

EMPLOYEE WELFARE MEASURES IN LEATHER PRODUCTS MANUFACTURING ENTERPRISES IN ADDIS ABABA, ETHIOPIA AND ITS IMPLICATIONS FOR EMPLOYEE'S JOB SATISFACTION

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Abstract *Employee welfare has been the center of research in human resource management. This paper examines the effects of welfare measures on employees' job satisfaction using data from 153 participants randomly selected from leather products manufacturing enterprises in Ethiopia. The analysis of the descriptive statistics revealed that the respondents showed their moderate satisfaction on both intramural welfare measures ($M=2.7338$ with $SD=.59573$) and extramural welfare measures ($M=3.1470$ with $SD=.61121$). Regarding job satisfaction also they have shown their moderate satisfaction both in intrinsic ($M=2.9714$ with $SD=.66804$) and extrinsic ($M=2.7995$ with $SD=.71129$) as job satisfaction measures. The correlation analysis results have shown that intramural ($r=.176$) and extramural ($r=.133$) employee welfare measures had a weak but positive relationship with job satisfaction. The explanatory power of employees' welfare measures, as shown by R square is 13.0% ($R=.13$), indicating that 87% of the variation in employee's job satisfaction is explained by factors other than welfare measures. From the analysis of the study it can be concluded that lesser attention was given for employee welfare measures by enterprises as considered for the present study. Given the limited number of studies on this topic in the context of Ethiopia, this study may be a herald for a much rigorous study.*

Keywords: *Welfare measures, Job Satisfaction, Leather Products, Addis Ababa, Ethiopia*

INTRODUCTION

The term welfare connotes many ideas and meanings such as the state of well-being, health, happiness, prosperity and the development of human resources. As noted by Srinivas (2013), labor welfare includes various facilities, services and amenities provided to workers for improving their health, efficiency, economic betterment and social status. Aswathappa (2010) also defined that welfare means faring or doing well. It is a comprehensive term and refers to the physical, mental, moral and emotional well-being of an individual. Aswathappa further explained that employee welfare includes such services, facilities, and amenities as may be established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in a healthy, congenial surrounding and to provide them with amenities conducive for good health and high morale. Armstrong (2006) identified that welfare services fall into two categories, namely individual and group services.

Individual services include personal services in connection with sickness, bereavement, domestic problems, employment problems, and also elderly and retired employees. Group services consist of sports and social activities, clubs for retired staff and benevolent organizations. From the definitions, it can be inferred that employee welfare denotes a comprehensive package of various benefits and facilities provided by employers, government and other agencies for wellbeing of employees. Hence, welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages.

Quality of labour depends primarily upon the health, nutrition, literacy and social values and customs of the workforce. Poor diets, unhygienic conditions, inadequate disease preventive measures have an adverse effect on the efficiency of the workforce. The happiness and the efficiency of workers are the mirror of the prosperity of an industry. Prosperity of an industry is also the end result of productivity. Hence, neglecting the welfare of employees has an adverse

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effect on the productivity of a given industry. Yadav and Kumar (2013) have stated that in order to maintain better industrial relations and stability in the organizations, welfare facilities can go a long way in improving efficiency of the organizations. Jayanthi (2012) suggested that the welfare facilities aid in enhancing the self confidence and intellectual level of an employee. Laddha (2012) also demonstrated that welfare facilities and recreation accounts for healthy individuals besides enhancing their happiness and emotional quotient.

Job satisfaction is one of the most prominent aspects of work attitudes that have been studied. Many definitions were given for job satisfaction. Spector (1997) defined job satisfaction as how people feel about their jobs and different aspects of the jobs. It is the extent to which people like or dislike their jobs. Armstrong (2006) defined job satisfaction as constellation of different dimensions which affects the job. Faragher, Cass and Cooper (2005) associated job satisfaction with the feeling of pride that builds in to a group feeling of esprit de corps thus paving way for high morale. Employee welfare facilities in the organization affect the behavior of the employees as well as on the productivity of the organization. Almeida and Perera (2015) showed that there was a strong positive relationship between welfare facilities and job satisfaction. Ahmad and Mehta (1997) advocated that employee welfare measures serve as oxygen for motivation of the workers and boost the effectiveness of the workforce. Though the association between welfare measures and job satisfaction has been widely studied in the context of different countries, but there is limited literature in the Ethiopian context which could provide justification for spending endless amount in providing welfare measures to the employees. The present study is, therefore aimed for assessing the magnitude of provision of employee welfare measures in leather products manufacturing enterprises in Ethiopia that shows its impact on employees' job satisfaction.

