



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

**THE EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT ALL
AFRICAN LEPROSY, TUBERCULOSIS AND REHABILITATION TRAINING CENTER
(ALERT)**

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June, 2020
ADDIS ABABA, ETHIOPIA

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DECLARATION

I Haleluya Zewdie declare that this thesis entitled the effect of job satisfaction on employee performance at ALERT is my original work, prepared under the guidance of Dr. Birhanu Endashaw (PhD). All sources of material used for the thesis have been duly acknowledged.

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St. Mary's University, Addis Ababa

Signature

May, 2020

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LIST OF ABBREVIATIONS

ALERT	All Africa Leprosy, Tuberculosis and Rehabilitation Training Centre
SIM	Society of International Mission
AHARI	Armauer Hansen Research Institute
SPSS	Statistical Package for the Social Science
ANOVA	Analysis of Variance

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ABSTRACT

This study attempted to assess the effect of job satisfaction on employee performance at ALERT. The purpose of the study is to investigate the significance of the parameters (factors), used as indicator at this paper work. The parameters used at this work are the influence of pay, promotion, supervision, co-workers and the work itself on job satisfaction. The study also benefits the researcher to learn the degree of the effect of each parameter, or the factors sum up contribution on overall performance of organization and the employees themselves job satisfaction. The study is conducted by collecting Primary data From ALERT by means of close ended questionnaire by quantitative method. The sampling method is random selection from different departments those are available to respond. However, for convenience of mitigating language barrier and to meet the Taro Yamane (1973) formula the sample size is determined to focus on employees with minimum education level of diploma and work experience of 7 years and above. The data were analyzed by descriptive statistics, correlation, regression and ANOVA, by means of SPSS version 20. Cronbach's coefficient alpha was used and the result showed that Cronbach alpha coefficient of $\alpha = 0.808$ confirming the reliability of the data collecting instrument. Generally, the finding of the study revealed that the effect of job satisfaction on employee performance had felt between moderate to strong significant. Though, further researches are needed to verify the consistency of the result, by the same approaching method or other means of assessing approach. On other hand, this study may give some clue that may enhance the leaders in order to improve the work Situation more attractive.

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the study

Area of job satisfaction was mostly studied and popular subject in the literature of organizational behavior and psychological researches. In recent years much emphasis has been also given to job satisfaction, influences on job satisfaction and the outcomes of job satisfaction. Organizations need to achieve its objectives, to have competitive advantage and maintain sustainability. Employees are one of main resource and the internal stakeholders of an organization to achieve its goals. ALERT is service giving organization if the employees are dissatisfied on their job the organization couldn't able to achieve its goal. If the employees within the organization are less satisfied in their job it is very challenging for the achievement of the organization goal and also for the management.

There is a supposition that the less satisfied workers have a tendency to leave the organization while the satisfied employees remain and grow in the job. (Saiyadain, 2004) Employees that are satisfied with their job perform better and are less likely possibly to be late, absent than those who are of dissatisfied employees. Employees, who are more productive and are able to stay longer on job are said to have higher job satisfaction ratings. This shows that, assessing employee job satisfaction is very important. Job satisfaction represents a collection of attitudes that workers have about their jobs. There are a number of issues that affect job satisfaction such as salaries, benefits, allowance, pension fund, working hours and how they respects on their jobs. Many Human resource departments of companies face the problems of job satisfaction every day (Zhu1, 2014). Lack of job satisfaction brings negative consequences like, job stress, poor overall morals, lack of productivity, high employee turnover, tardiness and high absenteeism (Singh, and Pandey, 2013).

Many organizational behavior scholars, employees and managers agreed that job satisfaction is important to an organization, "*Job satisfaction has been linked to productivity, motivation, absenteeism and tardiness, accidents, mental health, physical health, and general life satisfaction*"(Frank 1978, p.533).Employee job satisfaction assessment is one of the concerns of managements in Ethiopia too. Previous studies shows that managers need to give

attention to the importance of giving proper recognition of their employees, developing proper reward system, increase ability of employee commitment, ensure a safe, open and trusting work environment to motivate employees better focus on both intrinsic and extrinsic reward elements to motivate employees. These all are related to employee job satisfaction. Another study conducted on *“Assessment of job satisfaction among pharmacy professionals in south west of Ethiopia shows that poor salary and poor management might be the major factors for dissatisfaction and consequently migration of health professionals in Ethiopia”* (Ahmed, Tolera and Angamo 2013).

