
- ❖ Clothing provision and protective materials are not purchased inline with employee interest with regard to quality .
- ❖ The collective agreement issued and implement with out participation ,comment and suggestion of workers .
- ❖ There is superiors personal bias on performance evaluation which determine the incentive system .

## CHAPTER FOUR

### 4. CONCLUSION AND RECOMMENDATION

This chapter has two parts: conclusion and recommendation. The conclusion is based on the data that are analyzed in chapter three while recommendation is based on the conclusion and literature review as a possible solution to the problem.

#### 4.1. Conclusion

1. The operational work force of MOHA soft drink Tekelehaimanot plant is bounded by the young age group (mostly 21-35 years of age) and most of them are below 12<sup>th</sup> and 12<sup>th</sup> complete. In addition almost half of them have below five years service experience.
2. The pay of MOHA soft drink share company Tekelehaimanot plant is not equitable both internally and externally, that is, there is no fair and equitable payment among employees having the same qualification in the organization and is also in comparable with what other employees pay.
- 3 Concerning the secrecy of the pay system, most of the employees (51.2%) rated it as more secrete, that is , the pay information is known only to the employee.
- 4 Benefits and services communication has got less emphasis. The majority (45.5% of the respondent argued that the organization effort to make the employees know about benefit and services is low
- 5 As compared to what other organization provides to their employees, the benefit and services of MOHA Soft Drink Share Company is rated as moderate.
- 6 The response of employees also reflects the inefficiency of benefit and service in motivating them. This is because 67.5% responded that it is not inline with employees interest .

#### ~~4.2.1~~ 4.2. Recommendation

Based on the facts gathered from both primary and secondary data the following recommendation are suggested to increase the efficiency and effectiveness of compensation system there by improving workers productivity.

- 1 To keep the compensation system externally equitable the organization must carry on market survey of other organization payments so that it can be competitive in paying the employees. This will help the organization to recruit, satisfy and maintain qualified employees.
- 2 The internal equity may get it proper balance by conducting job evaluation and as a result assigning the right people at right position .In doing so the organization would be able to arrive at a rational approach to paying the diversity of jobs with in the organization.
- 3 In addition to benefits and service that the company provides to its employees, the management should also plan programs such as transportation expense payment in the absence of transportation service, recreation, library, counseling services and cafeteria service freely. Therefore, the employees will stay with the company because they do not want to give up such benefits and as a result employees turnover will be lowered.
- 4 Benefits and service communication should be strengthen with MOHA soft drink share company Tekelehaimanot plant. The company can use many types of media's such as employee handbook, company news paper, magazines or new letters, booklets, annual reports, employee reports so that effective way of communication for its employees will be developed. This will help the company to stimulate employees to a greater job satisfaction.
- 5 Participating employees in decision making on benefits and services will help the company to satisfy the needs of employees and improve their morale.
- 6 MOHA soft drink share company Tekelehaimanot must provide full sponsorship at all level of educational programs without make any discrimination specially for less than 12<sup>th</sup>, and 12<sup>th</sup> complete because of the majority of population. It has to make at least the stated educational related policies practical.



7. The trade union and the management should be able to participate the employees in the formulation and implementation of collective agreement police with regard to Compensation system.

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# APPENDIX



**በጅማ ዩኒቨርሲቲ**  
**የሥራ አመራር ትምህርት ክፍል ተግሪ**  
**የሠራተኛ አስተያየት ማሰባሰቢያ መጠይቅ**

የዚህ መጠይቅ ዋና ዓላማ የሞሐ ለስላሳ መጠጠኝ አክሲዮን ማህበር የደመወዝ አስፍፊልና የጥቅማጥቅሞች ግልጋሎት ሥርዓትን በተመለከተ ጥናታዊ ጽሑፍ ለማዘጋጀት ነው፡፡ እርስዎ የጽርጅቱ ሠራተኛ እንደመሆንዎ መጠን ትክክለኛ የሆነ መልስዎን እንዲያስፍሩ በአክብሮት እጠይቃለሁ፡፡ የመጠይቁ መልስ ትክክለኛነት ለጥናቱ ውጤት ከፍተኛ አስተዋጽኦ ስለሚያደርግ በዚህ ረገድ ስለሚደረግልኝ ትብብር በቅድሚያ አመለግናለሁ፡፡