Problem Statement

The government of Ethiopia made a number of efforts to improve the efficiency and effectiveness of the employees which could demonstrate the improved productivity as well as manner of service that they provide in private as well as governmental institutions. The measures undertaken by the Ethiopian government include; enacting different proclamations such as proclamations no. 377 of 2006 of labor proclamation that were framed in accordance with ILO standards and conventions. A number of changes of management tools were implanted during different years to improve the human management and development status of the civil service machineries in the country. This in fact resulted in significant costs to the government budget.

The leather manufacturing sector in Ethiopia is generating a new dynamism in the development of the country and attracting foreign direct investment and creating jobs. The industry is expected to pave way for the country's industrialization and contributes to the pro-poor development goal. The preliminary discussion made by some stake holders showed that it seems that the industry faced challenges relating to industrial relations, working conditions and productivity which required action to improve employee welfare measures in accordance with international labour standards and national labour proclamation.

Following observations on preliminary document analysis have been made in the case of leather industry:

- There is a lack of institutional framework for welfare schemes such as worker's education facilities, canteen facilities, games and sports facilities and non statutory welfare schemes.
- A limited capacity of the workers' and employers' organizations in preventing the use of social dialogue platforms and opportunities to improve working conditions and productivity.
- No systematic study has been conducted in welfare issues in the Ethiopian context to the best of knowledge of the Researcher.

The present study, therefore, aims to show the magnitude of welfare provisions by leather manufacturing enterprises in Ethiopia and its impact on their employee's job satisfaction.

LITERATURE REVIEW

The Concept of Employee Welfare Services and Facilities in the Ethiopian Context

The scope of labour welfare can be interpreted differently among countries with varying stages of economic development, political outlook and social philosophies. Governing of safety and health issue at work place on legal basis in Ethiopia dates back to 1940s when the first legal instrument Proclamation No. 58/1945 was promulgated. The origin of this legislation was a result of the advent of industrialization that took place in the country. This legislation was framed on the basic principles underlined in the conventions of notable International Labor Organization (ILO). The International Labour Organization (1949) broadly classifies welfare services into two: Intramural and extramural activities. Intramural welfare measures are provided within the establishments such as latrines and urinals, drinking water, washing and bathing facilities, crèches, rest shelters and canteen, arrangements for prevention of fatigue, health services including occupational safety, uniform and protective clothing and the like. Extramural activities cover the services and facilities provided outside the establishments such as housing accommodation, indoor and outdoor

recreational facilities, amusement and sports educational facilities for adults and children, and the like. Welfare measures may also be divided into statutory and non statutory. Statutory welfare measures relate to the legal provision and non statutory welfare measures are the ones undertaken voluntarily by employers. Conventions and Recommendation of ILO (1949) set a fundamental principle of welfare measures which includes adequate protection for life and health of workers in all occupations, provision for child welfare and maternity protection, provision of adequate nutrition, housing and facilities for recreation and culture, the assurance of equality of educational and vocational opportunity etc.

Presently, the parent legislative frame work of Ethiopia is the constitution of the Federal Democratic Republic of Ethiopia of August, 1995. This grand legislation has several articles which pertain to matters of decent work in general and of safety, health and working environment in particular. The Labour proclamation No 377/06 of Ethiopia, Article 42 (2) also provides that workers have the right to reasonable limitation of working hours, to rest, to have reasonable leisure time, to periodic leaves with pay, to remuneration for public holidays as well as healthy and safe work environment. Article 92 of the same proclamation clearly spells out the fundamental obligations of an employer with regard to measures that need to be respected in order to ensure that work places are safe, healthy and free of any danger.

