



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

**THE INFLUENCE OF WORKING ENVIROMENT FACTORS
ON EMPLOYEE PERFORMANCE:A CASE STUDY OF
ETHIOTELECOM**

By

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LIST OF ACRONYMS AND ABBREVIATIONS

HRM: Human Resource Management

ETC: Ethiopian telecommunication Corporation

ET: Ethio telecom

SPSS:Statistical Package for the Social Sciences

EP: Employee performance

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ABSTRACT

The purpose of the study was to assess the influence of working environment factors on employee performance in ethio telecom. This study used quantitative research methodology in order to gather the most appropriate data. Two type of questionnaires were employed, one for employees to rate the working environment factors and other questionnaire distributed to immediate supervisors to evaluate the performance of their respective employees. The researcher employed simple random sampling technique to select the respondents. The sample size is determined to be 360 and out of the 360questionnairesdistributed, only 280 were returned back which are used in the data analysis. Accordingly, the total respondent in the study is 280 employees and 54 immediate supervisors of the selected respondents. Data was analyzed using descriptive statistics: percentages, mean, standard deviation and inferential statistics like correlations and multiple regression were used. The finding of the study shows that communication, supervisor support, teamwork and performance feedback have a significant positive relation with employee performance. The multiple regression model explains 55.2% of the variance in the dependent variable (employee performance) is accounted for by the independent variables (communication, supervisor support, teamwork and performance feedback). The independent variable as a whole is statistically significant with the dependent variable employee performance. The regression model tells us that the four independent variables are a significant predictors of the dependent variable EP with the standardized beta coefficient levels of .333, .123, .383 and .139 respectively. Based on the data analysis and discussions, summary of findings are presented, conclusions drawn and recommendations are made.

Keywords: *Working Environment, Communication, Supervisor Support, Teamwork, Performance feedback, Employee and Performance.*

CHAPTER ONE

INTRODUCTION

This chapter constitutes background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study and organization of the paper.

1.1 Background of the Study

Every organization and business wants to be successful and have desire to get constant progress. To achieve this, organizations use resources. Among the resources, the human resource is major asset that determines the overall system achievement of the organizations. Effective and strong human resources performance is an important issue in the strategy of most organization because the efficiency and effectiveness of employee's performance can affect the overall achievement of the organization goals and objective. Hence, Human Resource Management (HRM) should create and maintain effective employee's performance and also should properly motivate the employees in order to perform to the best of their ability.

Collis and Montgomery (1995) in their research conclude that behind success of giant organization, employees play the fundamental role. High level of efficiency of individual performer can lead the organization to achieve their targeted goals as stated by (Armstrong and Baron, 2004). Vroom (1964) suggests that performance is a function of ability and motivation. To ensure organizational performance, effective performance management of individual and team within organization must be consistent with team and individual's objectives.

Employee performance is defined as the outcome or contribution of employees to make them attain organizational goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995). Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of

accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. Armstrong (2000) defines Performance as both behavior and result. Behavior emanates from the performer and transforms performance from abstraction into action. Not just a means to an end, the behavior is also an outcome in itself, the product of mental and physical effort applied to the task, which can be judged apart from the result cited in AidahNassazi (2013).

Factors of workplace environment play an important role towards the employees' performance. The factors of workplace environment give an immense impact to the employees' either towards the negative outcomes or the positive outcomes Chandrasekar(2001). Over the last decades, the factors of work environment of the office workers had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes Hasun&Makhbul (2005).According to Boles et al. (2004), when the employees' are physically and emotionally have the desire to work, then their performance outcomes shall be increased. Moreover, they also stated that by having a proper workplace environment, it helps in reducing the number of absenteeism and thus can increase the employees' performance which will leads to the increasing number of productivity at the workplace. Some research had shown that there are some positive affects when applying a proper workplace environment strategy such as the machine design, job design, environment and facilities design Burri&Halander(1991).

Generally, favorable working environment can improve the productivity of the employees in the organization. Therefore, identifying the factor of working environment that affect employee's performance is a crucial activity of the human resource management to increase productivity of the organization and employee's performance. Since, satisfied and motivated employees are productive, happy and committed, so organizations should pay due attention to what extent the working environment can affect the employee performance.

Telecommunication service began in Ethiopia during the reign of emperor Menelik II in the year 1890 EC in his compound and to the public in 1903 EC under the ministry of post, telegraph and

telephone. In 1945 EC by the proclamation of 131/43 it becomes alone as government of Ethiopia telecommunication board. In 1989 EC Ethiopia telecommunication corporation formed by the proclamation of 10/1989. A highly visible consequence of the phenomenal developments in the telecommunication sector in Ethiopia is the emergence of the economic growth and the big role of telecommunication service in the word. From the last fifteen years on ward the telecommunication operator in Ethiopia is experienced tremendous change and nowadays it undertakes multiple network and service expansion. In addition to this the government came up with the decision of changing ETC's management because the corporation was not able to meet the demands of the fast growing east African country, Ethiopia. The government has also found it necessary to involve the world-class telecom operator with viable experience of employees and capability in the sector so as to render world standard telecom services and formed a new telecom company of ethio telecom "under the regulation which is issued by the council of ministers pursuant to article 5 of the definition of powers and duties of the executive organizations of the federal democratic republic of Ethiopia proclamation No.691/2010 and article 47(a) of the public enterprises proclamation No. 25/1992 November 20, 2003 EC.(<http://intranet.ethiotelecom.et>).

Therefore, the main reason that the researcher want to conduct this research is to determine the effect of working environment factors on employee performance at ethio telecom. Other than that, the research will concentrate on all employees' level by considering all employees' perceptions and find out the impact of each of these factors in order to improve the performance of employees in the company.

1.2 Statement of the problem

Employee's performance is an important issue in the strategy of most organizations because the success of any organization mainly depends on the performance of its employees. When employees are motivated, there will be greater job satisfaction which also leads to improved work performance and thereby increases organizational productivity.

The employee's workplace environment impacts the level of employee's motivation and subsequent performance. Many managers and supervisors labor under the mistaken impression

that the level of employee performance on the job is proportional to the size of the employee's pay packet. Although this may be true in a minority of cases, numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short-term effect. The extra money soon comes to be regarded not as an incentive but as an "entitlement". It is the employee's workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job as cited in Chahandrasekar(2011).

It is widely accepted that the work environment has an impact - positive or negative - on employee performance. The work environment strongly influences the extent to which employees are engaged in their work and committed to the organization. Disengaged workers produce mediocre results; highly engaged workers produce extraordinary results. So it is necessary to study the impact of the work environment in an organization on the performance of its employees (Bindu et al.). Mubbsher and Maryam (2013) have tried to assess determinant of employee performance in corporate sector. According to their findings working environment have negative effect on employee performance. According to Yesufuas cited in Mubbsher and Maryam (2013) in order to enhance employee output a suitable work environment is vital. Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity. As suggested by Govindarajulu (2004), in the twenty-first century, businesses are taking a more strategic approach to environmental management to enhance their productivity through improving the performance level of the employees. It is evident in the research findings of Patterson et al., (2003) as cited in Demet (2011) the more satisfied workers are with their jobs the better the company is likely to perform in terms of subsequent profitability and particularly productivity.

Currently Ethio telecom introduced major changes on the existing human resource that involve the introduction of new blood generation with a better educational qualification. However,

introducing simply qualified employees is not the only way for the company to increase revenues and to satisfy its customers. Employees of the company should perform to the best of their ability to maintain the continuity of the work in a powerful manner and help organizations to survive and broaden their skill to meet the organizational demands. For the fulfillment of the above performances the company needs to focus on create and maintain favorable and conducive working environment that lead to best work performance of employees. Since a successful and highly productive performance can be achieved by creating smooth and conducive working environment. But failure to create conducive and favorable working environment such as smooth and effective workplace communication system, supportive supervisor, teamwork and effective and on time performance feedback in organization would results impact on employees' performance such as: increase absenteeism, decrease productivity of the employees & performance of the organization, decrease commitment of the employees, decrease innovation skill of the employees and increase error rate of the employees.

According to yearly GTP (Growth Transformation program) evaluation meeting held within the employee for the last three years, it is observed that top management of the company recommends different types of benefit packages such as salary increase, compensation, training and bonuses as a means to boost employee performance which is not always true. It is the employees working environment such as smooth organizational communication, supportive supervisor, effective teamwork and performance feedback that most impact their level of motivation and subsequent performance. Besides, the company instead of paying attention on how to motivate and encourage to improving the performance of the employees by creating favorable working environment; the company gives more focuses on how to increase the number of customers and gives little attention to its employee job performance and motivation. This may aggravates job dissatisfaction of the employees which leads to low employee performance. According to Schein (1984) in essence, the organization needs to pay attention to its survival as an organization and to the system it uses to do what it has to do in order to deliver its products and services in such a way that its ability to survive and succeed. Therefore, based on this problem, a study is done to identify whether the factor of working environment, i.e.

communication, supervisor support, teamwork and performance feedback, could affect the performance of employees' in ET.

Therefore, this research addresses the following research questions:

1. What is the effect of communication on employee's performances in ethio telecom?
2. What is the effect of supervisor support on employee's performances in ethio telecom?
3. What is the effect of teamwork on employee's performance in ethio telecom?
4. What is effect of performance feedback on employee's performances in ethio telecom?

1.3 Objective of the study

The general objective of this research paper was to investigate the influence of working environment factors on the performance of employee in ethio telecom.

The study also tries to address the following specific objectives:

- ✓ To assess the performance of employees in ethio telecom.
- ✓ To examine the effect of communication on employee performance in ethio telecom
- ✓ To analyze the effect of supervisor support on employee performance in ethio telecom
- ✓ To identify the effect of teamwork on employee performance in ethio telecom
- ✓ To find out the effect of performance feedback on employee performance in ethio telecom.

1.4 Research Hypotheses

Four hypotheses are developed based on the literature review and conceptual framework formed.

The hypotheses are:

H1 There is significant positive relationship between communication and employee performance in ethio telecom.

H2 There is significant positive relationship between Supervisor support and employee performance in ethio telecom

H3 There is significant positive relationship between teamwork and employee performance in ethio telecom

H4 There is significant positive relationship between performance feedback and employee performance in ethio telecom

1.5 Definition of the key term

- a) **Working environment:** Characteristics of the environment in which a person is expected to work. Includes physical and social environment, employment conditions and benefits Magdalene, H.A. (2006).
- b) **Performance:** is the actual conducting of activities to meet responsibilities according to standards. It is an indication of what is done and how well it is done (Winch, Bhattacharyya, Debay, Sarriot, Bertoli & Morrow (2003:2) cited in Magdalene, H.A. (2006).
- c) **Supervisor support:** Supervisor support is defined to the extent which supervisors help its employees to perform their work duties Janakiraman, Parish & Berry (2011); Griffin, Patterson & West (2001).
- d) **Communication:** is a channel to flow information, resource, and even policies.
- e) **Teamwork:** Groups of employees who have at least some collective tasks and where the team members are authorised to regulate mutually the execution of these collective tasks' Delarue (2003).
- f) **Performance feedback:** Is the **on-going** process between employee and manager where information is exchanged concerning the performance expected and the performance exhibited.
- g) **Employee Performance:** is defined as the outcome or contribution of employees to make them attain goals Herbert & Lee (2000) as cited in Aidah Nassazi (2013).