The researcher also interested to work on job satisfaction because of that the challenge of work itself, which was found to be strongly significant on employees job satisfaction may give gap by hindering from good work environment. That reminds the organization to think over it. Job satisfaction is one of the key goals of all organization because happy employees are more loyal to the company and its objectives. An employee who is satisfied by his/her job is not just a retained employee he/she can help dispel the apprehensions of others and can defend the company in various ways. The researcher more focused in job satisfaction because an organization is a group of people which established to achieve a common goal so the reason for the achievements is the people who are employed within the organization. If they are less satisfied or dissatisfied and continue to work within an organization it is more damaging. Overall job satisfaction is very important part of an employee’s lifecycle and motivation to remain loyal to and employed with an organization.

This study presents the effect of job satisfaction on employee performance in the case of All African Leprosy, Tuberculosis, and Rehabilitation Training Center (ALERT).

1.2 Background of the organization

ALERT is a medical institution on the edge of Addis Ababa, specializing in Hansen’s disease, also known as “leprosy”. It was originally the All Africa Leprosy Rehabilitation and Training Center (hence the acronym), but the official name is now expanded to include tuberculosis: All Africa Leprosy, Tuberculosis and Rehabilitation Training Centre. It’s activities focus on its hospital, rehabilitation of leprosy patients, training programs for leprosy personnel from around the world, and leprosy control (administration of the Ethiopian Ministry of Health’s

regional leprosy control program). The old hospital building was constructed in 1934 by SIM. Majesty emperor Haile Selassie laying stone for ALERT April 4, 1965 and inaugurated AHRI in 1970.

1.3 Statement of the Problem

In order to achieve the mission and vision, to achieve effectiveness and efficiency, to have good quality asset and financial stability in the organization employees are the most vital asset. The success of the organization to a large extent depends upon the performance of its employees. Thus this study is designed to fill the problem of the effect of job satisfaction on employee performance within the organization.

Different studies showed that there are different factors which affect job satisfaction on employee performance: as Abel Almnew (2014), job satisfaction has positive association with employees' job performance in the case of company, The study concluded leadership has significant contribution account for variance in job performance evaluation

The main concern here is to see that how far like: pay, promotion, supervision, co-workers and work itself can affect the job satisfaction on employee performance. So the study is conducted to see the depth and intensification of the problems in job satisfaction on employee performance and to come up with relevant recommendation for the organization and also does job satisfaction have a positive or a negative impact on employee performance.

1.4 Research Questions

Q.1. what is the effect of pay on employee performance?

Q.2. what is the effect of promotion on employee performance?

Q.3. what is the effect of supervision on employee performance?

Q.4. what is the effect of co-workers on employee performance?

Q.5. what is the effect of work itself on employee performance?

1.5 Objectives of the study

The general objective of the study is to determine the effect of Job satisfaction on employee performance at ALERT.

The specific objectives of the study are:-

- To determine the effect of pay on employee performance.
- To measure the effect of promotion on employee performance.
- To evaluate the effect of supervision on employee performance.
- To determine the effect of co-worker on employee performance.
- To measure the effect of work itself on employee performance.

1.6 Significance of the study

This study has the following significances:

- It helps as an input for the organization (management and decision makers) to increase employee job satisfaction
- It contributes to Human Resource Management Process and executive management of the organization for planning and decision making by knowing the real impact of job satisfaction on employee performance
- It helps employees of the organization to know the impact of satisfaction from their job on their job performance.

1.7 Scope of the study

This study was limited to employees who work in ALERT and the paper was covering an insight to the effect of job satisfaction on employee performance. The geographical area of the study is in Addis Ababa Ethiopia. The conceptual boundary is limited to the five factors that influence job satisfaction which are work itself, pay, promotion opportunities, supervision and co-workers.

1.8 Limitation of the study

The study focused only on ALERT is not sufficiently enough to generalize the finding. The researcher is limited due to time constraint, resource capability and only tries to see the five

factors that influence job satisfaction which is selected by the researcher. In addition the researcher was not considered the whole size and also taken the population which has an experience of seven years and above due to the big size of the population. Since it hinders from addressing the population in one or another way is the limitation of the study.