Employee Welfare Practices and Its Relationship with Job Satisfaction

After employees have been hired, trained and remunerated they need to be retained and maintained to serve the

organization better. Faragher, Cass and Cooper (2005) stated that employee welfare facilities enable workers to live a richer and more satisfied life. Welfare facilities are designed to take care of the well being of the employees, they do not generally result in any monetary benefits. Cooper and Bows (2009) identified that productivity of the employees can be improved with such non-monetary measures like good relationships among superiors and subordinates, effective implementation of given procedures, support of supervisory staff to workers. Sabarirajan (2010) stated that provision of welfare and social security measures makes the employees feel satisfied with their jobs leading to their improved performance. Aswathappa (2010) stated that welfare facilities besides removing dissatisfaction, help develop loyalty in workers towards the organization. He further stated that welfare may help minimize social evils such as alcoholism, gambling, prostitution, drug addiction and the like. Armstrong (2006) stated that the provision of intra-mural and extra-mural welfare facilities help in improving the quality of work life of employees. The studies conducted by different authors as shown in the above discussion reveal that welfare measures have an impact on employee’s job satisfaction. Accordingly, the current study will use the conceptual frame work shown below and aims to show the explanatory power of the independent variables (welfare measures) on dependent variable (employee job satisfaction) considering the demographics as a controlled variable.

Conceptual Frame Work

The study assumed that welfare measures can be used as one of the means in enhancing employee job satisfaction. It is

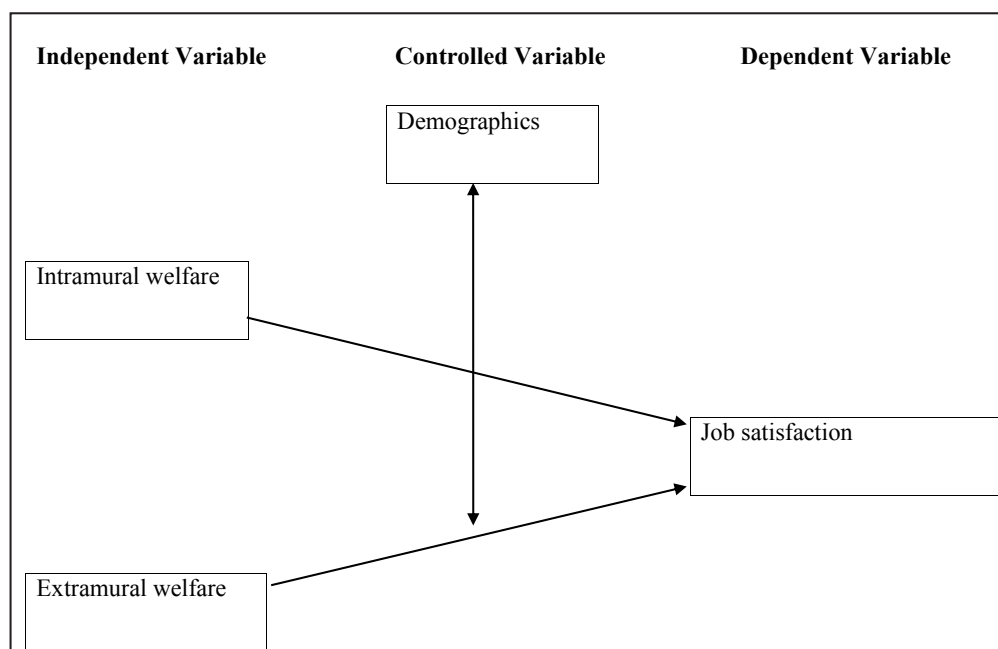


Fig. 1: Conceptual Frame Work of the Study Developed by the Author

based on the premises that if an employer takes good care of its work force, they will tend to be more satisfied in their jobs. The provisions of intramural and extramural welfare measures are thus important to increase the efficiency of workers. The above model depicted that intramural and extramural welfare measures were considered as independent variables and the employee level of job satisfaction (independent variables) disregarding the effect of demographic factors. Based on the theoretical discussions made, the intension of the study is to meet the objectives stated below and is aimed to test the hypotheses shown in the succeeding section.

OBJECTIVES OF THE STUDY TARGET

- To investigate the present status of welfare measures of leather products manufacturing enterprises.
- To identify the current level of employee's job satisfaction at the enterprises.
- To show the impact of welfare measures on employee's job satisfaction.

Therefore, the Intention of the Study is to Test the Following Hypotheses.

H1: Intramural employee welfare measures have significant relationship with employee's job satisfaction.