1.6 Significance of the Study

This study assesses the influence of working environment on employee performance at ethio telecom head quarter offices in Addis Ababa. On one hand, the information generated from this study is significant to help the company in realizing the prevailing employee performance level. On the other hand, the final finding of this study will have great importance for the management of ET to discover the effect of working environment factors on employee's performance and act accordingly by focusing on the identified factors that lead to greater performance. In addition the study will offer a spring board to other researchers to work more on the area. Above all this study will add additional valuable knowledge to the researcher.

1.7 Scope of the Study

There are many other factors that influence the performance of employees; but this study had carry out to find the effect of working environment factors i.e. communication, supervisor support, teamwork and performance feedback on employee performance in workplace. The results of the study also limited only to ethio telecom particularly to the head office in Addis Ababa.

1.8 Organization of the Paper

The paper consists of five chapters. The first chapter deals with the background of the study, statement of the problem which defines the problem that the study intends to, objective of the study, research hypotheses, scope and limitation of the study, significance of the study. Chapter two focuses on review of related literature about the study that helps to understand the whole research study; under chapter three the methodology part of the study described and presented in detail. Chapter four contains data presentation and analysis. Finally chapter five will provide summary of findings, conclusion and recommendation of the study, and lastly bibliography and appendix.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents literature reviews related to the purpose of this study. The purpose of reviewing the literature is to give insight about the definitions and detail discussions on the independent variables (Communication, Supervisor Support, Teamwork and Performance Feedback) and dependent variable employee performance. Literature is reviewed under the following subheading; concept of performance, performance management, performance measure, employee performance, supervisor support, communication, teamwork, performance feedback and relationship between working environment and employee performance,

2.1 The Concept of Performance

Performance is often defined simply in output terms the achievement of quantified objectives. But performance is a matter not only of what people achieve but they achieve it. The Oxford English dictionary defines performance as *'The accomplishment, execution, carrying out, and working out of anything ordered or undertaken.'* This refers to output /outcomes (accomplishment), but also states the performance is about doing the work as well as being about the results achieved. High performance result from appropriate behaviour, especially discretionary behaviour, and the effective use of the required knowledge, skills and competencies. Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve those results (Armstrong 2006). Performance is indeed often regarded as simply the outcomes achieved: record of a person's accomplishments. Kane (1996) cited by Armstrong 2006 argued that performance is something that the person leaves behind and that exists apart from the purpose. Bernardin et al (1995) believes that 'performance should be defined as the outcomes of work because they provide the strongest linkage to the strategic goals of the organization, customer satisfaction, and economic contributions.

The concept of performance has also been expressed by Brumbrach, as performance means both behaviour and results behaviour emanates from the performer and transforms performance from abstraction to action. Not just the instrument for results, behaviour are also outcomes in their own right product of mental and physical effort applied to tasks and can be judged apart from the results (Brumbrach 1988). This is the definition of performance leads to the conclusion that when managing performance both input (behaviour) and outputs (results) needed to be considered. It is not a question of simply considering the achievement of targets, as used to happen in “*Management by objectives*” schemes. Competency factors need to be included in the process. This is the so-called mixed model of performance management, which covers the achievement of expected levels of competency as well as objective setting and review Armstrong (2006).

Performance is about upholding the values of the organization “living the values” (an approach to which much important is attached at standard Chartered Bank). This is an aspect of behaviour but it focuses on what people do to realize core values such as concern for quality, concern for people for equal opportunity and operating ethically. It means converting espoused values in use insuring that the rhetoric becomes reality. Borman, et.al. (1993) as cited by Armstrong 2010 put forward the notion of contextual performance, which covers non-job specific behaviour such as cooperation, dedication, enthusiasm and persistence, and is differentiated from task performance, covering job-specific behaviours. As Fletcher (2001) mentioned, contextual performance could therefore be regarded as behaviour- the way in which organizations, teams and individuals get work done. Campbell (1990) stated that “performance is behaviour and should be distinguished from the outcomes because they can be contaminated by systems factors Armstrong (2010).

2.2 Performance Management

Performance Management is essential about the management of expectations. It creates a shared understanding of what is required to improve performance and how this will be achieved by clarifying and agreeing what people are expect to do and how they are expected to behave. It uses these agreements as the basis for measuring and review, and how they are the perception of plans for performance improvement and development. One of the most fundamental purposes of performance management is to align individual and organizational objectives. This means that

everything people do at work leads to outcomes that further the achievement of organizational goals.

According to Fletcher (1993), cited by Armstrong (2006) this purpose was well expressed as the real concept of performance management is associated with an approach to creating a shared vision of the purpose and aims of the organization, helping each employee understand and recognize their part in contributing to them, and in so doing. Manage and enhance the performance of both individuals and organization. Alignment can be attained by a cascading process so that objective flows down from top and at each level team or individual objective are defined in the light of higher-level goals. But it should also be a bottom-up process, individuals and teams being given the opportunity to formulate their own goals within the framework provided by the defined overall purpose, strategy and values of the organization.

2.3 Performance measurement

Performance measurement is the basis for providing and generating feedback, it identifies where things are going well to provide the foundation for building further success, and it indicates where things are not going so well, so that corrective action can be taken. Measuring performance is relatively easy for those who are responsible for achieving quantified targets. It is more difficult in the case of knowledge workers, for example scientists. But this difficulty is alleviated if a distinction is made between the two forms of results outputs and outcomes. An output is a result that can be measured quantifiably, while an outcome is a visible effect that is the result of effort but cannot necessarily be measured in quantified terms. The following performance measures are developed by CIPD survey of Performance measurement in 2003(Armstrong 2006) revealed that in order of importance, Achievement of objective, competency, quality, contribution to team, working relationship, productivity, flexibility, skill/learning targets, aligning personal objective with organizational goals, business awareness, and financial awareness there are components in all jobs that are difficult to measure quantifiably as outputs but all jobs produce outcomes even if they are not quantified. It is therefore often necessary to measure performance by reference to what outcome have been attained in comparison with what outcomes were expected, and the outcomes may be expressed in qualitative terms as a standard or level of competency to be attained. This is why it is important

when agreeing objective to answer the question: 'How will we know that the objective has been achieved?' The answer need to be expressed in the form: Because such and such will have happened,' the such and such will be defined either as output in such form as meeting or exceeding a quantified targets, completing a project or task satisfactorily (satisfactory' having been defined), or as outcomes in such form as reaching an agreed standard performance, or delivering an agreed level of service. However, when assessing performance it is also necessary to consider input in the shape of the degree of knowledge and skill attained and behaviour that is demonstrably in line with the standards set out in competency frame works and statements of core value cited in NebroAlemu (2013).

2.4 Ways to Measure Employee Performance

Performance appraisal has become a continuous process by which an employee's understanding of a company's goals and his or her progress toward contributing to them are measured. Performance measurement is an ongoing activity for all managers and their subordinates. Performance measurement uses the following indicators of performance, as well as assessment of those indicators (as cited in Maxwell).

Work Quality: is the achieved quality of a product, a process, or a service. The quality of work performed can be measured by several means. The percentage of work output that must be redone or is rejected is one such indicator.

Adherence to policy

Adherence to policy is deviations from policy indicate an employee whose performance goals are not well aligned with those of the company.

Teamwork/Cooperation: is the ability to work cooperatively with others to achieve shared goals, showing diplomacy and flexibility when there are conflicting opinions, supporting other people's performance to achieve the best possible results.

Problem Solving: is the ability to analyze problematic situations, seeking relevant data diagnosing information in order to solve problems; generalizing alternative solutions to find the best solution. Problem solving (ability to solve problem quickly and correctly)

Initiative: means taking action before the action is required or necessary. It means acting before being given directions and instructions. It means doing more than is expected.

Timeliness: is how fast work is performed is another performance indicator that should be used with caution.

2.5 Employee Performance

According to Suhartini, (1995) employee performance is a combined result of effort, ability, and perception of tasks. High performance is a step towards the achievement of organizational goals and tasks. Therefore, efforts are needed to improve employee performance. Employee performance is the fundamental element of any organization and the most important factor for the success of the organization and its performance. It is true that most of the organizations are dependent on its employees, but one or two employee cannot change the organization's future. The organization's performance is the shared and combined effort of all of its employees. Performance is the key multi character factor intended to attain outcomes which has a major connection with planned objectives of the organization Sabir, et al. (2012) as cited in Saddat, et al. Performance is critical characteristics of organization's management since it reflect the progress and achievement of the organization. Motivation and performance of employee are powerful tools for the long-term success of the organization. Recent research indicates that employee satisfaction does not necessarily contribute directly to productivity. Satisfaction may be viewed as passive attribute, while more proactive measures such as motivation levels and brand engagement are viewed as more closely linked to behavioral change, performance and ultimately, to bottom line performance. Globalization had brought a lot of impact on organizations, the impact made organizations to be aware of any changes that are happening every day. The main reason for doing that is to be able to complete with each other and in order to keep surviving in the business area, organization also need to change to give satisfaction to its internal environment such employee and supplier inside of the system or the organization Robbins(2005) cited in Saddat, et al.

2.6 Working Environment

Working environment is circumstances, influences, stresses, and competitive, cultural, demographic, economic, natural, political, regulatory, and technological factors (called environmental factors) that effect the survival, operations, and growth of an organization Al-Anzi N. M., (2009). A work environment can be identified as the place that one works, which means the milieus around a person. It is the social and professional environment in which a person is supposed to interact with a number of people. The work environment has a significant impact upon employee performance and productivity Bindu, et al (2012).

The work place in which employees work today is constantly changing and diverse. Employees are living in a world of growing economy and have very less job opportunities. From different organizations 2000 employees have surveyed. According to this result 90% employees believed that work place have effect on the attitude of employees and to increase the productivity of work. Recent research shows three things have impact on the abilities of groups of qualified person's. And all the three factors are related to environment in which employee operates (IBID).

James (1996) concluded that the working as a team has significant impact on the satisfaction level of employees as it affects their performance. It is essential to recognize to the significance of these factors to boost the satisfaction level in the workforce. How employees perceive their work environment can affect employee's commitment, motivation, and performance and also helps organization to form a competitive edge. It is supported by research conducted by Brown et al. (1996) that a motivational and empowered work climate influences employee's attitudes toward work positively and improves work performance. An effective work environment management entails making work environment attractive, creative, comfortable, satisfactory and motivating to employees so as to give employees a sense of pride and purpose in what they do cited in Saddat et al.