1.9 Organization of the paper

This thesis will be organized into five chapters. The first chapter will be an introductory chapter. It includes background of the organization and background of the study which gives insight on job satisfaction and employee performance. Statement of the problem answers why this research will be conducted. General and specific objectives of the study are also included in this chapter based on the research questions given in the statement of the problem. Significance of the study which is about who will be benefited from the finding of this research is also part of this chapter, Scope and Limitation of the study. Chapter Two will present a review of literature that would be gathered from both conceptual and empirical literature source. Chapter Three will present research methodology. Chapter Four will presents the results of the data analysis and discussions, and Chapter Five will presents the conclusions and recommendation of the research.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Different studies show that there are different factors that affect job satisfaction like job itself, company policies and practices, advancement, compensation, rewards, challenge, work group, work status, co-workers, creativity, moral values, flexibility in enrichment, style of leadership, marketing stand of the company, recognition, responsibility, job safety and security, social status, supervision, variety, working conditions and the extent of transparency in communication. Human resources are the assets of one company to achieve the goal and if they are not satisfied by their job due to pay, promotional opportunity, supervision, co-worker and the work itself the company couldn't also able to achieve its goal.

This chapter deals with review of related literature on job satisfaction and impact of job satisfaction on employee performance. This chapter contains theoretical literature reviewed related to this research and empirical findings on impact of job satisfaction on employee job performance.

2.1 Theoretical literature review

2.1.1 Job Satisfaction

Job Satisfaction is a general expression of workers positive attitudes built up towards their jobs. Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they have gained about their jobs and experiences in their job environment. This attitude can be also negative towards work. If the economic benefits, the social status, the job has own specific characteristics and the job expectation employees hoped, are appropriate for employees desires, there is job satisfaction. Positive attitudes of employees towards the whole business environment as a result their experiences of work-environment are called job satisfaction.

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what is the job supply to an employee (Hoppock, Banteyerga and Tharaney1935). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mullins, 1996). Job satisfaction is complex phenomenon with

multi facts. It is influenced by the factors like salary, working environment, autonomy, communication and organizational commitment (Locke and Latham, 1990)

2.1.2 Basic concepts of Job satisfaction on employee performance

Locke (1976, p.1304) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This Locke (1976) comprehensive definition is used widely to define job satisfaction but creates a question in mind that how one's job is appraised. "Job satisfaction is collection of feelings and beliefs that people have about their current jobs. People's levels or degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitude about various aspects of their jobs such as the kind of work they do, their coworkers, Supervisors, subordinates, and their pay" (George and Jones 2008, p.78).

George and Jones (2008) add belief and attitudes to various aspects or dimensions of job in addition to the emotional state definition by Locke (1976). According to Robbins (1998) the term job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job, while a person who is dissatisfied with his or her job holds negative Impact of Job satisfaction on employee Job performance at attitudes about the job. Robbins (1998) definition contains job satisfaction as the general view of attitude toward job. From this definitions job satisfaction can be summarized as the emotional, feeling, belief and behavioral segment of an attitude towards job and various aspects of job.

Jex (2002, p.88) asserted that employee performance at the most general level can be defined simply as all of the behaviors employees engage in while at work. Jex (2002) stated continually that this is imprecise definition because employees often engage in behaviors at work that have little or nothing to do with job specific tasks. On the other hand if job performance confined only to behaviors associated with task performance, much productive behavior in the work place would be excluded. Job performance represents behaviors employees engage in while at work. However such behaviors must contribute to organizational goals in order to be considered in the domain of job performance.

According to Porter and Lawler cited in Pushpakumari (2008, p.91) performance is defined as a function of individual ability and skill and effort in a given situation. From Porter and Lawler definition it can be derived that Job performance as ability, skill and effort toward job. Pushpakumari (2008, p.91) states that in the short run employee's skill and abilities are relatively stable and defines performance in terms of effort extended to the job of an employee and increased effort results in better performances.

2.1.3 Dimension of Job performance

According to Milkovich and Widgor (1991, p.48) some researchers have concentrated their efforts on defining job performance in terms of outcomes; others have examined job behaviors; still others have studied personal traits such as conscientiousness or leadership orientation as correlates of successful performance. In addition Milkovich and Widgor (1991) stated that job performance is made up of complex set of interacting factors, some of them attribute to the job, some to the worker and some to the environment.

(Morrisey, 1997) Job performance only to behaviors that can make a difference to organizational goal accomplishment rather than to the result of that behavior because there are situational constraints and opportunities which affects valued organizational results without necessarily affecting individuals' performance behaviors. Performance definitions should focus on behaviors rather than outcomes because a focus on outcomes could lead employee to find the easiest way to achieve the desired result, which is likely to be detrimental to the organization because other important behaviors will not be performed.

