

**A DESCRIPTIVE PROFILE OF EMPLOYEE JOB SATISFACTION AND
WORKPLACE EXPERIENCES IN SUDAN EVANGELICAL MISSION ACROSS
ORGANIZATIONAL, INTERPERSONAL, AND INTRINSIC FACTORS**

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Declaration

I, **Guli Charles Hillary**, hereby declare that this research project, titled “A Descriptive Profile of Employee Job Satisfaction and Workplace Experiences in Sudan Evangelical Mission across Organizational, Interpersonal, and Intrinsic Factors.” is the result of my own original work and intellectual effort. I have completed this project under the guidance of my supervisor **Dr. Joseph Jakisa Owor, PhD** and that all sources, ideas, and information have been acknowledged and referenced according to the standards of academic integrity and has not been submitted to any other institution for any award.

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Date: January 12, 2026

Approval

This is to certify that this research titled “A Descriptive Profile of Employee Job Satisfaction and Workplace Experiences in Sudan Evangelical Mission across Organizational, Interpersonal, and Intrinsic Factors.” has been done under my supervision and is now ready for submission.

Name: Dr. Joseph Jakisa Owor, PhD



January 12, 2026

Dedication

I dedicate this work to my late grandmother **Mrs. Josephine Karama Goti**, whose unwavering belief in my potential at child age (11 years) gave me the strength to overcome every obstacle. Your sacrifices and constant encouragement were the foundation upon which this work was built.

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Abstract

Employee job satisfaction is a critical concern for organizational effectiveness, particularly within faith-based non-governmental organizations operating in fragile contexts. This study presents a descriptive profile of employee job satisfaction and workplace experiences in Sudan Evangelical Mission (SEM), focusing on organizational, interpersonal, and intrinsic factors. A descriptive cross-sectional research design was adopted, and data were collected from all 35 employees of SEM using a structured questionnaire. The data were analyzed using frequencies and percentages to capture employees' perceptions without inferring causal relationships.

The findings show that the workforce is predominantly composed of program staff directly involved in service delivery, reflecting frontline workplace realities. Descriptive results reveal widespread dissatisfaction with organizational systems, including policy clarity, promotion procedures, professional development opportunities, grievance handling, communication, and supervisory relationships. Intrinsic factors such as recognition, appreciation, morale, and perceived alignment between organizational values and practice also emerged as significant concerns. Although peer support among colleagues was generally strong, this did not translate into a strong sense of relational connectedness, indicating that collaboration was largely task-driven. Compensation was viewed relatively positively; however, non-monetary aspects of the work environment were perceived as inadequate.

The study concludes that employee job satisfaction in SEM is shaped more by organizational practices, leadership relationships, and intrinsic motivation than by pay alone. The findings underscore the need for policy review, leadership

development, effective communication, grievance management, and intentional recognition practices. By providing a descriptive, evidence-based snapshot of employees' lived experiences, the study offers practical insights for organizational reflection and improvement in faith-based NGO contexts.

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Glossary of terms and acronyms

Abbreviations	Descriptions
NGO	Non-Governmental Organization
NNGO	Non-Governmental Organizations
SEM	Sudan Evangelical Mission
SSRRC	South Sudan Relief and Rehabilitation Commission
SSHf	Sudan Humanitarian Fund

CHAPTER ONE - INTRODUCTION

1.0 Introduction

This chapter introduces the study by presenting the background, statement of the problem, objectives, research questions, scope, justification, and significance of the study. The chapter is reframed to align with the revised descriptive topic and the percentage-based survey data collected from Sudan Evangelical Mission (SEM).

1.1 Background to the Study

Employee job satisfaction remains a central concern in organizational leadership and human resource management because of its direct relationship with employee commitment, motivation, retention, and organizational effectiveness (Locke, 1976; Mullins, 2005). Job satisfaction refers to the extent to which employees feel positively or negatively about their work and workplace experiences, shaped by organizational structures, interpersonal relationships, and intrinsic meaning derived from work (Spector, 1997).

In mission-driven and faith-based non-governmental organizations (NGOs), job satisfaction is particularly important because employees are often motivated not only by financial rewards but also by values, purpose, and relational dynamics (Herzberg, 1959; Ryan & Deci, 2021). When workplace environments fail to support these dimensions, employees may experience dissatisfaction that undermines morale, service delivery, and long-term sustainability.

Sudan Evangelical Mission (SEM) is a Christian-based indigenous NGO established in 1998 to respond to humanitarian and development needs among vulnerable communities in South Sudan. Over the years, SEM has partnered with international donors such as Tear fund, Bread for the World, and the South Sudan Humanitarian Fund to implement programs in disability inclusion, food security, education, and livelihoods. Despite its reputation for service delivery, SEM operates within a fragile socio-economic and institutional context characterized by resource constraints, complex donor requirements, and demanding work environments.

Given these conditions, understanding employee job satisfaction in SEM requires a descriptive exploration of employees' lived workplace experiences rather than causal testing or predictive modeling. This study therefore adopts a descriptive approach, focusing on how employees perceive organizational, interpersonal, and intrinsic factors shaping their job satisfaction, using percentage-based staff survey data.

1.2 Statement of the Problem

Many national NGOs in South Sudan face persistent challenges related to employee dissatisfaction, including perceptions of weak organizational policies, limited career progression, ineffective communication, lack of recognition, and strained supervisor-employee relationships. These challenges often manifest in reduced morale, low motivation, and strained organizational culture.

At Sudan Evangelical Mission, anecdotal concerns regarding workplace policies, promotion procedures, leadership practices, recognition, and value alignment have emerged. However, systematic documentation of employees' perceptions has been

limited. Without a clear descriptive profile of how employees experience their work environment, management efforts to improve job satisfaction risk being fragmented or misdirected.

This study therefore addresses the need for a structured descriptive assessment of employee job satisfaction and workplace experiences in SEM. By presenting staff perceptions across organizational, interpersonal, and intrinsic factors using percentages, the study provides an evidence-based snapshot that can inform leadership reflection, internal dialogue, and incremental organizational improvement.

1.3 Objectives of the Study

Main Objective

To describe employee job satisfaction and workplace experiences in Sudan Evangelical Mission across organizational, interpersonal, and intrinsic factors using percentage-based staff survey data.

Specific Objectives

1. To describe employees' perceptions of organizational factors influencing their job satisfaction in Sudan Evangelical Mission.
2. To describe employees' perceptions of interpersonal factors shaping their workplace experiences in Sudan Evangelical Mission.
3. To describe employees' perceptions of intrinsic factors related to their work and job satisfaction in Sudan Evangelical Mission.

1.4 Research Questions

1. How do employees perceive organizational factors related to job satisfaction in Sudan Evangelical Mission?
2. How do employees perceive interpersonal factors shaping their workplace experiences in Sudan Evangelical Mission?
3. How do employees perceive intrinsic factors related to their work and job satisfaction in Sudan Evangelical Mission?

1.5 Scope of the Study

The study focused on employees of Sudan Evangelical Mission located in Mundri, Western Equatoria State, South Sudan. The scope was limited to descriptive analysis of organizational, interpersonal, and intrinsic workplace factors as perceived by employees at the time of data collection. Methodologically, the study relied on questionnaire responses analyzed using percentages, without inferential or causal testing.

1.6 Justification of the Study

Most studies on job satisfaction emphasize causal relationships between satisfaction and performance. However, in contexts such as SEM, where re-collection of data is not feasible, a descriptive profiling approach is both appropriate and valuable. This study is justified because it systematically captures employees' voices, highlights dominant patterns of satisfaction and dissatisfaction, and aligns the research focus with the nature of available data.