2.7 Supervisor Support

A supervisor is known as a person with an experience leader, a person who can solve problem and also the role model at the first level of organizational management Adair (1988) and Nijman (2004). Supervisor is the first level of management where they are given major tasks and duties and responsibilities to form and lead work groups in organizations Elangovan and Karakowsky (1999). Ellinger et al. (2005) defined the supervisor as the lowest or most junior management position and a supervisor is responsible for the day-to-day performance of a small group. Further they mentioned that a supervisor is an experienced leader, problem solver and role model at the group level. Shanock and Eisenberger (2006) explain that supervisors tend to play a larger role in other, more individualized treatments such as informal feedback concerning job performance and the determination of the amount of merit pay since they act as agents of the organization in directing and evaluating subordinates tend to attribute the supportiveness of such treatment, in part, to the organization rather than solely to the supervisor's personal inclination. Ellinger et al. (2005) defined the role of the supervisor as an intermediary between management and operational employees. Further they have stated that supervisors often work with their employers to design, implement and monitor the organizational policies, procedures and plans, including training programs. Rodrigues and Gregory (2005) have presented that supervisor plays an important role in determining duties and responsibilities by their employers to identify the daily, routine and short-term employee responsibilities beyond the traditional management thought cited in T.J.R. Thisera (2013).

Supporting and positive attitude of immediate supervisor with employees create favorable workplace environment and encourage employees that directly affects their performance Chandrasekar (2011). As mentioned by Afolabi et al. (2008), the immediate socio economic environment is critical in career commitment and job performance. Downs et al. (1998) stated that structurally supervisor subordinate relationship is the most important communication link in the organization. Further they cited as Shrockley-zalabak (1988), supervisor-subordinate relationship is the primary relationship articulated by the organization. Further Rhoades and Eisenberger (2002) indicate that when supervisor is supportive for his/her subordinates that leads

to favorable outcomes for the employee and the organization such as reduced work stress and enhanced performance.

As organizations strive for flexibility, speed and constant innovation, planning with the people and not for the people ensures a positive relationship to performance improvement. When employees are given freedom to participate in organizational decision making for example, there are high chances of having mutual trust between management and employees. Mutual trust and cooperation help to break the barriers between the two parties. The employees will not resort to strikes and work stoppages without exhausting all the available channels of resolving the dispute. Employees will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging into counterproductive behaviors hence improved performance through timely achievement of organizational goals and objectives Carrel, Kuzmits & Elbert (1989).

Additionally, Ichnniowski(1997) argues that innovative human resource management practices improve performance like use of systems related to enhance worker participation and flexibility in the design of work and decentralization of managerial tasks and responsibilities. A supervisor is a force bind relationship to the employees which they will need to be attached together Mayer & Herscovitch(2001). An informal mentoring need to be done by the supervisors in order to create a mutual understanding and relationship in between the supervisor and the employees. By having this mutual understanding, it will create a mutual satisfaction between them as cited in Allen et al., (2000).

Nowadays, a different mindset is being argued as to create the commitments between the employee's and supervisors which will explain on the employees' performance. Meyer et al. (2004) had stated that the supervisor commitment mindset may be the intermediaries between the employees' commitment and performance. Research study had been done by Landry and Vandenberghe (2012). The research study is mainly about how the supervisor commitment can influence the commitment of employees towards the job performance. Research had found that the willingness of the mentoring the employees could result to employees performance (Bauer & Green, 1996). Moreover, there is also a present study on how do the commitments being

combined together as to predict the employees' performance. Based on the result, it shows a major outcome of the dyadic relationship Gerstner & Day, (1997). Moreover, they also stated that supervisor can leads to enhancing the employees 'behaviour. Enhancing employees' behaviours are such as sharing information, giving support, feedback, recognition and reward. Meanwhile, supervisor also supports the employees in making the resources for theemployees. The examples of the resources are such as the time, tool and providing training.

According to Schriesheim, C.A. and Stogdill, R.M. (1975), supervisory consideration refers to leader behaviors concerned with promoting the comfort and wellbeing of subordinates. DeCotiis and Summers (1977), Morris and Sherman (1981) and Zaccaro and Dobbins (1989) all found empirical evidence supporting this view mentioned above. Supervisory consideration again refers to the degree to which supervisors are supportive, friendly and considerate, consult subordinates and recognize their contribution. Fry (1986) and Johnston (1990) found that consideration reduces role conflict among the employees & thus the service qualities of the employees tend to increase. Supervisory support refers to the extent to which supervisors, as persons —in the middle have to reconcile conflicting demands from workers for whom they are responsible, from senior management, from trade unions, and from own needs for esteem and self-respect (Gelfand, L, 1990).Recently, in a study with traffic police which was conducted by Baruch-Feldman et al. (2002) it has been found that supervisory support is closely related to job satisfaction. Schaubroeck and Fink (1998) also obtained positive relationships between supervisory support and organizational commitment of the employees. Eisenberger et al. (2001) in his structural equation causal model concluded that supervisory support has a direct and positive influence on affective commitment with the organization. If they do not know just what the total organization wants, supervisors will be unable to fulfill an important part of their job that of coordinating the work with individuals of their section with that of others so that the strategic objectives of the organizations are met as cited in Anwar, H.N et al (2012).

2.8 Communication

Communication is highly functional for work and occurs often in a workplace. Principle of least collaborative effort, people base their conversations on as little combined effort as possible.

According to Kraut et al. (1990; Peponis, 2004), informal communication is highly valued for collaboration at work organizations is trying different strategies to increase the likelihood of informal interactions between co-workers. Communication is the key to bring people together at one place to make it as workplace. The organizational communication is key to get involved into better relationships within an organization, to transmit information, to cooperation with each other, to understand and coordinate the work, to improve communication climate and learning, and hence to increase overall workplace satisfaction and an individual's job satisfaction (Ali and Haider, 2010). Salacuse, (2007) indicated that as a result of changing work environments in which employees are more educated and intelligent than past generations, leaders are now required to lead by negotiation. Specifically, he noted that in order for leaders to persuade people to follow their vision, they need to communicate effectively by appealing to the interests of the followers. Cassar, (1999) also found that employee participation, which includes such things as involvement in joint decision making, has been shown to have a positive association with positive work attitudes and employee commitment. In that competent communicators must employ communicative resources such as language, gestures, and voice, and in order for supervisors to be perceived as capable communicators. They must share and respond to information in a timely manner, actively listen to other points of view, communicate clearly and concisely to all levels of the organization, and utilize differing communication channels Stohl, (1984); Shaw(2005) cited in Saddat et al.

Organizational communication does not involve only upward and downward communication, but managers and employees communicate with each other in various ways at different levels. It may be the formal or informal, verbal or non-verbal, written or oral; and its levels include or face to face communication between individuals, group communication among teams and organizational-level communications involves vision and mission, policies, new initiatives, and organizational Knowledge and performance. All the directions and flows of organizational communications are combined into a variety of patterns called communication networks Ali and Haider, (2010). Social interactions enable the development of common grounds for communication, which increases communication effectiveness and enhances the ability of individuals to work together. As well, through over-layered social ties, team members establish trust that carries over into feelings of safety in sharing ideas about the work process (Krauss and

Fussell, 1990; Katzenbach and Smith, 1994). Kotter, (1988) unveiled that effective organizational communication is critical to actively engage employees, foster trust and respect, and promote productivity. The focus on openness in communication between senior management and employees results in improved employee productivity and engagement. Meetings with top executives help to build affinity and trust. Supportive communication is the most significant factor for the existence of an organization. The quality of organizational communication is often referred to in terms of communication climate, which can be described as ‘a subjectively experienced quality of the internal environment of an organization; the concept embraces a general cluster of inferred predispositions, identifiable through reports of members’ perceptions of messages and message-related events occurring in the organization Kitchen and Daly (2002); Goldhaber, (1993) (IBID).

At the workplace environment, a formal communication system promotes trust among the employees, increase knowledge sharing concept and encourages better team work and relationship that increase their performance. Effective workplace communication is a key to cultivation of success and professionalism Canadian Centre for Communication(2003). A company that communicates throughout the workplace in an effective manner is more likely to avoid problems with completing the daily procedures, and less likely to have a problem with improper occurrence and will generate a stronger morale and a more positive attitude towards work. When employees communicate effectively with each other, productivity will increase because effective communication means less complains and more work getting done Quilan, (2001). It removes confusion and frees up wasted time that would have been otherwise spent on explanation or argument Fleming & Larder, (1999). It makes workplace more enjoyable, less anxiety among co-workers which in turn means positive attitude towards work and increased productivity Makin, (2006); Taylerson (2012) as cited in Asigle Oswald.

2.9 Teamwork

Teamwork is defined by Scarnati (2001, p. 5) “as a cooperative process that allows ordinary people to achieve extraordinary results”. Harris & Harris (1996) also explain that a team has a common goal or purpose where team members can develop effective, mutual relationships to

achieve team goals. Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills. The literature consistently highlights that one of the essential elements of a team is its focus toward a common goal and a clear purpose Fisher, Hunter, & Macrosson, (1997; Johnson (1999); Parker (1990); & Harris(1996). Teams are an integral part of many organizations and should be incorporated as part of the delivery of tertiary units. Successful teamwork relies upon synergism existing between all team members creating an environment where they are all willing to contribute and participate in order to promote and nurture a positive, effective team environment. Team members must be flexible enough to adapt to cooperative working environments where goals are achieved through collaboration and social interdependence rather than individualized, competitive goals Luca & Tarricone, (2001) cited in Pina et al. According to Daft (1997) team work is when two or more people interact and coordinate to accomplish a specific goal and objective. When organizational members work together in teams, coordination of organizational goals and objectives becomes easier. This will lead to the teams sharing performance goals and thus lead to improving the morale of the employees which will later lead to improvements in productivity. Team work encourages open communication between employees and have complimentary skills which enable them to achieve more in a specified period of time as compared to when the individual is working alone hence creating synergy. Additionally, Stoner (1996) argues that employees in teams often unleash enormous energy and creativity reduces boredom because teams create a sense of belonging and affiliation hence increase in employee's feeling of dignity and self-worth.

Cohen and Bailey (1999) an employee team is a collection of individuals who are interdependent in the tasks and who share responsibility for the outcomes. Teamwork enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals Jones et al., (2007). Teamwork is an important factor for smooth functioning of an organization. Most of the organizational activities become complex due to advancement in technology therefore teamwork is a major focus of many organizations. One research study concluded that teamwork is necessary for all types of organization including non-profit organizations Pfaff & Huddleston (2003). Team members enhance the skills, knowledge and abilities while working in teams Froebel & Marchington, (2005) cited in Sheikh R et al. (2011).