H2: Extramural employee welfare measures have significant relationship with employee's job satisfaction.

H3: Employee welfare measures had a significant impact on employee's job satisfaction.

RESEARCH METHODOLOGY

Description of the Industry

Ethiopian leather and leather products industry encompasses tanning and dressing of leather, manufacture of luggage and hand bags, and manufacture of footwear. The firms in the industry are categorized as tanning industries, leather products industries, footwear industries and glove factories. (www.eldie.org). They produce products such as leather shoes and boots, canvas and rubber shoes, plastic footwear, leather upper and lining, leather sole, semi processed skins, leather garment, plastic sole and crust hides, and wet blue hides. According to Central Statistics Authority (CSA) survey of the Ethiopian manufacturing sector, in 2013/14 there were 141 firms engaged in manufacturing of leather and leather products and presently all of them were owned privately. The present study mainly focused on welfare measures of enterprises of leather products industries. There

are 18 leather products manufacturing establishments in the country (www.eldie.org). Six of them were considered on convenient basis as a sample of the study.

RESEARCH DESIGN

The design of the study is an explanatory type in its nature. The study employed quantitative data to explore the status of welfare practice in the case of organizations and targeted to show its impact on employee's job satisfaction. As explained by Miles & Huberman (1994) in quantitative research, the researcher tends to remain objectively separated from the subject matter.

Population and Sampling Procedure

The ideal populations considered for this study were employees working in large and medium leather products manufacturing enterprises in, Ethiopia. Out of 569 permanent employees of the sampled enterprises, 170 (30%) were selected randomly as a sample of the study. Stratified sampling method was employed and the selected enterprises were considered as strata. 153 (90%) of the sampled employees filled and returned the questionnaires.

Instruments and Methods of Data Collection

Questionnaires were constructed in line with the general provision of welfare measures by ILO and relevant literature in the area. The reliability of the questionnaires was tested using alpha Cronbach test. A result of ($=.85$) was obtained and found at accepted level for this type of studies. Original short form of Minnesota Satisfaction Questionnaire (MSQ) was used to figure out the level of the employee job satisfaction. The collected data were processed using SPSS version 20. Descriptive statistics such as percentages, mean and standard deviation were used to show the present status of welfare measures and level of employee's job satisfaction. To show the relationships between intramural and extramural welfare with job satisfaction Partial Pearson's correlation coefficients were used to show the impact of welfare measures on employee's job satisfaction, linear regression was performed.

RESULTS AND DISCUSSION

Results

Demographic Characteristics of the Respondents

The respondents were drawn from manufacturing enterprises engaged in leather products. Accordingly, 170 workers were

approached in stratified random manner and 153 of them filled the questionnaires and returned. The profile of the respondents in terms of gender, educational level and years of service in their respective organization is shown in Table 1 below:

Table 1: Demographic Profile of the Respondents

Characteristics	Frequency	%
Sex		
Male	90	58.8
Female	63	41.2
Age Category		
18-24	56	36.6
25-34	45	29.4
35-44	4	2.6
45-54	47	30.7
55-64	1	0.7
Service years within the Organization		
less than year	16	10.5
1 to 5	106	69.3
6 to 10	20	13.1
11 to 15	11	7.2
Educational Qualification		
Less than 12	1	.7
12 complete	29	19.0
Certificate	44	28.8
College diploma	49	32.0
First degree	26	17.0
Masters degree	4	2.6

Source: Questionnaire

As shown in Table 1, the majority of the sampled employees are male (58.8%) which is a common fact as observed in many organizations in Ethiopia. Age wise, majority (66%) of them are less than 35 years old. In terms of years of service, majority (69.3%) of them served their respective organization for less than five years.

Welfare Measures

As classified by the International Labour Organization (ILO), welfare services are categorized into two categories namely intramural activities which are provided within the establishments and extramural labour measures which are provided by organizations outside their premises. To assess the present status of intramural welfare measures, the respondents' were requested to rate ten items from the questionnaires as shown in Table 2 below.