1.7 Significance of the Study

The findings of this study are significant to SEM management by providing a clear descriptive overview of employee workplace experiences that can guide policy review, leadership development, and organizational reflection. The study also contributes to academic literature on job satisfaction in faith-based NGOs operating in fragile contexts. Finally, it provides a reference point for future researchers and practitioners interested in descriptive, percentage-based assessments of employee experiences in similar organizational settings.

CHAPTER TWO - LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant theoretical and empirical literature on employee job satisfaction with specific attention to organizational, interpersonal, and intrinsic workplace factors. The purpose of the literature review is not to establish causal relationships but to provide a conceptual and empirical foundation for understanding how employee job satisfaction is commonly described and experienced in organizational settings, particularly within faith-based and non-governmental organizations (NGOs).

Given the descriptive orientation of this study, the literature is organized thematically to illuminate how job satisfaction manifests across different dimensions of workplace experience. The chapter draws on classical and contemporary motivation theories, organizational behavior frameworks, and empirical studies relevant to job satisfaction, leadership, workplace relationships, and intrinsic meaning of work. These perspectives provide an interpretive lens for understanding the descriptive findings presented later in Chapter Four.

2.2 Conceptualizing Employee Job Satisfaction

Employee job satisfaction has been widely defined as a positive emotional or affective response resulting from an individual's evaluation of their job and workplace experiences (Locke, 1976). Rather than a single attitude, job satisfaction is a multidimensional construct shaped by perceptions of work conditions, leadership practices, interpersonal relationships, and the intrinsic value employees attach to their work (Spector, 1997).

Mullins (2005) describes job satisfaction as an internal state influenced by how employees perceive the fulfillment of their expectations and needs within the workplace. This perception-based nature of job satisfaction makes it particularly suitable for descriptive research approaches, as employees' subjective experiences are central to understanding satisfaction levels. In organizational settings, especially NGOs, job satisfaction is often intertwined with mission alignment, ethical leadership, and relational dynamics, making it more complex than purely economic models suggest (Perry & Wise, 1990).

Job satisfaction is also closely associated with outcomes such as organizational commitment, morale, absenteeism, and turnover intentions (Judge et al., 2001). However, contemporary scholars emphasize that before examining such outcomes, organizations must first understand how employees describe and interpret their workplace realities (Ryan & Deci, 2021). This study aligns with that view by focusing on descriptive profiling of satisfaction-related experiences.

2.3 Theoretical Perspectives on Job Satisfaction

2.3.1 Maslow's Hierarchy of Needs Theory

Maslow's (1954) hierarchy of needs remains one of the foundational theories for understanding employee motivation and job satisfaction. The theory proposes that human needs are arranged in a hierarchy ranging from physiological needs to safety, social belonging, esteem, and self-actualization. In organizational contexts, job satisfaction emerges when work environments support progression through these levels.

At the organizational level, policies, job security, and working conditions correspond to physiological and safety needs. Interpersonal relationships at work fulfill social belonging needs, while recognition, appreciation, and responsibility address esteem needs. Intrinsic satisfaction and moral alignment with work reflect self-actualization. Although Maslow's theory has been critiqued for its rigid hierarchy, it remains useful as a descriptive framework for understanding how different workplace factors correspond to varying levels of employee satisfaction (Wahba & Bridwell, 1976).

2.3.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory distinguishes between hygiene factors and motivators (Herzberg et al., 1959). Hygiene factors such as organizational policies, supervision, working conditions, and salary prevent dissatisfaction but do not necessarily create satisfaction. Motivators, including recognition, responsibility, achievement, and meaningful work, actively contribute to job satisfaction.

This theory is particularly relevant to the present study because it aligns closely with the categorization of organizational, interpersonal, and intrinsic factors. Organizational policies and procedures function largely as hygiene factors, while recognition, appreciation, and moral fulfillment act as intrinsic motivators. Herzberg's framework supports a descriptive examination of how the absence or presence of these factors shapes employees' reported satisfaction levels.

2.3.3 Self-Determination Theory (SDT)

Self-Determination Theory, developed by Deci and Ryan (1985; 2000), emphasizes the role of intrinsic motivation in human behavior. According to SDT, individuals

experience higher motivation and satisfaction when three basic psychological needs are fulfilled: autonomy, competence, and relatedness.

In workplace settings, autonomy refers to the degree of control employees have over their work, competence reflects the alignment between skills and job demands, and relatedness concerns interpersonal connections with supervisors and colleagues. Research grounded in SDT shows that work environments supporting these needs are associated with higher job satisfaction and well-being (Ryan & Deci, 2021). The theory provides a strong conceptual foundation for examining intrinsic and interpersonal factors descriptively in SEM.

2.3.4 Job Characteristics Model

The Job Characteristics Model proposed by Hackman and Oldham (1976) identifies five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback. These dimensions influence critical psychological states that shape job satisfaction and internal motivation.

Although originally developed for job design analysis, the model offers valuable insight into how employees experience their work roles. In descriptive studies, perceptions of workload balance, autonomy, and responsibility can be interpreted through this framework. The model underscores that employees' subjective perceptions of their jobs are central to satisfaction, regardless of formal job descriptions.

2.4 Organizational Factors and Job Satisfaction

Organizational factors refer to formal structures, policies, procedures, and work conditions that shape employees' daily experiences. Studies consistently show that clarity of policies, fairness of promotion systems, availability of professional development, and adequacy of working conditions influence employees' satisfaction perceptions (Mullins, 2005; Spector, 1997).

In NGO contexts, organizational policies often intersect with donor requirements, accountability systems, and bureaucratic controls. While such structures are necessary for compliance, excessive bureaucracy can undermine employee morale and satisfaction if perceived as rigid or unfair (Langer et al., 2019). Employees' perceptions of fairness and transparency in organizational processes are therefore critical indicators of satisfaction.

Working conditions, including physical environment, psychological safety, and workload distribution, also shape job satisfaction. Raziq and Maulabakhsh (2015) note that even when pay is adequate, poor working conditions can significantly reduce satisfaction. Descriptive studies highlight that employees often differentiate between satisfaction with compensation and dissatisfaction with broader organizational environments.

2.5 Interpersonal Factors and Job Satisfaction

Interpersonal factors encompass relationships with supervisors, colleagues, and the broader organizational community. Research consistently demonstrates that supportive supervision, respectful communication, and effective conflict management are central to employee job satisfaction (Judge et al., 2001).

Leader-member exchange (LMX) theory emphasizes the quality of relationships between supervisors and subordinates, suggesting that employees who experience trust, respect, and open communication report higher satisfaction (Graen & Uhl-Bien, 1995). In contrast, perceived disrespect, poor grievance handling, and ineffective communication contribute to dissatisfaction and disengagement.

Peer relationships also play a critical role in shaping workplace experiences. Collaboration, teamwork, and mutual support contribute to a sense of belonging and psychological safety (Kahn, 1990). In mission-oriented organizations, strong peer support can partially buffer dissatisfaction arising from organizational constraints, making interpersonal dynamics particularly salient in descriptive analyses.

2.6 Intrinsic Factors and Job Satisfaction

Intrinsic factors relate to internal rewards derived from work itself, including recognition, appreciation, moral alignment, and sense of purpose. Unlike extrinsic rewards, intrinsic satisfaction is deeply personal and value-driven (Ryan & Deci, 2000).

Recognition and appreciation are widely recognized as powerful motivators that enhance job satisfaction by affirming employees' contributions and worth (Amoatema & Kyeremeh, 2016). Herzberg (1959) identifies recognition as a key motivator, while SDT emphasizes its role in fulfilling needs for competence and relatedness.