Teams can expand the outputs of individuals through collaboration. Employees who are working in teams become the standard for the organization Alie, Beam & Carey(1998). It is the mean of improving man-power utilization and potentially raising performance of individual. With a support from upper level management, an employee works confidently in team and increases productivity of the organization. Nowadays, in the new business world, managers are assigning more team projects to employees with opportunities to strengthen their knowledge and develop their skills Hartenian, (2003). Recent study shows that employee working within the team can produce more output as compared to individual Jones, Richard, Paul, Sloane & Peter, 2(007). In Pakistan a very small number of researches were conducted on teamwork. So this research study highlights the importance of employee teams within the Pakistani organizations (IBID).

Organizations which emphasize more on teams have results in increased employee performance, greater productivity and better problem solving at work Cohen & Bailey, (1999). One research study concluded that to teach individuals on how to work in teams is not an easy task because to teach individuals regarding to work in teams is inappropriate Crosby, (1991). Bacon and Blyton (2006) highlighted the two important factors i.e. self-management team and interpersonal team skills. These factors enhance the communication as well as interpersonal relationship between team members and also boost the employee performances. Teamwork is a significant tool of new type of work organization. Teamwork is a precise organizational measure that shows many different features in all type of organizations including non-profit Mulika(2010). One research study concluded that the good manager is the one who assigns the responsibilities to his/her employee in a form of group or team in order to take maximum output from employees (Ingram, 2000). Another study concluded that it should be possible to design a system of team building within every organization for employees in order to promote and distribute best practice and maximize output. The main emphasis for designing and implementing such a system is ultimately to improve employee learning Washer, (2006). According to Ingram (2000) teamwork is a strategy that has a potential to improve the performance of individuals and organizations, but it needs to be nurtured over time. Organizations need to look at strategies for improving performance in the light of increasingly competitive environments. Top managers need to have the vision to introduce teamwork activities within the organizations, the sensitivity to nourish it and the courage to permit teams to play an important part in decision making. Conti and Kleiner (2003) reported that teams offer greater participation, challenges and feelings of

accomplishment. Organizations with teams will attract and retain the best people. This in turn will create a high performance organization that is flexible, efficient and most importantly, profitable. Profitability is the key factor that will allow organizations to continue to compete successfully in a tough, competitive and global business arena (IBID).

2.10 Performance feedback

Performance feedback is an information exchange and conflict resolution process between the employee and supervisor. This consists of both positive feedback on what the employee is doing right as well as feedback on what requires improvement. Performance appraisal is very important for keeping productive environment. It includes feedback about good as well as poor performance of employees. Performance feedback enables companies to assess the performance of employees. A key responsibility of successful managers is to help their employees improve job performance on an on-going basis Aguinis, Joo, &Gottfredson, (2011). Managers carry out this responsibility by implementing performance management systems that are designed to align performance at the individual, unit, and organizational levels. Notably, performance feedback is a critical component of all performance management systems Aguinis, (2009); DeNisi&Kluger, (2000). Performance feedback can be defined as information about an employee's past behaviors with respect to established standards of employee behaviors and results. The goals of performance feedback are to improve individual and team performance, as well as employee engagement, motivation, and job satisfaction Aguinis(2009). Unfortunately, managers are often uncomfortable giving performance feedback Aguinis(2009), and such feedback often does more harm than good in terms of helping employees improve their performance DeNisi&Kluger, (2000). For example, Kluger and DeNisi (1996) conducted an extensive literature review and concluded that in more than one-third of the cases, performance feedback actually resulted in decreased performance across the 131 studies they analyzed. Furthermore, employees involved in a qualitative study said the following about the feedback that they had received: "The feedback meeting is a conflict meeting," "It was devastating," "The process was a waste of time," and "Feedback equals criticism and it is not nice" Bouskila-Yam &Kluger(2011). The discrepancy between performance feedback's intended and actual consequences constitutes a major concern to employees, managers, and organizations. Although managers share an intuitive understanding that feedback plays a crucial role in improving individual and team

performance, many managers do not know how to deliver feedback effectively. More specifically, managers quite frequently provide feedback in a manner that is excessively focused on employees' weaknesses. Yet, the same managers are typically unaware that such weaknesses-based feedback often fails to improve employee performance cited in Herman Aguinis et al (2012). A study done by Chandrasekhar report that performance feedback is an information exchange and conflict resolution process between the employee and supervisor. While the supervisor gives his/her feedback and requirements, the employee enables to give his/her feedback regarding his/her requirements. Although this process is formal, it could be managed informally by gaining closer relations for two sides Erez M. et al (1985) as cited in AsigeleOswald.

2.11 Relationship between Working Environment and Employees' Performance

Vischer (2007) Workplace environment has a direct impact on the organization's financial and nonfinancial performance. Not only pay packages increase employees' performance, researches show that workplace environment is also a very important factor that affects employees' performance. Surveyed by Robert Half International Inc. shows that workplace environment is the most critical factor in keeping an employee satisfied. Stated that an effective work environment which is positive and supportive enables employees to work comfortably and have the willingness to give their full commitment and contribution in performing the tasks given. The difference between a supportive and an unsupportive environment determines the satisfaction and performance level of attention, energy, commitment and contribution of an employee towards an organization.

2.12 Conceptual Framework of the Study

Based on the existing literature review, four variables are identified in order to study the effect of working environment on employee performance. Subsequently, a conceptual framework is developed. The framework consisted of four independent variables (Supervisors support, teamwork, performance feedback and communication) and dependent variable (employee performance). The following figures indicate the conceptual diagram of the research.

Independent variables **Dependent variable**

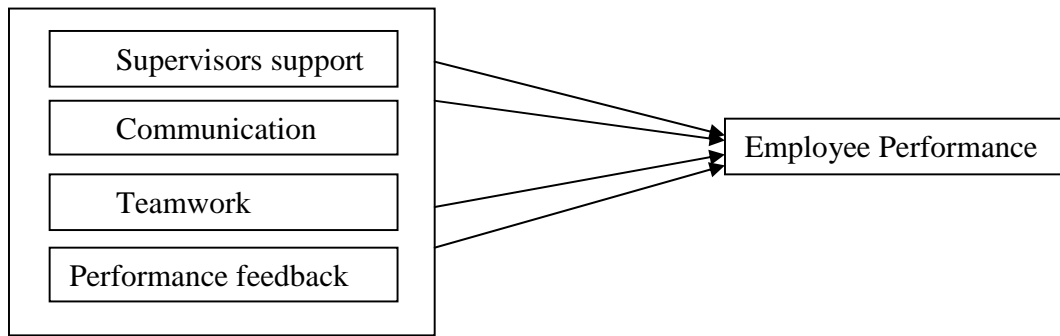


Figure1. Conceptual framework of the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents the different methods that were adopted in collecting and interpreting data to the study which includes; Research design, sample and sampling technique, sample size, sources of data & data collection methods and method of data analysis, reliability and validity tests and ethical considerations.

3.1 Research design

Saunders et al. (2007), defines research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement and analysis of data. A survey is a method of collecting data in which people are asked to answer a number of questions (usually in the form of a questionnaire).

The main objective of this research was to assess the influence of working environment factors on employee performance in ethio telecom. The study also limited to ethio telecom's Head office in Addis Ababa. This study was used quantitative research methodology in order to gather the most appropriate data and answer the research question. Two type of questionnaire were employed, one for employees to rate the working environment factors and other questionnaire distributed to immediate supervisors of the selected employees to evaluate the work performance of their respective employees. A five point Likert scale (5-strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 2-Strongly disagree) rated questionnaire research tools were used to collect data from respondents. For data analysis descriptive, correlation and multiple regression technique has been employed by the researcher.

3.2 Sample and Sampling Techniques

In quantitative researches, it is believed that if the sample is carefully obtained, it is then possible to generalize the result to the whole population as suggested by Amin (2005). Simple random sampling techniques were employed to select respondents. In this technique all sample units will get equal probability to be selected. The study population consisted of all the employees of the head quarter office in Addis Ababa by taking as representative of the research. The population size of these offices is 5,093 as of July 04, 2014. Since, the research population is known the researcher used a simplified formula (Yamane, 1967) sample selection formula. According to Yamane for any sample, given the estimated population proportion of 0.05 and 95% confidence level, the sample size is given by:

$$n = \frac{N}{1 + N(e)^2}$$

N= Total population,

e= sampling error (Usually .10, .05 and .01 acceptable error, the researcher will use 0.05 sampling error and 95% confidence level)

Therefore; $n = 5093 / [1 + 5093(0.05)^2]$

$n = 5093 / [13.7325]$

$n = 370$

Accordingly, 370 respondents were selected to represent the total employee working in the company and simple random sampling technique used to select respondents. In addition, questionnaires were distributed to immediate supervisor to evaluate the performance of their respective employees for those who are included in the survey.

3.3 Source of Data and Data Collection Method

For this study structured questionnaire were designed, pretested and refined to collect the primary data. Two types of questionnaire were distributed to both employees and immediate

supervisor of ethio telecom. Saunders (2003:308) acknowledges that before using one questionnaire to gather data, it should be pilot tested. A pilot test is an indispensable part of the research process when carrying out a research (Hair, 2008). Therefore, this was conducted to evaluate the questionnaire developed in previous steps to find potential inconsistency or error. Questions that need clarification, and get feedback to improve the research instrument, as suggested by Dillman(2007). Ten selected staff and three immediate supervisors of the selected respondent reviewed the questionnaire and provided their feedback, which was used to improve the initial version of the questionnaire. Hence, a pilot test was conducted to ten staff and three immediate supervisors, only 360 questionnaires were distributed and the three immediate supervisors also excluded from the main survey. A response rate of 77% was arrived at using the following formula provided by Welman(2007:74):

Response rate = No. of completed surveys/No. of participants contacted

Response rate = 280/360

Thus out of 100% questionnaire distributed 77% were filled and returned.

The secondary data also gathered from books, journal articles, published and unpublished dissertation papers of the graduate's.

3.4 Methods of Data Analysis

In this study, the data were analyzed using descriptive statistics and inferential statistics. The simple statistics software SPSS 20 .0 was used to summarize, analyze and interpret the result of questions. In order to analyze the data, Pearson correlation analysis is used to analyze the correlation strength of between variables and multiple regression also used to analyze the relationship between a single dependent variable and four independent variables in the study. Descriptive statistics such as percentage, mean and standard deviation was used to measure the percentage of returned questionnaire, to describe the respondent profile and response rate of each variable.