Table 2: Respondents' Reflections on the Intramural Welfare Measures

Items	Mean	Std.	Skewness	Kurtosis
I am satisfied with the drinking water facility.	3.1391	1.31169	.009	-1.426
I am satisfied with canteen facility.	2.2848	1.20763	.516	-1.005
I am satisfied with the medical and first aid facility.	2.9477	1.04372	.141	-1.051
I am satisfied with non-statutory welfare schemes provided by my organization	2.3816	1.12134	.458	-.794
There are clean and sufficient numbers of toilets in my organization.	3.5789	1.08284	-.936	.312
My organization is providing games and sports facility.	2.0850	1.06960	.973	.447
The employees' welfare facility like gymnasium is provided to you at your work place.	1.8235	1.04578	1.130	.445
I am satisfied with the hygienic factors like personal life relating to welfare of employees.	2.9934	1.14219	-.095	-.711
I am satisfied with the sitting arrangement at my work station.	3.2222	1.07741	-.711	.037
Overall I am satisfied with the working environment of my organization.	2.8224	1.16858	.201	-.704
Grand Mean	2.7338	.59573	1.144	3.349

Source: Questionnaire

The results of standard deviations, skewness and kurtosis for all the items show the normality of the distribution of the means. The grand mean of the items (2.7338 with SD .59573) reveals the employees' overall moderate satisfaction that relates to intramural measures of the case enterprises. The maximum result (M=3.5789 and SD=1.0824) obtained related to the presence of clean and sufficient toilets in the case organizations. Even the result of the maximum item did not signal the employees' high level of satisfaction on

presence of clean and sufficient toilets. The responses given for extramural welfare measures are shown in Table 3 below.

Table 3: Respondents' Reflections on the Extramural Welfare Measures

Items	Mean	Std.	Skewness	Kurtosis
I am satisfied with the legislative welfare schemes.	3.8725	1.26965	-.861	-.391
I am satisfied with education welfare scheme provided by my organization.	2.5066	1.04214	.747	-.063
I am satisfied with the improvement in my living condition as an employee.	3.1895	1.09275	-.201	-.596
I am satisfied with the extramural facility like social insurance provided by my organization.	2.7039	1.20066	.458	-.794
The recreation facility provided by my organization is satisfactory.	2.8562	1.17774	.063	-1.037
I am satisfied with the welfare measures like earned leave.	3.4510	1.12940	-.460	-.464
I am satisfied with the provision of sick leave.	3.7451	1.09742	-1.052	.698
I am satisfied with the provision of casual leave.	3.5229	1.07045	-.778	.329
I am satisfied with the provision of medical benefits.	3.5254	1.18186	-.615	-.341
I am satisfied with the provision of travel allowance.	3.2797	1.13894	-.853	.061
I am satisfied with cultural programs.	3.0327	1.25875	-.263	-.875
Grand Mean	3.1470	.61121	-.728	.345

Source: Questionnaire

As defined by ILO, extramural welfare measures are undertaken outside the establishment to safe guard the health and safety of the workers. The results of standard deviations, skewness and kurtosis for all the items also show the normality of the distribution of the means. A grand mean of (3.1470 with SD .61121) was obtained for the overall extramural welfare measures provided by the enterprises. This shows the employee's overall average level of satisfaction relating to extramural welfare measures of the enterprises. They have shown relatively higher level of satisfaction regarding legislative welfare measures (3.7813 with SD of 1.33362). Among the items shown in the Table 3 lower mean was obtained for the item that states "I am satisfied with education welfare scheme provided by my organization" (M=2.5066 SD=1.04214). The next section discusses the employees' level of job satisfaction.

Employees' Job Satisfaction

In order to assess the level of employees' job satisfaction in the case enterprises, the respondents were requested to rate items identified in original short form of Minnesota Satisfaction Questionnaire. The responses obtained relating to intrinsic job satisfaction measures were summarized in Table 4 below.