Moral values and value congruence are especially important in faith-based organizations. When employees perceive alignment between organizational actions and stated values, they experience higher satisfaction and commitment (Perry &

Wise, 1990). Conversely, perceived value incongruence can lead to moral distress and dissatisfaction, even when other conditions are favorable.

2.7 Empirical Studies on Job Satisfaction in NGOs

Empirical studies in NGO and public sector contexts reveal that job satisfaction is influenced by a combination of organizational structure, leadership quality, and intrinsic motivation. Studies conducted in African NGO contexts highlight challenges such as limited career progression, heavy workloads, and leadership capacity gaps as recurring sources of dissatisfaction (Bello & Nasiru, 2021).

However, these studies also show that strong mission commitment, peer support, and intrinsic motivation can sustain employee engagement despite resource constraints. Descriptive findings often reveal complex patterns where employees report satisfaction in some dimensions and dissatisfaction in others, reinforcing the need for nuanced, percentage-based profiling approaches.

2.8 Summary of Literature and Identified Gap

The reviewed literature demonstrates that employee job satisfaction is a multidimensional construct shaped by organizational, interpersonal, and intrinsic factors. While numerous studies examine causal relationships between these factors and performance outcomes, fewer studies adopt a purely descriptive approach that centers employees' lived experiences, particularly within faith-based NGOs operating in fragile contexts.

This study addresses this gap by providing a descriptive profile of employee job satisfaction and workplace experiences in Sudan Evangelical Mission using

percentage-based survey data. By grounding the analysis in established theories while maintaining methodological consistency with the available data, the study contributes contextually relevant insights for both practice and scholarship.

CHAPTER THREE - METHODOLOGY

3.1 Introduction

This chapter presents the methodological framework adopted for the study. It explains the research design, area of study, population and sampling procedures, data sources, research instruments, data collection procedures, data analysis strategy, ethical considerations, and methodological limitations. The methodology is deliberately aligned with the revised topic and objectives of the study, emphasizing a **descriptive research orientation** and the use of **percentage-based analysis** to present employees' perceptions of job satisfaction and workplace experiences in Sudan Evangelical Mission (SEM).

The chapter is written to ensure internal consistency between the study's objectives, the nature of the data collected, and the analytical techniques employed. No inferential or causal analysis is assumed or implied beyond what the data can legitimately support.

3.2 Research Design

The study adopted a **descriptive cross-sectional research design**. Descriptive research design is appropriate when the purpose of a study is to systematically describe characteristics, perceptions, or experiences of a given population at a particular point in time (Creswell & Creswell, 2018). In this study, the design enabled the researcher to capture employees' perceptions of organizational, interpersonal, and intrinsic factors related to job satisfaction as they existed during the period of data collection.

A cross-sectional approach was used because data were collected from respondents only once, without follow-up or longitudinal tracking. This design was suitable given the size of the organization, the availability of respondents, and the objective of generating a snapshot profile of employee experiences rather than examining change over time.

The descriptive design aligns with the revised study focus, which seeks to **profile and summarize perceptions using frequencies and percentages**, rather than to test hypotheses or establish cause-effect relationships.

3.3 Area of the Study

The study was conducted at Sudan Evangelical Mission (SEM), a faith-based indigenous non-governmental organization operating in Mundri Town, Mundri West County, Western Equatoria State, South Sudan. SEM implements humanitarian and development programs in areas such as disability inclusion, food security and livelihoods, education, and administration.

The organization operates in a fragile socio-economic and institutional environment characterized by limited resources, high operational demands, and complex donor accountability requirements. These contextual conditions make SEM a relevant setting for examining employee job satisfaction and workplace experiences, particularly within faith-based NGO environments.

3.4 Sources of Data

The study utilized both **primary and secondary data sources**.

Primary data were collected directly from SEM employees using a structured questionnaire designed to capture perceptions of job satisfaction and workplace experiences across organizational, interpersonal, and intrinsic dimensions.

Secondary data were obtained from organizational documents, policy manuals, previous research studies, academic journals, textbooks on organizational behavior and leadership, and other relevant publications. Secondary sources were mainly used to support the literature review and provide contextual understanding of job satisfaction in organizational and NGO settings.

3.5 Population of the Study

The population of the study comprised all employees of Sudan Evangelical Mission working at the Mundri operational base at the time of data collection. These included staff from different functional units such as Disability and Inclusion, Finance and Administration, Food Security and Livelihoods, Education, management, and board representation.

The total target population consisted of **35 employees**, distributed across various roles and departments. Given the relatively small size of the organization, all categories of staff were considered important for capturing a comprehensive picture of workplace experiences.

3.6 Sampling Technique and Sample Size

Due to the manageable size of the study population, the researcher employed a **census sampling technique**, whereby all 35 employees were included as

respondents. Census sampling eliminates sampling bias and ensures that the views of the entire population are represented (Sekaran & Bougie, 2016).

Using a census approach was appropriate for this study because excluding any staff category could have resulted in loss of critical perspectives, particularly given the diversity of roles within SEM. The final sample size therefore remained **35 respondents**, representing 100% of the target population.

3.7 Research Variables and Indicators

The study focused on three broad categories of variables aligned with the revised topic:

1. **Organizational factors**, including policies, promotion procedures, conflict management procedures, professional development practices, working conditions, nature of work, autonomy, and responsibility.
2. **Interpersonal factors**, including supervisor-employee relationships, communication, grievance handling, teamwork, and peer support.
3. **Intrinsic factors**, including recognition, appreciation, morale, value alignment, and sense of purpose at work.

Each variable was operationalized through specific indicators measured using structured questionnaire items. Responses were captured using Likert-type scales and categorical options, which were later summarized using frequencies and percentages.

3.8 Data Collection Instrument

The primary data collection instrument was a **structured self-administered questionnaire**. The questionnaire was divided into sections corresponding to:

- Demographic characteristics of respondents
- Organizational factors
- Interpersonal factors
- Intrinsic factors

The instrument contained closed-ended questions designed to facilitate uniform responses and ease of quantitative summarization. Likert-scale response formats were used to capture degrees of satisfaction, agreement, or frequency, making the data suitable for descriptive statistical analysis.

3.9 Data Collection Procedures

Before data collection, the researcher obtained an official letter of introduction from the School of Business, Uganda Christian University. Permission was subsequently sought and granted by the management of Sudan Evangelical Mission.

Questionnaires were distributed to respondents both physically and electronically, depending on staff availability and accessibility. Respondents were given adequate time to complete the questionnaires to minimize response pressure and enhance accuracy. Completed questionnaires were collected, checked for completeness, and prepared for analysis.

3.10 Validity and Reliability of the Instrument

To enhance **content validity**, the questionnaire items were developed based on established literature on job satisfaction and workplace experiences. The instrument was reviewed to ensure that items adequately represented the constructs of organizational, interpersonal, and intrinsic factors.

Reliability was enhanced through clear wording of questions, consistent response scales, and standardized administration procedures. Although formal reliability coefficients were not computed due to the descriptive focus and small population size, internal consistency was supported through logical grouping of related items.

3.11 Data Processing and Analysis

After data collection, completed questionnaires were coded and entered into a computer for analysis. Data processing involved editing, coding, classification, and tabulation.

Data analysis was conducted using **descriptive statistics**, specifically **frequencies and percentages**. Percentages were used to summarize respondents' perceptions and to highlight dominant patterns of satisfaction and dissatisfaction across the three categories of factors.

Findings were presented in tables and supported with narrative explanations. Demographic data were analyzed first to provide organizational context, followed by descriptive analysis of organizational, interpersonal, and intrinsic factors. No inferential statistical techniques were used, in line with the revised objectives and data constraints of the study.