3.5 Measurement of variables

To test the main hypotheses and answer the research question of this research, a questionnaire based on previous studies in this field was developed Chendedzai et al (2014); Emmanuel M.A (2012), and then modified to suite the study context. All the variables are measured by seven to thirteen variables with the use of Likert scale of 1 – 5 where 5 indicate the highest degree of agreement.

3.6 Reliability Test of the Study

Reliability analysis were used to test how the items in asset are positively correlated to one another. It is most commonly used when there are multiple Likert questions in a survey questionnaire that form a scale, and you wish to determine if the scale is reliable. As Bryman (2003) explained reliability is “the consistency of measures of a concept” .it is concerned with the extent to which any measures procedure yields the same results on repeated trails Carmines and Zeller(1979).The internal consistency reliability was higher if the Cronbach’s alpha is closer to one Sekaran, (2003). The Cranach’s (α) value were used to measure the reliability of the instrument which well exceeded the recommended critical point 0.7 Sekaran(2003).Accordingly Cronbach’s alpha for the variables communication, Supervisor support, teamwork, Performance feedback and employee performance ranged from 0.732 to 0.874. Performance feedbackhas obtained the highest Cronbach alpha (0.874). The dimensions communication, Teamwork, Performance feedback & employee performance obtained 0.766 0.732, 0.736, 0.874& 794 respectively (see Appendix one).Therefore, this result clearly indicates good internal consistency reliability.

3.7 Ethical Considerations

Ethical considerations identified in connection with this study included the need to provide information about the purpose and confidentiality of the data collected, the protection of the anonymity of the respondents and their free participation, including the right to withdraw their consent to participate. The completed questionnaires have never been shared by me with anybody within or outside the organization. Confidentiality and anonymity is reinforced by the fact that the results are always presented – whether in this thesis or when discussing them with anybody else - in a collective manner.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents the finding, analysis and interpretation of the study that were obtained through questionnaires. The first part of this chapter presented demographic characteristics of the respondents and proceeded to present the result and its interpretation in the light of the research objectives and hypotheses in the same sequence as listed in chapter one.

4.1 Demographic characteristicsofRespondents

This section summarizes and presents the demographic characteristics of the respondents such as gender, education and experience. Demographic information of respondents was not hypothesized to see their relationship with the dependent variable. Therefore, demographic information of the respondents has excluded from correlation and regression analysis. Accordingly, the following table shows limited demographic information of the respondents.

Table 1 Gender, Educational level and Work experience Composition of Respondents

Item	Frequency	Percentage
1. Gender		
Female	106	37.3
Male	174	62.7
Total	280	100
2. Educational Level		
Certificate	0	0
Diploma	2	0.8
Degree	243	86.7
Masters & above	35	12.5
Total	280	100
3. Work Experience		
1-5	80	28.6
6-10	158	56.4
Above 11	42	15
Total	280	100

As depicted in the above Table 1 majority of the organization workers 62.7% were male and the remaining 37.3% of the respondents were female. In respect of the educational level of the respondents (86.7%) of them are first degree holders, 12.5% of them also have Masters and above, the remaining 0.8% of the respondents are diploma. This finding indicates that the company has well-educated employees.

Table 1 indicate that majority (56.4%) of the respondent had worked with in the company for more than 11 years. On the other hand, 28.6% of the entire respondents have worked for 6 – 10 years with in the company and the remaining 15% of the respondents have 1-5years of work experience.

4.2 Descriptive Statistics Analysis of Variables

The researcher used criterion-referenced definition for rating scale in order to elaborate the collected data. In the descriptive analysis mean is used to analyze the degree of agreement. The neutral value has excluded from analysis.

The researcher has used the following notation for level of agreements; SD-Strongly Disagree, Disagree-D, Neutral-N, Agree-A and Strongly Agree-SA.

Table 2 Criterion- Reference Definition

Mean rating	Degree of agreement	Description
1.00 -2.00	SD	Very low
2.01-3.00	D	Moderate
3.01-4.00	A	High
4.01-5.00	SA	Very high

4.2.1 Immediate Supervisor Response to work Performance of Employees in Ethio telecom

Table 3 Percentage Analysis of Immediate Supervisor response on work performance of employees

No.	Items	SA	A	N	D	SD	Mean SD
1	Employee "X" is technically competent in performing his/her job duties.	68.9%	28.6%	2.1%	0.4%	0%	4.38 ±.33
2	Employee "X" have good knowledge and awareness in his/her work area.	41.8%	55.7%	2.5%	0%	0%	
3	Employee "X" take the initiative to get things done.	53.9%	42.5%	3.2%	0.4%	0%	
4	Employee "X" takes the initiative to learn new things related to the work area.	36.8%	60%	2.9%	0.4%		
5	Employee "X" is good team player and support other's to get work done.	37.1%	56.1%	6.1%	0.7%	0%	
6	Employee "X" is open to free discussion.	53.2%	38.9%	7.1%	0.7%	0%	
7	Employee "X" share his/her knowledge with other team members.	62.5%	33.6%	3.9%	0%	0%	
8	I am confident that employee "X" can solve work related problems.	45.4%	46.1%	6.8%	0.4%	1.4%	
9	Employee "X" do his/her work activity according to rules and procedures of the organization.	52.5%	43.2%	2.5%	0.4%	1.4%	
10	Employees "X" is receptive to ideas and suggestions for new systems and approaches	31.4%	61.1%	6.4%	1.1%	0%	
11	Employee "X" keeps me informed about work progress.	50.7%	40.7%	7.9%	0.7%	0%	
12	Employee "X" maintain expected standards of performance.	33%	65%	0.4%	1.1%	0%	

13	Employee "X" takes responsibility for work assigned.	43.2%	50%	2.5%	0%	0%	
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As per table 2 criterion- Reference definition the mean of the respondents for employee performance is 4.38(13 items), accordingly, employee work performance of the organization is considered as very high.

Also by analyzing the data of the immediate supervisor responses 68.9% of the total respondents strongly agreed that employee in their section is technical competent to do their job, while 28.6% agree, 2.1% neutral and 0.4% disagree. For the 2nd category of the question 55.7% of the respondents agreed that employee in their section has a good knowledge and awareness in their working area while around 41.8% strongly agreed and 2.5% neutral.

Majority of the respondents (53.9%) strongly agreed employee in their section take the initiative to get works done while 42.5 % agreed, 3.2% neutral and 0.4% disagreed. For the question employee in my section take the initiative to learn new things related to work area , 60 % of the respondents agreed that their employees takes the initiative to learn new things related to work area, 36.8% strongly agreed, 2.9% neutral and 0.4% disagreed. Also 56.1% of the respondent agreed to the statement that employee in my section is a good team player and support each other to get work done while 37.1% strongly agreed, 6.1% neutral and 0.7% of the respondents are disagree to the subject.

The other question asked was whether employee in their section is open to free discussion. Accordingly, 53.2%, 38.9%, 7.1%, and 0.7% of the respondent are agree, strongly agree, neutral and disagree respectively. For seventh category of the question, 62.5% of the respondents strongly agreed to the statement that employee in my section share his/her knowledge with other team member, 33.6% agree, 3.9% uncertain about the matter. For the question I am confident that employee in my section can solve work related problem, 46.1% of the respondent agreed, 45.4% strongly agreed, 6.8% neutral, 0.4% disagree and 1.4% of the respondent strongly disagreed.

For the ninth category of the question, 52.5% of the respondents strongly agree that employee in their section do their work activity according the rule and procedure of the organization, 43.2%

agree, 2.5% neutral, 0.4% disagree and 1.4% strongly disagree to the statement. Also 61.1% of the respondent agreed to the statement that employee in my section is receptive to new ideas and suggestions, while 31.4% strongly agreed 6.4% neither agree nor disagree to the subject and the remaining 1.1% of the respondents disagree to the statement.

As per table 3, 50.7%, 40.7%, 7.9%, and 0.7% of the respondent replied agree, strongly agree, neutral and disagree respectively for the question that employee in my section keeps me informed about work progress. For the question employee in my section maintained expected standards of performance, 65% of the respondents are agreed, 33% strongly agreed 0.4% neutral and 1.1% disagree to the statement. For the question employee in my section takes the responsibility for work assigned, 50% of the respondent agreed. 43.2% strongly agreed 2.5% neutral and the remaining 4.3% of the respondents are disagreed to the statement.

4.2.2 Descriptive analysis of Independent Variable

4.2.2.1 Communication in Ethio telecom

Table 4 Percentage Analysis of communication

No.	Items	SA	A	N	D	SD	Mean SD
1	There is smooth communication among employees at workplace.	60.4%	38.9%	0.7%	0%	0%	4.28±.321
2	There is smooth communication between subordinate and head of department.	43.9%	49.6%	5.4%	1.1%	0%	
3	In my division staff meetings regularly scheduled.	36.8%	53.6%	8.3%	1.1%	0.4%	
4	Smooth Communication system at work place improves my performance.	39.3%	52.1%	1.8%	0%	0%	
5	I share my views with head of division without hesitation.	35.7%	49.6%	13.2%	1.4%	0%	
6	I share my views with my colleagues without hesitation.	38.2%	50.7%	8.6%	2.5%	0%	

7	I participate in meetings and share my ideas openly.	34.3%	55.4%	6.8%	3.6%	0%
8	There is adequate communication between departments and sections.	36.1%	49.3%	13.6	1.1%	0%
9	Information and knowledge are shared openly within the organization.	31.8%	53.2%	10.4%	3.9%	0%
10	My manager does a good job of sharing information.	35.7%	54.3%	8.2%	1.4%	0.4%
11	Senior management communicates well with the rest of the organization.	29.6%	63.9%	4.3%	1.8%	0.4%
12	Managers communicate a clear sense of direction.	25%	65.4%	6.2%	3.2%	0.4%
13	I can get the information that I need to do my job well.	35.4%	57.1%	5%	2.5%	0%

As per table 2 criterion- Reference definition the mean of the respondents for communication is 4.28(13 items), accordingly, communication system of the organization is considered as very high.

Also by analyzing the data of the employee responses 38.9% of the total respondents agreed that there is smooth communication among employees at workplace, 60.4% strongly agreed and 0.7% of the respondents are uncertain. For the 2nd category of the question 49.6% of the respondent agreed, 43.9%, strongly agreed 5.4% are neutral and 1.1% disagreed towards the statement that there is smooth communication between subordinate and head of department respectively. This means there is smooth communication in the organization.

For the question in my division staff meeting is regularly scheduled, majority of the respondent (53.6%) agreed that Staff meetings are regularly scheduled in their division, 36.8%, strongly agreed, 8.3% are uncertain about the subject, 1.1% disagreed and 0.4% strongly disagree. Around 52.1% of the respondent strongly agreed that smooth communication system at work place improves their performance, 39.3% agreed and the remaining 1.8% are uncertain to the subject.