Table 4: Respondents' Reflections on the Intrinsic Job Satisfaction

Items	Mean	Std.	Skewness	Kurtosis
Being able to keep busy all the times.	3.0789	1.65792	-.295	-1.423
The chance to work alone on the job.	2.5359	1.35251	.068	-1.236
The chance to do different things from time to time.	3.0395	1.10317	-.349	.240
The chance to be "somebody" in the community	3.3355	1.32197	-.239	-.715
Being able to do things that do not go against my conscience.	3.5425	1.30781	-.657	-.030
The way my job provides for steady employment	3.2448	1.25719	-.345	-.154
The chance to do things for other people.	3.5197	1.24470	-.630	-.140
The chance to tell people what to do.	3.0066	1.40711	-.099	-1.047

The chance to do something that makes use of my abilities.	3.5132	1.28664	-.672	-.047
The freedom to use my own judgment.	2.0728	1.14367	.804	.179
The chance to try my own methods of doing the job.	2.0915	1.23735	.837	-.213
The feeling of accomplishment I get from the job.	3.0533	1.22495	.075	-.604
Grand Mean	2.9714	.66504	-.953	5.859

Source: Questionnaire

As shown in Table 4, the grand mean of the items related to intrinsic job satisfaction of employee was found to be 2.9714 with SD of .66504. As shown in Table 4, the results of standard deviations, skewness and kurtosis for all the items affirms to the normality of the distribution of the means. This shows average satisfaction level on issues relating to intrinsic job satisfaction measures. The maximum average point was obtained for the item that states “Being able to do things that do not go against my conscience”. (M= 3.5425 with SD of 1.30781). This implies that relatively they are not forced to do a task that challenges their personality. Among items depicted in the Table, lowest average mean was obtained for the item that states “the freedom to use my own judgments”(M=2.0728 with SD=1.14367). This shows that the nature of their job is very structured and they are guided by their supervisors. The responses of the respondents relating to extrinsic job satisfaction were summarized in Table 5 below.

Table 5: Respondents’ Reflections on the Extrinsic Job Satisfaction

Items	Mean	Std.	Skewness	Kurtosis
The way my boss handles his/her workers.	3.1513	1.24358	-.291	-.596
The competence of my supervisor in making decisions.	3.1634	1.3009	-.254	-.534
The way company policies are put into practice.	2.7843	1.15816	-.187	-.062
My pay and the amount of work are compatible.	1.9605	1.07273	.895	.157
The chances for advancement of my job.	2.2680	1.18658	.351	-.734
The working condition.	2.6993	1.00056	-2.44	.479

The way my co-workers get along with each other.	3.5752	1.17369	-.455	-.082
The praise I get for doing a good job	2.7908	1.24949	.196	-.082
Grand Mean	2.7995	.71129	-.369	2.553

Source: Questionnaire

As shown in Table 5, the grand mean relating to the items to extrinsic job satisfaction measures was found to be M=2.7995 with SD of .71129. This shows the respondents’ average level of satisfaction in terms of extrinsic job satisfaction measures. From the items depicted in the Table, the highest mean rating was given for the item that states “the way my co-workers get along with each other” (M=3.5752 with SD=1.17369). Lower level of mean rating was obtained for the item that “my pay and the amount of work are compatible” (M=1.9605 with SD=1.07273). This shows they are highly dissatisfied as regards to the amount they receive for their employment.

Relationship of Welfare Measures with Employee’s Job Satisfaction

In order to show the relationships between employee welfare measures to the employee level of job satisfaction, a Pearson correlation was used to test the relationship between employee welfare measure and job satisfaction. The result obtained is summarized in Matrix form as shown in Table 6. The effect that might arise as the result of demographic characteristics of the employees was made a controlled factor for the purpose of this study.

As shown in Table 6, the intramural welfare measures have significant relationships with employee’s job satisfaction. (Correlation .176 at significant level of 0.05). This leads us to accept the hypothesis which states “Intramural welfare measures have significant relationship with employee’s job satisfaction”. The findings of the study show that extramural welfare measures have also significant relationship with employee’s job satisfaction. (correlation coefficient .133 at significant level of 0.05). Though the results confirm their significance to job satisfaction, the correlations coefficients are so close to the significance level (sig 0.05) which implies weak positive relationships. The next section discusses the output of the regression analysis in order to test hypothesis 3 that states “employee welfare measures have significant impact on employee’s job satisfaction”.