3.12 Ethical Considerations

Ethical considerations were observed throughout the research process. Participation in the study was voluntary, and respondents were informed about the purpose of the study prior to completing the questionnaire.

Confidentiality and anonymity were ensured by avoiding the use of names or identifiable personal information in the data collection instrument and reporting. Respondents were assured that their responses would be used strictly for academic purposes and would not result in any form of advantage or disadvantage within the organization.

Permission to conduct the study was obtained from SEM management, and respondents were informed of their right to withdraw from the study at any stage without penalty.

3.13 Methodological Limitations

Despite careful design and implementation, the study had some limitations. First, reliance on self-reported data may have introduced response bias, as respondents could provide socially desirable answers. Second, the descriptive cross-sectional design limits the ability to establish causal relationships or changes over time.

Additionally, the study focused on a single organization, which may limit the generalizability of findings to other NGOs. However, the purpose of the study was not generalization but contextual understanding. These limitations were acknowledged and addressed through cautious interpretation of results and alignment of conclusions with the descriptive nature of the data.

CHAPTER FOUR - PRESENTATION, ANALYSIS, AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter presents, analyzes, and discusses the findings of the study based on data collected from employees of Sudan Evangelical Mission (SEM). In line with the descriptive research design, the analysis relies exclusively on **frequencies and percentages**, supported by tables and integrated discussion grounded in relevant literature. The purpose is to describe employees' workplace experiences rather than to test relationships or establish causality.

The chapter begins with a demographic profile of respondents to provide organizational context, followed by descriptive analysis of organizational, interpersonal, and intrinsic factors influencing employee job satisfaction.

4.2 Demographic Profile of Respondents

Demographic characteristics are presented to contextualize the workforce composition at SEM. These variables are not analyzed as predictors of job satisfaction but provide background for interpreting employees' perceptions (Sekaran & Bougie, 2016).

Table 4.1: Distribution of Respondents by Department (N = 35)

Department	Frequency	Percentage
Disability and Inclusion	15	42.90%
Food Security & Livelihoods / Education	10	28.60%
Finance & Administration	8	22.90%
Board Members	2	5.60%
Total	35	100%

The table shows that the majority of respondents (71.5%) were program staff directly involved in service delivery. This composition is important because it means the study's findings primarily reflect the experiences of employees who interact most directly with beneficiaries, donor compliance demands, and field-level operational constraints. In many NGOs, frontline staff carry the heaviest workload pressures due to tight project timelines, complex reporting requirements, and frequent implementation challenges, which can shape perceptions of policies, leadership support, and workplace fairness (Bello & Nasiru, 2021; Lewis, 2014). Because program staff are often the "interface" between organizational systems and community realities, their responses provide a grounded picture of how institutional procedures (e.g., HR, promotion, conflict handling) are experienced in practice rather than only how they are intended on paper (Mullins, 2005). This distribution also supports the credibility of later findings on communication, recognition, and morale, since frontline roles frequently require high coordination and sustained motivation under pressure (Spector, 1997; Edwards & Hulme, 1996).

4.3 Organizational Factors and Employee Job Satisfaction

Organizational factors examined included policies, promotion procedures, conflict handling, professional development, working conditions, nature of work, autonomy, and responsibility. These factors correspond to what Herzberg et al. (1959) describe as hygiene factors, which can cause dissatisfaction when inadequately addressed.

4.3.1 Organizational Policies

Table 4.2: Satisfaction with HR and Finance Policy Documents

Level of Satisfaction	Frequency	Percentage
Very satisfied	5	14%
Somehow satisfied	3	9%
Neither satisfied nor dissatisfied	0	0%
Not so satisfied	27	77%
Not at all satisfied	0	0%
Total	35	100%

The table indicates that more than three-quarters (77%) of employees are dissatisfied with the current policy documents, signalling a significant organizational concern. Such a high level of dissatisfaction suggests that policies may be perceived as unclear, outdated, inconsistently applied, or disconnected from employees' day-to-day operational realities. Mullins (2005) observes that when organizational policies are not well communicated or are applied selectively, employees develop feelings of uncertainty, mistrust, and reduced commitment. In NGO settings, where

staff must balance organizational rules with complex field demands, rigid or poorly contextualized policies often intensify frustration and diminish job satisfaction (Lewis, 2014). Spector (1997) further argues that policies function as “signals” of organizational support; when employees perceive them as unfair or impractical, overall satisfaction declines even if other conditions, such as pay, are acceptable. For SEM, this dissatisfaction implies a possible gap between policy design and implementation, where formal documents may not adequately reflect operational challenges faced by staff. Addressing this misalignment requires policy review processes that incorporate employee input, enhance clarity, and ensure consistent application across departments (Armstrong, 2014).

Table 4.3: Rating of Overall Operational Policy

Rating	Frequency	Percentage
Very poor	1	3%
Poor	8	23%
Fair	15	43%
Good	9	26%
Excellent	2	6%
Total	35	100%

While a majority of respondents rated organizational policy as fair to excellent (75%), the distribution of these ratings reveals important nuances. The dominance of the “fair” category, coupled with relatively low proportions of “good” and “excellent” ratings, suggests a state of moderate or conditional satisfaction rather

than strong endorsement of existing policies. Spector (1997) notes that neutral or middle-range responses often conceal underlying dissatisfaction, as employees may avoid extreme judgments when they feel uncertain, resigned, or cautious about expressing criticism. In organizational contexts, particularly within NGOs, employees may rate policies as “fair” not because they are effective, but because they are tolerated or perceived as unavoidable (Lewis, 2014). Armstrong (2014) similarly argues that genuine satisfaction is reflected in high positive ratings, while clustering around moderate categories often signals unmet expectations. For SEM, this pattern suggests that although policies are not widely rejected, they may lack clarity, relevance, or responsiveness to staff needs. Such lukewarm approval indicates an opportunity for leadership to move beyond policy adequacy toward policy effectiveness by engaging employees in review processes and aligning policies more closely with operational realities (Mullins, 2005).

4.3.2 Promotion Procedures

Table 4.4: Perception of Promotion Procedures

Response	Frequency	Percentage
Strongly agree	3	9%
Agree	2	6%
Neither agree nor disagree	0	0%
Disagree	29	83%
Strongly disagree	1	3%
Total	35	100%

The data show overwhelming dissatisfaction (86%) with promotion procedures, indicating that most employees perceive career advancement processes within SEM as unclear, unfair, or inaccessible. Such dissatisfaction is particularly critical because promotion opportunities are closely linked to employees' sense of growth, recognition, and future security within an organization. McCausland, Pouliakas, and Theodossiou (2005) argue that the absence of transparent promotion pathways significantly reduces employee motivation and weakens long-term organizational commitment. Similarly, Armstrong (2014) notes that when employees cannot clearly see how effort and performance translate into advancement, they are more likely to disengage or seek opportunities elsewhere. In NGO contexts, where financial rewards may already be limited, promotion and professional growth often serve as key non-monetary motivators (Lewis, 2014). For SEM, the high level of dissatisfaction suggests a structural weakness in career progression systems, potentially reflecting inconsistent criteria, limited communication, or perceived favouritism. Such perceptions can erode trust in management and undermine morale, even among otherwise committed staff. Addressing this issue requires clear promotion policies, merit-based criteria, and transparent communication to restore confidence and sustain employee job satisfaction (Mullins, 2005).