For the fifth question 49.6% of the respondents are agreed to the statement, 35.7% strongly agreed, 13.2% neutral and 1.4% disagreed that they share their views with head of division without hesitation. Also 50.7% of the respondents agreed that they share their views with colleagues without hesitation, 38.2% strongly agreed, 8.6% neutral, 2.5% disagreed.

For the seventh category of the question 55.4% of the respondents are agreed to the statement, 34.3% strongly agreed, 6.8% are uncertain on the subject matter and 3.6% of the respondents are disagreed. This also means majority of the employees are participate in meeting and share their idea openly. Also 49.3%, 36.1%, 13.6% and 1.1% of the respondents replied agreed, strongly agreed, neutral and disagreed respectively for the question that say there is adequate communication between departments and sections.

For the question that says information and knowledge are shared openly within the organization, 53.2% agreed information and knowledge are shared openly within the organization, 31.8% strongly agreed, 10.4% uncertain about the statement and 3.9% disagreed. On the subject my manager does a good job of sharing information, 54.3% of the respondents agreed, 35.7% strongly agreed, 8.2% neutral, 1.4% disagreed and 0.4% strongly disagree.

For the question category twelve 63.9% of the respondent agreed that senior management communicates well with the rest of the organization, 29.6% strongly agreed, 4.3% neutral, 1.8% disagreed and 0.4% strongly disagreed. For the question managers communicate a clear sense of direction, 65.4% agreed, 25% strongly agreed, 6.2% uncertain about the subject, 3.2% disagreed and 0.4% strongly disagreed.

For the question I can get the information I need to do my job, 57.1% of the respondents are agreed to the statement, 35.4% strongly agreed, 5% neutral, 2.5% disagreed. This means majority of the respondents get the information they need to do their job. Therefore, from this finding the researcher concluded that there is good communication system in the organization.

4.2.2.2 *Supervisor support in ethio telecom*

Table 5 Percentage analysis of supervisor support

No.	Items	SA	A	N	D	SD	Mean
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							SD
1	My immediate supervisor is a good role model for me to follow.	34.6%	36.6%	13.6%	2.5%	0%	4.22±.49
2	My immediate supervisor treats me with respect.	43.9%	49.6%	5.4%	1.1%	0%	
3	My immediate supervisor encourages me to be 'team player.	36.8%	53.6%	8.2%	1.1%	0.4%	
4	My immediate supervisor gives me a freedom to try new ways to solve problems	39.3%	52.1%	6.8%	1.8%	0%	
5	My immediate supervisor motivates me to meet the company objectives.	35.6%	49.6%	13.2%	1.4%	0%	
6	My immediate supervisor always acknowledging me for good performance.	38.2%	50.7%	8.6%	2.5%	0%	
7	My immediate supervisor values all the ideas and skills I bring to the company.	38.3%	55.4%	6.8%	3.6%	0%	
8	My immediate supervisor encourages me to develop my skill and capacity.	36.1%	49.3%	13.6%	1.1%	0	
9	My immediate supervisor provides me an opportunity to improve my performance.	31.8%	53.2%	10.4%	3.9%	0%	
10	My immediate supervisor is receptive to new ideas and suggestions.	35.7%	54.3%	8.2%	1.4%	0%	
11	My immediate supervisor is fair and consistent when dealing with me.	29.6%	63.9%	4.3%	1.8%	0.4%	
12	My immediate supervisor coaches me.	29.6%	63.9%	4.3%	1.8%	0.4%	
13	My immediate supervisor positive attitude increases my job performance.	25%	65.4%	6.1%	3.2%	0.4%	

As per table 5 the mean of the respondents for supervisor support is 4.2208 (13 items), accordingly, supervisor support in the organization is considered as very high. For supervisor support, by analyzing the data of the respondent, 49.3% of the respondents agreed that their immediate supervisor is a good role model for them to follow while 34.6% strongly agreed, 13.6% neutral and the remaining 2.5% disagree to statement. For the 2nd category of the question 49.6% of the respondents agreed that their immediate supervisor treats them with respect while around 43.9% strongly agreed, 5.4% neutral and 1.1% are disagreed to the statement.

Around 53.6 % of the respondents agreed that their immediate supervisor encourages them to be 'team player while 36.8% agreed, 8.2% neutral, 1.1% disagreed and 0.4% strongly disagreed. For the question my immediate supervisor gives me a freedom to try new ways to solve problems, 52.1% % of the respondents agreed that their immediate supervisor allow them to try new ways of solve problems, 39.3% strongly agreed, 6.8% neutral and 1.8% disagreed. This means employees in ET have a freedom to try new ways of solveproblems. In addition49.6% of the respondent agreed to the statement my immediate supervisor motivates me to meet the company objectives while 35.6% strongly agreed, 13.2% neutral and 1.4% of the respondents are disagree to the subject.

The other question asked waswhether their immediatesupervisoracknowledges them for good performance. Accordingly, 50.7%, 38.2%, 8.6%, and 2.5% of the respondent are agree, strongly agree, neutral and disagree respectively. For question seventh category of the question, 55.4% of the respondents agreed to the statement that my immediate supervisor values all the ideas and skills I bring to the company, 38.3% strongly agree, 6.8 uncertain about the matter and 3.6% of the respondents are disagree.

For the question my immediate supervisor encourages me to develop my skill and capacity, 49.3% of the respondent agreed, 36.1% strongly agreed, 13.6% neutral and 1.1% of the respondents disagreed. For the ninth category of the question, 53.2% agree, 31.8% strongly agree, 10.4% neutral and 3.9% disagree. Also54.3% of the respondent agreed to the statement that my immediate supervisor is receptive to new ideas and suggestions, while 35.7% strongly agreed8.2% neutral, 1.4% disagree and the remaining 0.4% of the respondents disagree to the statement.

As it shown in table above, 63.9%, 29.6%, 4.3%, 1.8% and 0.4% of the respondent replied agree, strongly agree, neutral, disagree and strongly disagree respectively for the question that my immediate supervisor is fair and consistent when dealing with me. For the question my immediate supervisor coaches me, 63.9% agree 29.6% strongly agree 4.3% neutral, 1.8% disagree and 0.4% strongly disagree. Besides around 65.4% of the respondents agreed that immediate supervisor positive attitude increases their job performance while 25% strongly agree, 6.1% neutral, and 3.2% disagree and 0.4% strongly disagree to the statement. From this finding it can be concluded that majority of the employees are happy about the supervisor support in the organization. This creates smooth relationships and supportive environment between immediate Supervisors and subordinates.

4.2.2.3 Teamwork in Ethio telecom

Table 6 Percentage Analysis of teamwork

No.	Items	SA	A	N	D	SD	Mean SD
1	The people I work with cooperate to get the job done.	67.1%	30.4%	2.5%	0%	0%	4.3847±.33
2	I feel part of a team working towards a shared goal.	57.9%	37.5%	3.9%	0.7%	0%	
3	Teamwork is encouraged and practiced in this organization.	35%	53.9%	10%	1.1	0%	
4	There is a strong feeling of teamwork and cooperation in this organization.	39.3%	50.7%	8.9%	1.1	0%	
5	I am able to contribute to the success of my team members.	54.6%	43.6%	1.8%	0%	0%	
6	In my work group, we participate in deciding how the work gets done	20%	79.2%	0.4%	0.4%	0%	
7	We resolve conflict honestly, effectively and quickly	29.3%	70.9%	0%	0%	0%	

The mean of the respondents for teamwork is 4.3847 (7 items), accordingly, teamwork in the organization is considered as very high. For teamwork, by analyzing the data of the respondent, 67.1% of the respondents were strongly agreed towards the statement that the people I work with cooperate to get the job done while 30.4% are agreed and the remaining 2.5% of the respondents are neutral on the subject. Also 57.9% of the respondents strongly agreed to the statement that I feel part of teamwork towards a shared goal, 37.5% agreed, 3.9% neutral and 0.7% disagreed. Around 53.9% of the respondents agreed that teamwork is encouraged and practiced in the organization, 35% strongly agreed, while 10% of the respondents are uncertain and the remaining 1.1% of the respondents disagreed. For the question there is strong feeling of teamwork and cooperation in the organization, accordingly, 50.7% of the respondents are agreed, 39.3% strongly agreed, 8.9% neutral while 1.1% of the respondents are disagreed to the statement. In addition 54.6% % of the respondents are strongly agreed to the statement that I am able to contribute to the success of my team members, 43.6% agreed and the remaining 1.8% of the respondents are uncertain to the statement. For the question in my work group we participate in deciding how the work gets done, accordingly, majority of the respondents (79.3%) are agreed to the statement, 20% strongly agreed, 0.4% neutral and 0.4% of the respondents are disagreed to the statement.

For the seventh category of the question, 70.9% of the respondents agreed and 29.3% strongly agreed to the statement that we resolve conflict honestly, effectively and quickly. Therefore, from this finding the researcher concluded that almost all of the employees are satisfied with the current teamwork practice of the organization. This creates high level of employee trust with each other thereby fostering performance of employees.

4.2.2.4 *Performance feedback in ethio telecom*

Table 7 Percentage Analysis of performance feedback

No.	Items	SA	A	N	D	SD	Mean SD
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1	I have an annual set of performance standards.	30.4%	65.4%	3.9%	0.4%	0	4.3277±.40
2	I receive regular job performance feedback.	48.9%	45%	4.3%	1.8%	0%	
3	I receive useful and constructive feedback from my immediate supervisor.	66.4%	24.6%	5.7%	2.5%	0.7%	
4	I receive feedback that helps me improve my performance.						
5	My immediate supervisor gives me praise and recognition when I do a good job.	62.9%	21.7%	10.7%	4.3%	1.4%	
6	My immediate supervisor evaluates my performance fairly and appropriate.	23.9%	62.9	8.6%	2.5%	2.1%	
7	Appropriate performance feedback about my work improves my performance.	43.6%	49.6%	4.6%	2.1%	0%	
8	In our section/department staffs are given an opportunity to comment on the result of performance evaluation.	97.1%	2.9%	0%	0%	0%	

The mode of the respondents for performance feedback is 4.3277 (8 items), accordingly, performance feedback in the organization is considered as very high. For performance feedback, by analyzing the data of the respondent, 65.4% of the respondents were agreed that there is annual set of performance standards, 30.4% strongly agreed, 3.9% neutral while 0.4% of the respondents are disagreed to the statement. Also 48.9%, 45%, 4.3% and 1.8% of the respondent replied strongly agreed, agreed, neutral and disagree respectively for the question I receive regular job performance feedback. In addition 66.4% of the respondents are strongly agree that they receive useful and constructive feedback from their immediate supervisor while 24.6% of the respondents are agree, 5.7% neutral, and 2.5% disagree and the remaining 0.7% of the respondents are strongly disagree.