**ማሳሰቢያ**

- ሀ. መጠይቁ ላይ ሥም መጻፍ አያስፈልግም፡፡
  - ለ. መጠይቁ የሚውለው ለጥናታዊ ጽሑፍ ብቻ ነው፡፡
  - ሐ. ለጥያቄው አማራጭ መልስ የተሰጠው ከሆነ ትክክለኛ ነው የሚሉትን ፊደል በማክበብ ይምረጡ
  - መ. የተጠየቁት የእርስዎን የግል አስተያየት ከሆነ በተሰጠው ባዶ ቦታ ሀሳብዎን በመጻፍ ይግለጹ፡፡ የተሰጠው ባዶ ቦታ በቂ ካልሆነ የመጠየቁን በስተጀርባ መጀመር ይቻላል፡፡
1. ጾታ፡                      ሀ/ ወንድ                                      ለ/ ሴት
  2. ዕድሜ                      ሀ/ 18-20                                      ሐ/ 26-30                                      ሠ/ 46-50  
   ለ/ 21-25                                      መ/ 41-45                                      ረ/ 51 እና በላይ
  3. የትምህርት ደረጃ፡  
   ሀ/ ከ12 ክፍል በታች                                      ሐ/ ዲፕሎማ                                      ሠ/ ከመጀመሪያ ዲግሪ በላይ  
   ለ/ 12ኛን ክፍል ያጠናቀቀ                                      መ/ የመጀመሪያ ዲግሪ
  4. የአገልግላት ዘመን፡  
   ሀ/ ከ5 ዓመት በታች                                      ሐ/ ከ11-15 ዓመት                                      ሠ/ ከ20 ዓመት በላይ  
   ለ/ ከ5-10 ዓመት                                      መ/ ከ16-20 ዓመት
  5. የወር ደመወዝ፡  
   ሀ/ ከ300 ብር በታች                                      መ/ ከ701-1000                                      ለ/ ከ2000 ብር በላይ  
   ለ/ ከ301-500                                      ሠ/ ከ1000-1500  
   ሐ/ ከ501 - 700                                      ረ/ 1500 - 2000
  6. የሞሐ ለስላሳ መጠጠኝ ፋክሪካ አክሲዮን ማህበር የሚከፍልዎን ደመወዝ ከሚሰሩት ሥራና ችሎታ ጋር ሲያወዳድሩ እንዲቱ ነው?  
   ሀ/ በጣም ጥሩ                                      ለ/ ጥሩ                                      ሐ/ ዝቅተኛ
  7. የጽርጅትዎ ክፍያ ከሌሎች መሰል ጽርጅቶች ጋር ሲነጻጸር ምን ይመስልዎታል?  
   ሀ/ በጣም ጥሩ                                      ለ/ ጥሩ                                      ሐ/ ዝቅተኛ
  8. የሚከፍልዎ ደመወዝ ካለው ኢኮኖሚው ሁኔታ አንጻር ሲታይ በቂና መሠረታዊ ፍላጎትዎን የማሟላት አቅሙ ምን ያህል ነው?  
   ሀ/ ከፍተኛ                                      ለ/ መካከለኛ                                      ሐ/ ዝቅተኛ
  9. የእርስዎ ክፍያ በጽርጅቱ ወስጥ ተመሳሳይ ሥራ ከሚሰሩት ባልደረባዎ ጋር ሲነጻጸር ተመጣጣኝ ወይም ሚዛናዊ ነው ብለው ያምናሉ?  
   ሀ/ አዎን                                      ለ/ አይደለም
  10. ጽርጅትዎ አንዱ የሌላውን ደመወዝ እንዲያውቅ የማያደርገው ጥርት ምን ያህል ነው?  
   ሀ/ ከፍተኛ                                      ለ/ መካከለኛ                                      ሐ/ ዝቅተኛ
  11. ጽርጅትዎ ከሚያደርግልዎ ክፍያ ሌላ የሚያቀርብልዎትን ጥቅማጥቅሞች ጠንቅቀው ያውቋቸዋል?  
   ሀ/ አውቃቸዋለሁ                                      ለ/ አላውቃቸውም