4.3.3 Conflict Handling Procedures

Table 4.5: Effectiveness of Conflict Handling Procedures

Response	Frequency	Percentage
Strongly agree	2	6%
Agree	1	3%
Neither agree nor disagree	2	6%
Disagree	28	80%
Strongly disagree	2	6%
Total	35	100%

The high level of dissatisfaction (86%) indicates that employees perceive grievance management mechanisms within SEM as largely inadequate. Such perceptions suggest that staff may feel their concerns are not taken seriously, are handled inconsistently, or lack clear and fair resolution procedures. Kahn (1990) emphasizes that psychological safety - employees' sense that they can speak up without fear of negative consequences - is a critical foundation for engagement and satisfaction. When grievance handling systems are weak or ineffective, this sense of safety is undermined, leading to withdrawal, silence, and reduced trust in leadership. Similarly, Folger and Cropanzano (1998) argue that perceptions of procedural injustice in handling complaints can intensify dissatisfaction even more than the original conflict itself. In NGO settings, where employees often work under stressful conditions and resource constraints, unresolved conflicts can quickly escalate and affect teamwork and morale (Lewis, 2014). For SEM, the findings suggest that

grievance mechanisms may exist in form but not in practice, or may be inaccessible to most employees. Strengthening transparent, timely, and fair conflict resolution processes is therefore essential for rebuilding trust, fostering open communication, and enhancing overall job satisfaction (Mullins, 2005; Robbins & Judge, 2017).

4.3.4 Professional Development

Table 4.6: Perception of Professional Development Support

Response	Frequency	Percentage
Strongly agree	2	6%
Agree	3	9%
Neither agree nor disagree	1	3%
Disagree	20	57%
Strongly disagree	9	26%
Total	35	100%

The table shows that 83% of employees perceive limited organizational commitment to professional development, indicating a widespread sense of stagnation in skills growth and career advancement. According to Herzberg's Two-Factor Theory, opportunities for growth, advancement, and personal development are key motivators that contribute directly to job satisfaction, while their absence leads to reduced motivation even when hygiene factors such as pay and job security are adequate (Herzberg et al., 1959). Armstrong (2014) similarly argues that continuous learning and development signal organizational investment in employees, fostering commitment and engagement. In NGO contexts, where employees often face demanding work environments and limited financial incentives, professional

development becomes an especially important source of motivation and retention (Lewis, 2014). When such opportunities are perceived as scarce or unevenly distributed, employees may feel undervalued and less optimistic about their future within the organization. For SEM, this finding suggests that professional development may not be systematically planned or communicated, leading to perceptions of neglect. Addressing this gap through structured training programs, mentorship, and clear development pathways could enhance employee morale, reinforce competence, and improve overall job satisfaction (Mullins, 2005; Noe, 2020).

4.3.5 Working Conditions

Table 4.7: Aspects of Job Policy Contributing to Satisfaction

Aspect	Frequency	Percentage
Favourable pay policy	23	66%
Favourable physical environment	6	17%
Favourable work structure	1	3%
Favourable psychological condition	4	11%
No answer	1	3%
Total	35	100%

Although pay is viewed relatively positively by a majority of employees, the poor ratings given to other dimensions of working conditions point to a broader dissatisfaction with the overall work environment. Raziq and Maulabakhsh (2015) argue that non-monetary factors such as physical working conditions, psychological

safety, work structure, and organizational support often exert a stronger influence on long-term job satisfaction than compensation alone. This view is supported by Herzberg's Two-Factor Theory, which classifies salary as a hygiene factor that can prevent dissatisfaction but rarely generates sustained satisfaction (Herzberg et al., 1959). When employees experience inadequate work structures or stressful psychological environments, positive perceptions of pay are insufficient to offset dissatisfaction. In NGO settings, where workloads are often heavy and resources limited, supportive working conditions are especially critical for maintaining morale and productivity (Lewis, 2014). Armstrong (2014) further notes that employees' sense of well-being at work is shaped by how comfortable, safe, and supported they feel on a daily basis. For SEM, these findings suggest that improving non-monetary aspects of the work environment may yield greater gains in job satisfaction than focusing solely on compensation adjustments.

4.4 Intrinsic Factors and Employee Job Satisfaction

Intrinsic factors relate to internal rewards such as recognition, appreciation, morale, and value alignment (Ryan & Deci, 2021).

4.4.1 Recognition

Table 4.8: Recognition for Reaching Important Milestones

Frequency of Recognition	Frequency	Percentage
Never	22	63%
Rarely	7	20%
Occasionally	2	6%
Frequently	3	9%
Always	1	3%
Total	35	100%

The findings show that 83% of employees' experience recognition rarely or never, highlighting a serious intrinsic motivation gap within SEM. Recognition plays a critical role in affirming employees' contributions and reinforcing a sense of value and belonging in the workplace. Amoatemma and Kyeremeh (2016) emphasize that lack of recognition significantly diminishes intrinsic motivation, lowers morale, and weakens employees' emotional attachment to their work. Herzberg et al. (1959) similarly identify recognition as a core motivator that directly contributes to job satisfaction, distinguishing it from hygiene factors such as pay. When recognition is absent, employees may feel invisible or taken for granted, even when they perform effectively. In mission-driven organizations, where employees often rely on purpose and appreciation rather than material rewards, the absence of recognition can be particularly demoralizing (Perry & Wise, 1990). Spector (1997) further notes that sustained lack of acknowledgment reduces enthusiasm and may lead to disengagement or withdrawal behaviors. For SEM, the high level of perceived non-

recognition suggests missed opportunities to reinforce positive behavior and morale. Simple, consistent recognition practices could therefore play a powerful role in improving intrinsic satisfaction and sustaining employee commitment (Armstrong, 2014).

4.4.2 Appreciation

Table 4.9: Perceived Appreciation for Job Performance

Response	Frequency	Percentage
Strongly disagree	19	54.30%
Disagree	11	31.40%
Neither agree nor disagree	0	0%
Agree	3	8.60%
Strongly agree	2	5.70%
Total	35	100%

The overwhelming negative perception (85.7%) highlights appreciation as a major intrinsic deficit within SEM, indicating that most employees do not feel valued for their contributions. Herzberg et al. (1959) identify appreciation as a critical motivator that directly enhances job satisfaction by fulfilling employees' psychological need for esteem and acknowledgment. When appreciation is absent, employees may perceive their efforts as unnoticed or unimportant, leading to reduced motivation and emotional disengagement. Deci and Ryan's Self-Determination Theory further emphasizes that appreciation supports the need for relatedness and competence, both of which are essential for sustaining intrinsic motivation and workplace well-being (Ryan & Deci, 2021). In organizational settings,

especially within NGOs, appreciation often substitutes for limited financial rewards and helps maintain commitment under challenging working conditions (Lewis, 2014). Armstrong (2014) notes that consistent appreciation, whether formal or informal, signals respect and reinforces positive behavior. For SEM, the high level of dissatisfaction suggests that appreciation may be irregular, selective, or poorly communicated. Addressing this gap through intentional appreciation practices could strengthen morale, rebuild trust, and significantly improve overall job satisfaction (Mullins, 2005; Robbins & Judge, 2017).

4.4.3 Morale and Value Alignment

Table 4.10: Effect of Recognition on Employee Morale

Response	Frequency	Percentage
Never	1	3%
Rarely	3	9%
Occasionally	1	3%
Frequently	8	23%
Always	22	62%
Total	35	100%

The data show near-universal agreement (88%) that recognition improves employee morale, highlighting its importance in shaping positive workplace experiences at SEM. This finding supports Self-Determination Theory, which emphasizes that fulfillment of the needs for competence and relatedness enhances intrinsic motivation and satisfaction (Ryan & Deci, 2021). When employees are recognized, they feel valued and capable, strengthening their sense of belonging within the

organization. Herzberg et al. (1959) also identify recognition as a key motivator that boosts morale beyond basic job conditions. In NGO settings, where financial rewards may be limited, recognition becomes an especially powerful source of motivation and emotional reinforcement (Lewis, 2014). Spector (1997) further notes that consistent acknowledgment of effort contributes to positive work attitudes and sustained morale. For SEM, this strong consensus suggests that effective recognition practices could significantly enhance employee morale and overall job satisfaction.