For the question I receive feedback that helps me improve my performance. For the fifth category of the question 62.9% of the respondents strongly agreed, 21.7% agreed, 10.7% neutral, 4.3% disagreed and the remaining 1.4% strongly disagreed. This means majority of respondents

agreed that their immediate supervisor gives them praise and recognition when they do a good job.

For question number six, 62.9% of the respondents agreed, 23.9% strongly agreed, 8.6% neutral, 2.5% disagreed while 2.1% of the respondents are strongly disagree to the statement. This means immediate supervisor evaluates their subordinate performance fairly and appropriate. For the seventh category of the question, 49.6% of the respondent agreed that appropriate performance feedback about work improves their performance, while 43.6% agreed, 4.6% neutral and the remaining 2.1% disagreed. In addition almost all of the respondents (97.1%) strongly agree to the statement that staffs are given opportunity to make comments on the results of their performance and the remaining 2.9% are agreed to the subject.

4.3 Testing of Research Hypotheses

The researcher proposed the following hypotheses in chapter one. The following is the statistical result as shown in table 8 below.

H1: there is significant positive relationship between communication and employee performance in ethio telecom.

H2: there is significant positive relationship between Supervisor support and employee performance in ethio telecom.

H3: there is significant positive relationship between teamwork and employee performance in ethio telecom.

H4: there is significant positive relationship between performance feedback and employee performance in ethio telecom.

4.4 Correlation of independent and dependent variables

Table 8 Correlation of working environment factors and employee performance (Pearson Correlation and Sig. (2-tailed)

(N=280)

Variables	Pearson Correlation	P-Values
Communication	.606 ^{**}	.000
Supervisor Support	.353 ^{**}	.000
Teamwork	.620 ^{**}	.000
Performance feedback	.505 ^{**}	.000

Source: Own Survey, 2015

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

According to Cohen (1998, pp. 79-81) suggests the following guidelines on the strengths of the relationship of variables:-

Low r= 0.10 to 0.29

Moderate r= 0.30 to 0.49

High r= 0.50 to 1.0

H1: There is positive significant relation between communication and employee performance in ethio telecom.

As described in table 8 H1 is supported by the result of the study, with a statistical significance of 0.01(P=0.000).The correlation between communication and employee performance is 0.606. This coefficient shows that there is statistically significant high positive relation between communication and employee performance. The result indicates that the higher the communication in the organization is, the higher the performance of the employees will be. Based on this there is sufficient evidence to accept hypotheses H1. This finding is supported by Chen et al. (2006) who found that there are positive relationships between organizational communication and job performance. Kotter, (1988) noted that effective organizational communication promotes productivity. Therefore, the hypothesis is accepted.

H2: There is positive significant relation between Supervisor support and employee performance in ethio telecom.

H2 is supported by the result of the study, with a statistical significance of 0.01(P=0.000). The strength of the relationship is moderate (35.3%) and positively associated with employee performance. This was in line with hypotheses two (H2).

H3: There is positive significant relation between teamwork and employee performance in ethio telecom.

H3 is supported by the result of the study, with a statistical significance of 0.01(P=0.000). The strength of the relationship is high (62%) and it is positively related to employee performance. The result is similar to James (1996) finding. Therefore, the hypothesis is accepted. This indicated that working as a team had a positive effect on employee performance in ethio telecom.

H4: There is positive significant relation between Performance feedback and employee performance in ethio telecom.

H4 is supported by the result of the study, with a statistical significance of 0.01(P=0.000). The strength of the relationship is high (50.5%) and positively related to employee performance and has a significant value less than 0.05 indicating that this factors has an effect on the performance of employee.

4.5 Summary of Results Hypotheses Testing

Table 9 Hypotheses Testing Result

Hypothesis	Relationship	Results
H1	Communication is positively related to employee performance	Supported
H2	Supervisor is positively related to employee performance.	Supported
H3	Teamwork is positively related to employee performance.	Supported
H4	Performance is positively related to employee performance.	Supported

Source: Own Survey, 2015

4.6 Regression Analysis of Constructs

Using two or more independent variables to predict a dependent variable is called multiple regressions. In multiple regressions we want to see how well linear combinations of independent variable can predict the dependent variable.

Table 10 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.743a	.552	.546	.22247
Predictors: (Constant), Performance feedback, Supervisor Support, Teamwork, Communication Dependent Variable: Employee performance				

Source: Own Survey, 2015

The multiple regression correlation coefficients (r), with a value of 0.743, represent the correlation ratio indicating the existence of a link between employee performance and its main factors. The adjusted correlation shows that 0.546 of the total variation is due to the regression line, given the number of freedom. The factors coefficient $R^2 = 0.552$, this result shows that the variance of the dependent variable was explained 55.2% by the four independent variables Communication, Supervisor support, and Teamwork and Performance Feedback. Then the researcher understands the independent variables (Communication, Supervisor support, and Teamwork and Performance Feedback) do affects the dependent variable which is employee performance.

Table 11 ANOVA Result of Respondents

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.796	4	4.199	84.843	.000b
	Residual	13.610	275	.049		
	Total	30.407	279			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Performance feedback, Supervisor Support, Teamwork, Communication						

Source: Own Survey, 2015

Table 11 Shows that the F Statistics is significant at 0.000 level which shows the fitness of the model. As per the rule, the significance (P-Value) has to be < 0.05 that will indicates all factors as significant with a value of 0.000. Therefore; the independent variables are a strong predictor of employee performance.

Table 12 Regression coefficient of Employee performance

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.406	.217		1.870	.063		
	Communication	.342	.050	.333	6.881	.000	.695	1.438
	Supervisor Support	.082	.029	.123	2.821	.005	.858	1.166
	Teamwork	.382	.048	.383	8.032	.000	.717	1.394
	Performance feedback	.115	.040	.139	2.863	.005	.687	1.456

a. Dependent Variable: Employee performance

Source: Own Survey, 2015

The regression analysis result supports that four variables were positively related to employee performance in the same direction. By using regression analysis, all the independent variable; Communication, Supervisor support, Teamwork and Performance feedback were statistically significant at $p=0.000$ (table 10). As depicted table 12, when communication increases by one percent, the employee performance also increases by 0.342. When supervisor support increase by one percent, as the same time employee performance increase by 0.082. Similarly Teamwork increase by one percent, as the same time employee performance increase by 0.382 and when performance feedback increase by one percent, as the same time employee performance increase by 0.115 if other variables are kept constant. The finding indicate that ethio telecom employee performance will be high, if there is effective communication, supportive supervisor, well organized teamwork and effective and constrictive performance feedback in the organization. From the above regression coefficient table 12 communication and teamwork had the highest beta value of .333 and .383 respectively and these would impact the criterion variable the

mostand followed by performance feedback with Beta value 0.139 and supervisor support with Beta value 0.123..

The tolerance value less than 0.20 or 0.10 indicates a multicollinearity problem (O’Brien & Robert, 2007). As indicated in table 12 the multicollinearity statistics the tolerance values of all independent variables are .695, .858, .717 and .687 which shows that the tolerance level is moderate and good. The reciprocal of the tolerance is known as the Variance Inflation Factor (VIF). The VIF 5 or 10 and above indicates the multicollinearity problem (O’Brien & Robert, 2007). In the above table VIF values of independent variables are 1.438, 1.166, 1.394 and 1.456 which shows that the VIF level is also good and the level of the relationship did not cause the problem of multicollinearity, therefore, they can be used in the regression analysis to predict employee performance.

4.7 Relationship of variable with each other (Pearson Correlation and Sig. (2-tailed))

Table 13 Pearson Correlation and Sig. (2-tailed)

Correlations						
		Employee Performance	Communication	Supervisor Support	Teamwork	Performance feedback
Employee Performance	Pearson Correlation	1	.606**	.353**	.620**	.505**
	Sig. (2-tailed)		.000	.000	.000	.000
Communication	Pearson Correlation	.606**	1	.326**	.444**	.450**
	Sig. (2-tailed)	.000		.000	.000	.000
Supervisor Support	Pearson Correlation	.353**	.326**	1	.203**	.316**
	Sig. (2-tailed)	.000	.000		.001	.000
Teamwork	Pearson Correlation	.620**	.444**	.203**	1	.461**
	Sig. (2-tailed)	.000	.000	.001		.000
Performance feedback	Pearson Correlation	.505**	.450**	.316**	.461**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

Source: Own Survey, 2015

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

By analyzing the relationships of all variable (Table 13), of the researcher finds that all independent variables (i.e. Communication, Supervisor support, Teamwork and Performance feedback) has significant positive impact on performance of employees and all independent variables were positively related to each other at significant level of 0.01. The strength of the relationship among each variable was from low to high. By referring to this respondents' analysis, the equation for the employee performance of the studied organization is:

$$Y=0.406 + 0.342C +0.082SS+ 0.382TW +0.115PF+ \varepsilon$$

Y: is estimated value of employee performance

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

INTRODUCTION

The previous chapter was concerned with analyzing, presenting and interpreting of data obtained from respondents. Then, this chapter presents summary, conclusions and recommendations and ethical consideration as noticed below.

5.1 Summary

The objective of this study was to examine the influence of working environment factors on employee performance in ethio telecom. To measure reliability the researcher used Cronbach's alpha. Accordingly the Cronbach's alpha indicates good internal consistency reliability. The researcher summarizes the finding of the study as follow:

- Immediate supervisors were asked to rate work performance of their each respective employee who is included in the survey. Accordingly, majority of the respondent agree that employees in their section have good performance.
- In addition it was found that, employees are asked to rate working environment factors i.e. Communication, supervisor support, Teamwork and performance feedback. Accordingly, majority of the respondents agree that there is good communication in the organization, this means that there is good communication practice in the organization,
- The study revealed that there is supervisor support, performance feedback and teamwork in the organization.
- The correlation between the independent variable communication, Supervisor support, Teamwork and Performance feedback and the dependent variable employee performance were 0.606**, 0.353**, 0.620** & 0.505** respectively. This coefficient indicated that teamwork, communication and performance feedback has a high positive relationship with employee performance, while Supervisor support has moderate relationship with employee performance but positive.
- Four Hypotheses were generated and all of the proposed hypotheses are accepted in the finding. The first hypotheses was there is significant relationship between communication and employee performance. by looking the correlation value (.606**) it is approved there is positive correlation between communication and employee performance. This coefficient indicated that there is a high significant relationship between

communication and employee performance. The finding of this study is similar to what Chen et al. (2006) found in his studies.