Table 6: Relationships between Welfare Measures and Employee's Job Satisfaction

Correlations Matrix						
Control Variables	Dependent & Independent variables	Intrinsic	Extrinsic	Intramural	Extramural	Job Satisfaction
Gender, age, service & education	Intrinsic	1.000	.854**	.154	.155	.961**
	Extrinsic	.854**	1.000	.155	.154	.967**
	Intramural	.154	.155	1.000	.406**	.176
	Extramural	.155	.154	.406**	1.000	.133
	Job satisfaction	.961**	.967**	.176	.133	1.000

** . Correlation is significant at 0.05 level

Impact of Welfare Measures on Employee's Job Satisfaction

The correlation analysis section was used to measure the relationship between the independent variables and the

dependent variable. The regression results depicted in Table 7 below show the impact of welfare measures on employee's job satisfaction.

Table 7: Impact of Welfare Measures on Job Satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.173 ^a	.130	.121	.27585	.130	3.214	1	104	.076

a. Predictors: (Constant), welfare

The model summary shown in Table 7 shows the effect of employee welfare measures on job satisfaction. In this research, the regression result is found to be $R = 0.13$ indicating that employee welfare measures have significantly explained 13.0% of the variance in the job satisfaction. Therefore, hypothesis 3 that states "employee welfare measures have significant impact on employee's job satisfaction" has been accepted.

DISCUSSION

The profile of the respondents shows that majority (80.4%) of them are holding an educational qualification of below college diploma level. As the respondents are drawn from factory workers groups, high level of educational qualifications may not be expected for their present positions. Since all respondents were drawn from organization considered as a sample of the study, they had good exposure to the case of the study and also it justifies the reliability of the source of the information.

The employees have not shown their satisfaction with the provisions of welfare measures within the establishments

to the highest level. The status of the provisions of these measures is contrary to the Country's Labour Proclamation No. 377/2003. Part seven of the proclamation states that "an employer shall take the necessary measure to safeguard adequately the health and safety of the workers" Article 42 (2) of the Ethiopian constitution also provides that working hours should be reasonably limited, it is the right of employees to rest, have leisure time, to periodic leaves with pay, to remuneration for public holidays as well as healthy and safe work environment. ILO Convention No. 155/1981 also states that employers need to ensure employees with occupational safety, health and conducive working environment. Hence, the intramural welfare provisions of the enterprises do not meet the required standards. The findings relating to extramural measure section also merely meet statutory average level requirements as per provisions stated in labour proc. No. 377/2003 of the Ethiopian Government's. With regard to job satisfaction measures they affirmed their average level satisfaction in both intrinsic and extrinsic job satisfaction measures. On the other hand the correlation results showed that intramural and extramural employee welfare measures had a weak but positive relationship with job satisfaction. The linear regression result also indicated

that 13% of the variations in employee's job satisfaction are explained by welfare measures. The findings are in line with the justification that many writers like Sabarirajan (2010), Aswetheppa (2010) and Armstrong (2006) have given to reveal the relationship between welfare measures and employee's job satisfaction.

CONCLUSION

The government of Ethiopia has considered the leather industry as a priority sector for growth. The sector has significant international comparative advantages based on available raw materials. The country boasts of the largest livestock production in Africa, and the 10th largest in the world (AASCA, 2014). In order to gain advantage from the sector, giving due emphasis to employee welfare measure is a prime task as the productivity of employees is related to welfare provisions. From the analysis of the study it can be concluded that lesser attention was given to employee welfare measures by leather products manufacturing enterprises that have been considered for this study. From the analysis of the study it can also be inferred that employees considered for the purposes of the study are only moderately satisfied in their present jobs. In other respect, welfare measures have significant positive relationship and explain 13% variation in employee's job satisfaction. Therefore, the enterprises should provide better welfare measures and comply with the Country's labor proclamation provision and ILO standards and conventions.

Scope for Future Research

As the sample of the study is drawn from leather products manufacturers, the result of the study cannot be inferred for the rest of establishments in the country. Therefore, this study calls for an in depth study in other establishments in the country so that policy makers and researchers can have a wide spectrum of the status of welfare measures in Ethiopian context.

Research/Managerial Implications

Most researchers' focus on studying provision of welfare measures or concentrate on studying job satisfaction. The present study showed the impact of welfare measures on job satisfaction. Particularly no systematic study has been conducted in the context of Ethiopia on the subject considered for the study. The result of the study revealed that the magnitude of welfare provisions in the sector and its impact on job satisfaction. Therefore it is believed that it will create awareness in decision makers on the status of welfare measures so that they will alter their provisions.

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