Table 4.11: Consistency Between Organizational Actions and Core Values

Response	Frequency	Percentage
Strongly disagree	20	57%
Disagree	1	3%
Neither agree nor disagree	0	0%
Agree	11	31%
Strongly agree	3	9%
Total	35	100%

The findings in Table 4.11 indicate a perceived misalignment between SEM's espoused values and its actual organizational practices, suggesting a significant challenge for a mission-driven organization. Value incongruence occurs when employees perceive a gap between what an organization claims to stand for and how it behaves in practice, and this has been shown to negatively affect both commitment and job satisfaction (Perry & Wise, 1990). In faith-based and nonprofit organizations, where employees are often motivated by shared beliefs and moral purpose, such misalignment can be particularly damaging (Lewis, 2014). When

organizational actions contradict stated values, employees may experience moral dissonance, leading to frustration, cynicism, and withdrawal (Meyer et al., 2012). Schein (2010) argues that organizational culture is revealed more through daily practices than formal statements, and inconsistencies quickly erode trust. For SEM, the perception of value misalignment suggests that policies, leadership decisions, or management behaviors may not consistently reflect the organization's stated mission and core values. Addressing this gap requires intentional leadership alignment, ethical consistency, and transparent communication to restore credibility, strengthen trust, and enhance employee job satisfaction and commitment (Mullins, 2005; Robbins & Judge, 2017).

4.5 Interpersonal Factors and Employee Job Satisfaction

4.5.1 Supervisor-Employee Relationships

Table 4.12: Feeling Respected and Valued by Line Managers

Response	Frequency	Percentage
Strongly agree	4	11%
Agree	3	9%
Neither agree nor disagree	0	0%
Disagree	7	20%
Strongly disagree	21	60%
Total	35	100%

The data reveal severe dissatisfaction with supervisory relationships, with 80% of employees indicating negative perceptions. According to Leader-Member Exchange (LMX) theory, the quality of relationships between supervisors and subordinates is

central to employees' job satisfaction, trust, and sense of inclusion within the organization (Graen & Uhl-Bien, 1995). Poor-quality exchanges are characterized by limited communication, low support, and lack of mutual respect, all of which contribute to dissatisfaction and disengagement. Robbins and Judge (2017) note that employees who feel undervalued by their supervisors are more likely to experience reduced morale and lower commitment, regardless of their attachment to the organization's mission. In NGO contexts, where work demands are high and emotional labor is significant, supportive supervision is especially critical for sustaining motivation and well-being (Lewis, 2014). For SEM, the high level of dissatisfaction suggests weaknesses in supervisory practices, possibly related to leadership style, communication, or responsiveness to staff concerns. Strengthening supervisor-employee relationships through leadership development, feedback mechanisms, and relational accountability could therefore play a vital role in improving job satisfaction and rebuilding trust (Mullins, 2005).

Table 4.13: Handling of Employee Grievances

Response	Frequency	Percentage
Extremely well	5	14%
Very well	1	3%
Somehow well	0	0%
Not so well	3	9%
Not at all well	26	74%
Total	35	100%

The results suggest limited confidence in grievance mechanisms, with 83% of employees expressing dissatisfaction, indicating a serious challenge to organizational fairness and trust. Kahn (1990) argues that psychological safety is essential for employees to voice concerns without fear of retaliation or neglect. When grievance mechanisms are perceived as ineffective or inaccessible, employees may choose silence over engagement, leading to frustration and disengagement. Folger and Cropanzano (1998) further note that perceptions of procedural injustice in handling complaints can intensify dissatisfaction and damage trust in leadership. In organizational settings, fair and transparent grievance systems signal respect and accountability, while their absence undermines employees' sense of belonging and security (Robbins & Judge, 2017). In NGO environments, where employees often work under pressure and limited resources, unresolved grievances can quickly escalate and affect teamwork and morale (Lewis, 2014). For SEM, the findings suggest that grievance structures may exist formally but lack effectiveness in practice. Strengthening clear, fair, and responsive grievance processes is therefore essential to restoring confidence, enhancing psychological safety, and improving overall job satisfaction (Mullins, 2005).

4.5.2 Communication

Table 4.14: Effectiveness of Communication Between Managers and Subordinates

Response	Frequency	Percentage
Strongly disagree	21	60%
Disagree	8	23%
Neither agree nor disagree	3	9%
Agree	3	9%
Strongly agree	0	0%
Total	35	100%

The findings indicate a major communication gap, with 83% of employees expressing dissatisfaction with communication between management and staff. Effective communication is a cornerstone of employee engagement, trust, and job satisfaction, as it enables clarity of expectations, feedback, and shared understanding (Judge et al., 2001). When communication is ineffective or one-directional, employees may feel excluded from decision-making and uncertain about organizational goals and changes. Robbins and Judge (2017) argue that poor communication often leads to misunderstandings, reduced morale, and weakened commitment, particularly in hierarchical organizations. In NGO contexts, where coordination and timely information are critical for program delivery, communication breakdowns can significantly hinder both performance and satisfaction (Lewis, 2014). For SEM, the high level of perceived communication failure suggests that information flow between managers and employees may be inconsistent or inadequate. Addressing this gap requires intentional communication

structures, open feedback channels, and leadership practices that promote transparency and dialogue, which are essential for rebuilding trust and enhancing employee engagement and job satisfaction (Mullins, 2005).

4.5.3 Peer Support and Workplace Connectedness

Table 4.15: Support from Colleagues

Response	Frequency	Percentage
Very often	17	49%
Somehow often	13	37%
Neutral	1	3%
Not so often	4	11%
Not at all	0	0%
Total	35	100%

Table 4.15 shows that peer support in SEM is generally strong: 49% of respondents receive support from colleagues very often and 37% somehow often, meaning 86% experience frequent collegial assistance. This suggests that employees rely on one another to cope with work demands, which is important for maintaining performance and resilience in high-pressure NGO environments (Lewis, 2014). Supportive peer relations can enhance morale and reduce stress by fostering informal problem-solving and shared workload coping strategies (Mullins, 2005). However, strong assistance does not automatically translate into deeper relational unity or a sense of belonging, especially where structural pressures, high workloads, or internal divisions exist (Schein, 2010). From a psychological perspective, peer support contributes to the need for relatedness, but organizational climate and leadership

practices also shape whether staff feel genuinely connected (Ryan & Deci, 2021; Kahn, 1990).

Table 4.16: Sense of Connectedness Among Employees

Response	Frequency	Percentage
Strongly agree	3	9%
Agree	1	3%
Neither agree nor disagree	0	0%
Disagree	8	23%
Strongly disagree	23	66%
Total	35	100%

The paradox revealed in Table 4.16 shows that although employees support one another operationally, most do not feel a deeper sense of connectedness. While task-based cooperation often emerges as a coping mechanism under pressure, it does not necessarily foster emotional bonding or shared identity (Kahn, 1990). In high-pressure NGO environments, heavy workloads and performance demands may encourage functional collaboration while limiting opportunities for relational engagement (Bello & Nasiru, 2021). Schein (2010) notes that true connectedness depends on organizational culture and leadership practices that promote trust and inclusion beyond task execution. In the absence of such conditions, employees may work together effectively yet remain relationally distant, resulting in low workplace cohesion despite strong peer support (Ryan & Deci, 2021).