- The second hypothesis was that Supervisor support is significantly correlated with employee performance which is approved by looking on correlation values (.353**). The third hypothesis was that employee performance is positively correlated with teamwork which is approved by looking on correlation values (.620**) and the fourth hypotheses performance feedback also have a positive correlation with employee performance with correlation value (.505**). Thus, the objectives of this study were confirmed.
- The hypotheses test also supported by the regression analysis result, the dependent variable employee performance was explained 55.2% by the independent variable jointly. By referring to this the researcher concludes that the working environment factors (Communication, supervisor support, teamwork and performance feedback) have effects on employee performance in ET.
- Communication and teamwork had the highest beta value of .333 and .383 respectively and these would impact the criterion variable the most and followed by performance feedback with Beta value 0.139 and supervisor support with Beta value 0.123.

5.2 Conclusion

The objective of this paper was to assess the influence of working environment factors on employee performance. Results of questionnaire 1 and questionnaire 2 were presented and discussed. Questionnaire 1 was completed by 280 employees, while questionnaire 2 was completed by 54 immediate supervisors of the selected employees. Accordingly, the finding shows that work performance of the employees meet the expected performance level while Communication, Supervisor support, Teamwork and Performance feedback were positively related to employee performance. Teamwork has the highest impact on employee performance followed by, Communication, Performance feedback and Supervisor support. Hence, these variables have the potential to affect the performance of employee in ethio telecom. The regression analysis showed that the higher the value of these hypothetically accepted that factors the higher the performance of employees will be.

From this finding, the researcher concluded that working environment factors (Communication, supervisor support, teamwork and performance feedback) have effects on employee performance in ethio telecom.

5.3 Limitation of the Study

Although the company operates throughout the country, the study only covers Ethio telecom employee particularly found at head quarter in Addis Ababa due to budget and time constraints, which are not large enough to represent the entire organization. Hence, another study with a large sample size may be required in the further to arrive at reliable conclusion and in order to encompass a broad view regarding the problem of the research. In addition this study considers only four factors which have influence on employees' job performance i.e. communication, supervisor support, teamwork and performance feedback and didn't include demographic variables like gender, age and education of the respondents as a predictor variable which can give different effects on employee's job performance; apart from these limitations this research may provide insights to top managements of ethio telecom to enhance the performance of their subordinates.

Another constraint of this research was lack of sufficient related literature review on the subject matter.

5.4 Recommendation

Findings of the study shows that working environment factors communication, supervisor support, teamwork and performance feedback are significant variables that have a positive relationship on employee performance. Based on this result the researcher draws a few recommendations in order to improve the performance of both the organization and the employees.

- ❖ The finding of the study shows that performance of the employee in the company is good. This is a very wonderful achievement by itself to the company to have such employees, but, ET should aspire for better to reach organizational effectiveness by creating conducive

working environment, positive interaction between the management and subordinate and reward of good performance and by creating smooth communication system in the organization.

- ❖ Since, communication, supervisor support, teamwork and performance feedback can enhance performance level of ethio telecom employees. Ethio telecom top management shall implement the best actions in order to improve the performance of the employees and sustenance of the organization, which is in terms of communication system of the organization, positive supervisor support, by encouraging teamwork among subordinates and by providing timely and constructive performance feedback to the employees.
- ❖ Even though the company operates throughout the country, the study only covers Ethio telecom employee particularly found at head quarter in Addis Ababa due to budget and time constraints, which are not large enough to represent the entire organization. Hence, another study with a large sample size may be required in the further to arrive at reliable conclusion and in order to encompass a broad view regarding the problem of the research. In addition, the independent variables assessed in this study are communication, supervisor support, teamwork and performance feedback. The model as a whole influences the level of employee's performance only by 55.2%; the remaining 44.8% is influenced by other factors. Hence, other researchers shall do more studies of these factors of working environment using other organization in order to find out whether similar results will be obtained.

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APPENDICIES

APPENDIX ONE

Table 14 Reliability Test

	Reliability Statistics	
Variables	Cronbach's Alpha	N of Items

Communication	.766	13
Supervisor Support	.732	13
Teamwork	.736	7
Performance feedback	.874	8
Employee performance	.794	13

Table 15 Mean and Std. Deviation of variables

Statistics						
		Commu nication	Supervis or support	Teamwork	Performance feedback	Employee performance
N	Valid	280	280	280	280	280
	Missing	0	0	0	0	0
Mean		4.2849	4.2208	4.3847	4.3277	4.3871
Std. Deviation		.32159	.49548	.33075	.40062	.33013

APPENDIX TWO: QUESTIONNAIR-1

ST. MARRY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES
MBA PROGRAM QUESTIONNAIRE TO BE FILLED BY THE
RESPONDENTS

Dear Respondents,

I am a postgraduate MBA student at St. Mary's University. I am conducting my master thesis that has the aim of gather information concerned with working environment and employee performance. Your responses will be used exclusively for the research purposes and will be kept confidential. I am very thankful for your cooperation in replying the questions.

If you would like further information about the study and/or have problems in completing this questionnaire, you can contact me using algugeb1@yahoo.com

Part-1

Mark your answer with a cross (X).

Personal information:

Gender: Male Female

Educational Level:

Below grade 12 grade 12 completed Certificate

Diploma Degree Masters and above

WORK EXPERIENCE IN ETHIO TELECOM:

1-5 year 6-10 years 11 and above

Part-2

Instructions

For each item, please indicate your response by circling the appropriate number for each item in the scale below.

S.No.	Statement	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	Communication					
1.1	There is smooth communication among employees at workplace.	1	2	3	4	5
1.2	There is smooth communication between subordinate and head of department.	1	2	3	4	5
1.3	In my division staff meeting is regularly scheduled.	1	2	3	4	5
1.4	Smooth Communication system at work place improves my performance.	1	2	3	4	5
1.5	I share my views with head of division without hesitation.	1	2	3	4	5
1.6	I share my views with my colleagues without hesitation.	1	2	3	4	5
1.7	I participate in meetings and share my ideas openly.	1	2	3	4	5
1.8	There is adequate communication between departments and sections.	1	2	3	4	5
1.9	Information and knowledge are shared openly within the organization.	1	2	3	4	5
1.10	My manager does a good job of sharing information.	1	2	3	4	5
1.11	Senior management communicates well with the rest of the organization.	1	2	3	4	5
1.12	Managers communicate a clear sense of direction.	1	2	3	4	5
1.13	I can get the information that I need to do my job well.	1	2	3	4	5
2	Supervisor Support					
2.1	My immediate supervisor is a good role model for me to follow.	1	2	3	4	5
2.2	My immediate supervisor treats me with respect.	1	2	3	4	5
2.3	My immediate supervisor encourages me to be 'team player.	1	2	3	4	5
2.4	My immediate supervisor gives me a freedom to try new ways to solve problems	1	2	3	4	5

2.5	My immediate supervisor motivates me to meet the company objectives.	1	2	3	4	5
2.6	My immediate supervisor always acknowledging me for good performance.	1	2	3	4	5
2.7	My immediate supervisor values all the ideas and skills I bring to the company.	1	2	3	4	5
2.8	My immediate supervisor encourages me to develop my skill and capacity.	1	2	3	4	5
2.9	My immediate supervisor provides me an opportunity to improve my performance.	1	2	3	4	5
2.10	My immediate supervisor is receptive to new ideas and suggestions.	1	2	3	4	5
2.11	My immediate supervisor is fair and consistent when dealing with me.	1	2	3	4	5
2.12	My immediate supervisor coaches me.	1	2	3	4	5
2.13	My immediate supervisor positive attitude increases my job performance.	1	2	3	4	5
3	Team work					
3.1	The people I work with cooperate to get the job done.	1	2	3	4	5
3.2	I feel part of a team working towards a shared goal.	1	2	3	4	5
3.3	Teamwork is encouraged and practiced in this organization.	1	2	3	4	5
3.4	There is a strong feeling of teamwork and cooperation in this organization.	1	2	3	4	5
3.5	I am able to contribute to the success of my team members.	1	2	3	4	5
3.6	In my work group, we participate in deciding how the work gets done	1	2	3	4	5
3.7	We resolve conflict honestly, effectively and quickly	1	2	3	4	5
4	Performance feedback					
4.1	I have an annual set of performance standards.	1	2	3	4	5
4.2	I receive regular job performance feedback.	1	2	3	4	5
4.3	I receive useful and constructive feedback from my immediate supervisor.	1	2	3	4	5
4.4	I receive feedback that helps me improve my performance.	1	2	3	4	5
4.5	My immediate supervisor gives me praise and recognition when I do a	1	2	3	4	5

	good job.					
4.6	My immediate supervisor evaluates my performance fairly and appropriate.	1	2	3	4	5
4.7	Appropriate performance feedback about my work improves my performance.	1	2	3	4	5
4.8	In our division, the only time we discuss about employees' performance is when something goes wrong.	1	2	3	4	5

APPENDIX Three: QUESTIONNAIR-2

ST. MARRY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES
MBA PROGRAM QUESTIONNAIRE TO BE FILLED BY THE
RESPONDENTS

Dear Respondents,

I am a postgraduate MBA student at St. Mary's University. I am conducting my master thesis that has the aim of gather information concerned with working environment and employee performance. Your responses will be used exclusively for the research purposes and will be kept confidential. I am very thankful for your cooperation in replying the questions.

If you would like further information about the study and/or have problems in completing this questionnaire, you can contact me using algugeb1@yahoo.com.

Section I: Employee performance

Rate the employees in your section with the following statement. Rate each item: 1 (strongly disagree) to 5 (strongly agree).

S. No. No	Statement	Level of Agreement				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	Employee "X" is technically competent in performing his/her job duties.	1	2	3	4	5
2	Employee "X" have good knowledge and awareness in his/her work area.	1	2	3	4	5
3	Employee "X" take the initiative to get things done.	1	2	3	4	5
4	Employee "X" takes the initiative to learn new things related to the work area.	1	2	3	4	5
5	Employee "X" is good team player and support other's to get work done.	1	2	3	4	5
6	Employee "X" is open to free discussion.	1	2	3	4	5
	Employee "X" share his/her knowledge with other team members.					
7	I am confident that employee "X" can solve work related problems.	1	2	3	4	5
8	Employee "X" do his/her work activity according to rules and procedures of the organization.	1	2	3	4	5
9	Employees "X" is receptive to ideas and suggestions for new systems and approaches	1	2	3	4	5
10	Employee "X" keeps me informed about work progress.	1	2	3	4	5
11	Employee "X" maintain expected standards of performance.	1	2	3	4	5
12	Employee "X" takes responsibility for work assigned.	1	2	3	4	5
13	Employee "X" is technically competent in performing his/her job duties.	1	2	3	4	5

DECLARATION

I, the undersigned, declare that this thesis is my original work; prepared under the guidance of Assistant Professor Dr. AbrarawChane All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Name

Signature

St. Mary's University, Addis Ababa

May, 2015

ENDORSEMENT

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

Advisor

Signature

St. Mary's University, Addis Ababa

May, 2015