12. ከዚህ በታች የተዘረዘሩትን የጥቅማጥቅሞች ዓይነቶችን የትኞቹን ያገኛሉ?
- |                  |                             |
|------------------|-----------------------------|
| ሀ/ የህክምና አገልግሎት  | ረ/ የመዝናኛና የስፖርት አገልግሎት      |
| ለ/ የመድን ዋስትና     | ሰ/ ቤተ መጽሐፍት አገልግሎት          |
| ሐ/ የትምህርት ወጪ     | ሸ/ ትራንስፖርት                  |
| መ/ የህመም ፈቃድ ክፍያ  | ቀ/ ከሥራ በታ ለውጥ ጋር በተያያዘ      |
| ሠ/ የበዓላት ክፍያ     | ጸ/ የሚቀርቡ/የቤት የመኪና የነዳጅ ወዘተ/ |
| ተ/ የዓመት ዕረፍት ፍቃድ | ቸ/ የብድር አገልግሎት              |
| ነ/ የምግብ አገልግሎት   | ኘ/ የምክር አገልግሎት              |
| ከ/ ሌላ ካለ ቢገልጹ    |                             |

13. ድርጅትዎ የሚሰጣቸውን ጥቅማጥቅሞችና ተመሳሳይ ድርጅቶች ከሚሰጡት ጋር ሲያወዳድሩ ምን ይመስላሉ?

- |         |          |         |
|---------|----------|---------|
| ሀ/ ከፍተኛ | ለ/ መካከለኛ | ሐ/ ዝቅተኛ |
|---------|----------|---------|
14. ድርጅትዎ የሚያቀርባቸው ጥቅማጥቅሞች ለሠራተኛው ለማስተዋወቅ የሚያደርገው ትረት ምን ያህል ነው?
- |         |          |         |
|---------|----------|---------|
| ሀ/ ከፍተኛ | ለ/ መካከለኛ | ሐ/ ዝቅተኛ |
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15. የሚሰጡት ጥቅማጥቅሞች በመጀመሪያ ሲቋቋሙ የሠራተኛውን ፍላጎትና ምርጫ የተከተሉ ይመስልዎታል?
- |        |          |
|--------|----------|
| ሀ/ አዎን | ለ/ አይደለም |
|--------|----------|
16. ሠራተኛው ሰላቀ ውጤት እንዲበረታታ የጥቅማጥቅሞች ድርሻ ምን ያህል ነው ይላሉ?
- |         |          |         |
|---------|----------|---------|
| ሀ/ ከፍተኛ | ለ/ መካከለኛ | ሐ/ ዝቅተኛ |
|---------|----------|---------|
17. አልቀረቡም የሚሉትን ጥቅማጥቅሞች በገልጹ

18. በአጠቃላይ የድርጅቱን የክፍያና የጥቅማጥቅምን አገልግሎት ሥርዓትን በተመለከተ እርስዎ ያለዎት ግንዛቤ ምን ያህል ነው?

- |         |          |         |
|---------|----------|---------|
| ሀ/ ከፍተኛ | ለ/ መካከለኛ | ሐ/ ዝቅተኛ |
|---------|----------|---------|
19. ድርጅትዎ የሚጠቀምባቸው የሥራ መመዘኛ ነጥቦች ከሚሰሩት ሥራ ጋር ግንኙነት አላቸው ብለው ያምናሉ?

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| ሀ/ አዎን | ለ/ የላቸውም |
|--------|----------|
20. የክፍያዎን መጠን ከመወሰን አኳያ እርስዎ ቀጥሎ ለተዘረዘሩት ለየትኞቹ ቅድሚያ ይሰጣሉ?

መመዘኛ	ቁጥር	መመዘኛ	ቁጥር
የአገልግሎት ዘመን/በዓመታት		የሥራ በታ	
የሥራ ውጤታማነት		የሥራ ልምድ	
የኑሮ ውድነት /ዋጋ		የገበያ ሁኔታ	
የድርጅቱ ትርፋማነት		ታማኝነት	
የሥራ መደብ		ችሎታ/የትምህርት ደረጃ	

21. በመሥሪያ ቤትዎ የደመወዝና የጥቅማጥቅሞች አገልግሎት ሥርዓት ከንዋኔዎች /ፖሊስ/ በተመለከተ ችግሮች ያሉት ይመስልዎታል?

- |        |          |
|--------|----------|
| ሀ/ አዎን | ለ/ አይደለም |
|--------|----------|
- አዎን ከሆነ ችግሮችን ቢጠቁሙ

በእርስዎ አስተያየት ችግሮችን በመቅረፍ የመፍትሄ ሀሳብ የሚሉትን ቢገልጹት



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