4.6 Chapter Summary

This chapter presented a detailed descriptive analysis of employee job satisfaction and workplace experiences in Sudan Evangelical Mission using frequencies and percentages. The findings reveal that while employees generally experience strong task-based peer support and feel competent in their roles, there are significant areas of dissatisfaction. Organizational systems such as policies, promotion procedures, professional development, grievance handling, communication, and supervisory relationships were widely perceived as inadequate. Intrinsic factors, particularly recognition, appreciation, and value alignment, also emerged as major concerns affecting morale and motivation. The coexistence of strong operational cooperation with weak relational connectedness highlights the pressures of the NGO work environment. Overall, the chapter provides a clear empirical basis for understanding employees' lived experiences and sets the foundation for drawing conclusions and proposing practical recommendations in Chapter Five.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a synthesis of the study by summarizing key findings, drawing conclusions aligned with the study objectives, and proposing practical recommendations for Sudan Evangelical Mission (SEM). The chapter is grounded entirely in the descriptive findings and discussions presented in Chapter Four and does not extend beyond what the percentage-based data can legitimately support. The focus is therefore on interpretation, reflection, and practical application rather than causal explanation.

5.2 Summary of the Study

The purpose of this study was to describe employee job satisfaction and workplace experiences in Sudan Evangelical Mission across organizational, interpersonal, and intrinsic factors using staff survey data analyzed through frequencies and percentages. A descriptive cross-sectional research design was adopted, and data were collected from all 35 employees of SEM using a structured questionnaire.

The findings showed that the workforce is predominantly composed of program staff directly involved in service delivery, meaning that the results largely reflect frontline workplace experiences. Descriptive analysis revealed widespread dissatisfaction with organizational systems, including policy clarity, promotion procedures, professional development opportunities, grievance handling, communication, and supervisory relationships. Intrinsic factors such as recognition,

appreciation, morale, and perceived value alignment also emerged as major areas of concern. In contrast, peer support and role fit were viewed relatively positively, although this did not translate into a strong sense of relational connectedness among employees.

5.3 Conclusions of the Study

The conclusions of the study are organized according to the specific objectives.

5.3.1 Conclusions on Organizational Factors

The study concludes that organizational factors constitute a major source of employee dissatisfaction in SEM. Most employees perceive existing policies as unclear or poorly aligned with operational realities. Promotion procedures and professional development opportunities are viewed as limited and non-transparent, contributing to uncertainty and reduced motivation. Although compensation is viewed relatively positively, non-monetary aspects of working conditions—such as work structure, autonomy, and psychological environment—are perceived as inadequate. Overall, the organization's systems and structures do not sufficiently support employees' expectations for growth, clarity, and fairness.

5.3.2 Conclusions on Interpersonal Factors

The study further concludes that interpersonal relationships, particularly between supervisors and employees, are a significant area of concern. Employees report low levels of respect, ineffective grievance handling, and poor communication from management. These findings suggest weak relational leadership practices that undermine trust and psychological safety. While peer support is relatively strong at

the operational level, this does not extend to deeper relational cohesion, indicating that collaboration is driven more by necessity than by a shared sense of belonging.

5.3.3 Conclusions on Intrinsic Factors

Regarding intrinsic factors, the study concludes that lack of recognition and appreciation significantly undermines employee morale and intrinsic motivation in SEM. Employees clearly value recognition and associate it strongly with improved morale, yet most report that recognition is rare or absent. Additionally, perceived misalignment between organizational values and actual practices creates moral tension and dissatisfaction, particularly in a mission-driven organization. These intrinsic deficits weaken employees' emotional attachment to the organization despite their commitment to service delivery.

5.4 Recommendations of the Study

Based on the descriptive findings and conclusions, the following recommendations are proposed.

5.4.1 Recommendations on Organizational Factors

SEM management should undertake a participatory review of existing HR and finance policies to improve clarity, relevance, and consistent application. Clear promotion guidelines and career progression pathways should be developed and communicated to all staff. The organization should also establish a structured professional development plan that includes training, mentoring, and skills enhancement opportunities. In addition, management should prioritize improvements in non-

monetary working conditions, such as job structure, autonomy, and psychological support, to enhance overall job satisfaction.

5.4.2 Recommendations on Interpersonal Factors

SEM should strengthen supervisory capacity through leadership development programs focused on communication, relational leadership, and conflict management. Clear and accessible grievance-handling mechanisms should be established or strengthened to promote fairness and psychological safety. Management should also create regular platforms for two-way communication, enabling employees to voice concerns and receive feedback. Team-building initiatives should be encouraged to move peer relationships beyond task-based cooperation toward deeper relational cohesion.

5.4.3 Recommendations on Intrinsic Factors

The organization should institutionalize recognition and appreciation practices, including both formal and informal mechanisms for acknowledging employee contributions. Leadership should ensure that organizational actions consistently reflect stated values to reduce value incongruence and moral dissonance. Creating opportunities for staff to reflect on the organization's mission and values, and how these are enacted in practice, may strengthen intrinsic motivation and morale.

5.5 Suggestions for Further Research

Future studies could build on this research by adopting mixed-methods or qualitative approaches to explore employees' workplace experiences in greater depth. Comparative studies across similar faith-based NGOs could also provide broader

insights into job satisfaction patterns in fragile contexts. Longitudinal studies may further help examine how changes in organizational practices affect employee satisfaction over time.

5.6 Concluding Remarks

This study provides a descriptive profile of employee job satisfaction and workplace experiences in Sudan Evangelical Mission. By centering employees' voices and maintaining methodological consistency, the study offers practical insights for organizational improvement. Addressing the identified organizational, interpersonal, and intrinsic challenges will be critical for strengthening employee morale, trust, and sustainable service delivery in SEM.

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APPENDIX - QUESTINNAIRE

QUESTIONNAIRE

Dear respondent,

*My name is **Guli Charles Hillary**. I am studying a Master Degree of Arts in Organization Leadership and Management in the School of Business at Uganda Christian University (UCU), Mukono - Uganda.*

I am conducting a research on

***“Determinants of Employee Job Satisfaction in Sudan Evangelical Mission (SEM):
Analysis of Organizational, Interpersonal and Intrinsic Factors”***

Kindly help me to complete this questionnaire. All your responses will be treated confidentially and your identity will not be disclosed to any person. Individual and organization privacy will be maintained in all reports. There are no foreseeable risks in participating in this study. This questionnaire covers (A) Demographics, (B) Organizational environment (policies, promotion opportunities, procedures, working conditions, nature of work, autonomy, responsibility), (C) Intrinsic Factors (recognition, appreciation, moral values), (D) Interpersonal factors (supervisors, co-workers).

Please complete the questions or statements as instructed.

(A) Demographics

- i. What is your gender?
(a) Female (b) Male
- ii. What is your age?
(a) 18 - Below (b) 19 - 44 (c) 45 -64 (d) 65 -70 (e) 71 - and above
- iii. Which of the following best describes your current relationship status?
(a) Married (b) Single
- iv. What is your current religion, if any?
(a) Protestant (b) Catholic (c) SDA (d) Pentecostal (e) Other
- v. What is the highest level of education that you have completed?
(a) Primary school (b) Secondary School (c) University (d) None of the above
- vi. How long have you worked in this position?
(a) Years (b) Months
- vii. What was your job role?
(a) Manager (b) Coordinator (c) Assistant (d) Officer (e) Volunteer (f) Other

(B) Organizational Environment (policies, promotion opportunities, procedures, working conditions, nature of work, autonomy, responsibility)

- 1. How satisfied are you with the HR/Finance Policy documents being applied in your organization?
 - Very satisfied

- Somehow satisfied
- Neither Satisfied nor Dissatisfied
- Not so satisfied
- Not at all satisfied

2. Do you feel your organization has a clear procedure in place to handle any conflict at workplace?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

3. Do you feel your organization's HR policy has set a clear procedure for promotion opportunities for every employee and employees are promoted from time to time?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

4. What aspect (s) of your job policy if any, contribute to your satisfaction?

5. Are you satisfied with your current organizational workload assigned?

- Very satisfied
- Somehow satisfied

- Neither Satisfied nor Dissatisfied
- Not so satisfied
- Not at all satisfied

6. Do you feel your organization is dedicated to professional development of all its staff?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

7. How well do the job duties you are assigned match your knowledge and skills?

- Extremely well
- Very well
- Somehow well
- Not so well
- Not at all well

8. Would you be interested to re-apply for your job if you had to do it all over?

- Very interested
- Somehow interested
- Neither interested nor uninterested
- Not so interested
- Not at all interested

9. How would you rate your organization's overall operational policy?

- Very Poor
- Poor
- Fair
- Good
- Excellent.

(C) Intrinsic Factors (recognition, appreciation, morale values)

1. Do you feel you are always appreciated for job performance?

- Strongly Disagree
- Disagree
- Neutral/Neither agree nor disagree
- Agree
- Strongly Agree

2. How often do you feel appreciated for your contributions at work?

- Never
- Rarely
- Occasionally
- Frequently
- Always

3. Are you recognized appropriately for reaching important milestones?

- Never
- Rarely
- Occasionally
- Frequently

- Always.

4. Does recognition improve your morale?

- Never
- Rarely
- Occasionally
- Frequently
- Always.

5. Do you feel your organization's actions and decisions are consistent with its stated core values?

1. Strongly Disagree
2. Disagree
3. Neutral/Neither agree nor disagree
4. Agree
5. Strongly Agree

6. Do you feel your organization offers opportunities for career advancement?

- Strongly Disagree
- Disagree
- Neutral/Neither agree nor disagree
- Agree
- Strongly Agree

7. Do you feel the recognition you receive is meaningful and specific to your contributions?

- Strongly Disagree

- Disagree
- Neutral/Neither agree nor disagree
- Agree
- Strongly Agree

8. Do you feel your organization promotes ethical behavior in every aspect of work?

- Strongly Disagree
- Disagree
- Neutral/Neither agree nor disagree
- Agree
- Strongly Agree

(D) Interpersonal factors (supervisors, co-workers)

1. How often to you receive support from your colleagues when you face the challenges at work?

- Very often
- Somehow often
- Neutral
- Not so often
- Not at all

2. How does the support you receive from your colleagues make you feel?

- Extremely happy
- Very happy
- Somewhat happy
- Not so happy

- Not at all happy

3. Do you feel there is effective and clear communication line between Line managers and their subordinate in your organization?

- Strongly Disagree
- Disagree
- Neutral/Neither agree nor disagree
- Agree
- Strongly Agree

4. Do you feel every employee feels connected to each other?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

5. Do you feel so much respected and valued by your line manager(s) in your organization?

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

6. How well do your organization leaders handle employee grievances once it occurs?

- Extremely well

- Very well
- Somehow well
- Not so well
- Not at all well

7. What do you think your organization needs to do for you to feel satisfied or more satisfied or extremely satisfied and active in doing your work?

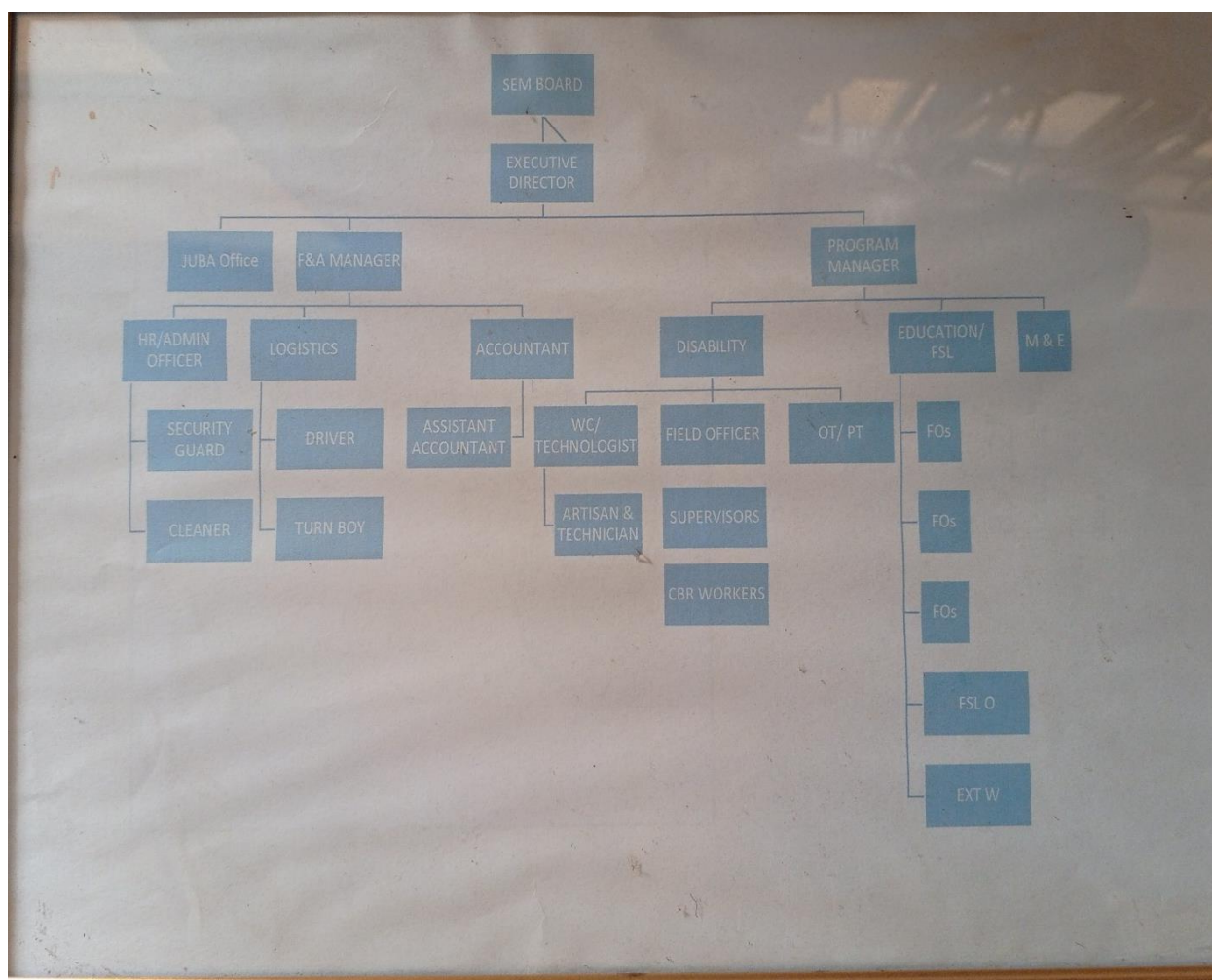
The end!

Thank you for your Time

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Appendix - Organization Chart



APPENDIX - ORGANIZATION VISION STATEMENT

THE VISION
“A dignified
and egalitarian
society that
nurtures justice
for all”.

APPENDIX - ORGANIZATION CORE VALUES

SEM CORE VALUES

1. Quality
2. Team – work
3. Partnership and networking
4. Sustainability
5. Integrity and Equality
6. Accountability and Transparency
7. Respect for human rights and Dignity
8. Professionalism
9. Trust