2.1.4 Benefit of job satisfaction

Job satisfaction is an inevitable concern and a challenge for modern organizations. The job satisfaction trend can affect the labor market: it can influence productivity of the job and working conditions can be influenced by it. Employee absenteeism and staff turnover also can be affected by the factors that related with job satisfaction. It is also used as a strong predictor of overall individual employee well-being (Divya, 2009). Employee satisfaction study has many benefits. It can help managers to get better information and know the health of their organization, increase patients' satisfaction, reduce turnover and related training costs, minimize

absenteeism, improve communication, and enhance the reputation of an organization & attract employees (Powell, 2001).

The study of job satisfaction is very significant for managers. It will help to see a room for improvement, to identify the relatively more dissatisfied group, to know the contributing factors for employee satisfaction, and to identify effects of dissatisfied employee attitudes. Additional feedback can determine the sources of unforeseen productivity difficulties, such as absenteeism, turnover and poor quality of work, and help executive evaluate training needs. A job -satisfaction study is a pointer of the efficiency of organizational reward systems. The above mentioned reasons clarify how job satisfaction is very important for the organization itself as well as for the employees (Singh and Pandey, 2013).

Employee satisfaction or dissatisfaction is related with organizational development. If the employees are satisfied by working in the organization, it is better for the organization. Employees are the root element of an organization. That is why job satisfaction is a major considerable matter for an organization. Now we are going to discuss some of the importance of job satisfaction.

1) It provides better working environment:- job satisfaction provides better working environment in the organization. Employees can submit their problem to the authority. Then authority takes appropriate actions to solve the problem or discuss with the employee. So the environment is become calm in the organization.

2) It gladdens the manager:- high job satisfaction develops the quality of the employees. They get encourage to perform their own duty and responsibility with more dignity. As a result managers get proper feedback from the workers and they do good attitude with the workers. So job satisfaction gladdens the managers.

3) Reduce the absenteeism:- job satisfaction makes positive intention to work of employees in the organization. They become satisfied and feel easy then before in the job. This matter brings eagerness and inspiration among the employees to perform their job. Employees attend in their working place regularly. So it reduces the absenteeism of the employees.

4) Reduce the labor turn over:- job satisfaction depends on the employees mental satisfaction to his working condition. When employees do not get facilities and opportunity in their work place then they remove their place. But when employees get satisfaction in their work then they want to work as long as possible. So it reduces the labor turn over.

5) Reduce the industrial dispute: - in organization the disputes occurred between worker and supervisor, worker and worker or one factor with other factor. This occurrence is called industrial dispute. As a result company faced losses and they cannot continue their productivity in the factories. Job satisfaction reduces the industrial disputes

6) Increase the productivity: - high satisfaction brings high productivity in the organization. When employees get satisfaction and assurance of their job then they do more work than before.

7) Increase the discipline: - the successes of the organization depend on the employee work discipline. Job satisfaction creates discipline among the employees in the organization.

Source: (Tamirat, 2016)

2.1.5 Theory of Job Satisfaction

The concept of job satisfaction underwent several changes and in course of time several theories were advanced. There are vital differences among experts about the concept of job satisfaction. In this section the researcher will examine the widely used theory and it's division in contemporary job satisfaction research.

2.1.5.1 Maslow's Needs hierarchy

(Maslow's, 1954) theory is one of the recognized theories which enlighten that employees would be motivated and satisfied with their jobs only when certain desires are met. He further explains five major types of needs which are ordered hierarchically as indicated in figure 1 below.

According to Maslow's hierarchy of needs, lower-level needs must be fulfilled first before an individual consider the next level of needs (Robbins, 1998). There are five hierarchical levels which are as follows,

1. Physiological needs such as food, shelter, clothing and sexual satisfaction needs:

According to Maslow's theory, individuals are worried first and foremost with satisfying their basic needs such as food, shelter, water and clothing. An unemployed person who does not have a shelter will be content with any job as long as it offers for these basic needs (Maslow, 1954). This is a primary need and of importance to individuals as it restores the dignity and pride of human beings.

2. Safety needs: This refers to the need to feel safe within the environment; it also refers to physical safety. After physiological needs have been met, safety needs would follow as employees focus more on meeting their safety needs. This is a secondary need prior to the basic needs and is of importance to human beings as they should leave in a safe and secured environment. People should feel comfortable and relaxed in the areas where they stay and work. This means that employees will remain satisfied with their jobs only if they believe the working environment is safe (Maslow, 1954). This is also applied construction project site

3. Social needs; the need for love, friendship and belonging: Once the basic needs and safety needs have been met, employees will stay satisfied with their jobs only when their social needs have been addressed (Maslow, 1954). In a working environment it involves working with others and feeling needed in the organization when people get along with each other, it will boost their morale, lead to higher productivity and they will feel comfortable with each other and the organization. Organizations strive to fulfill their employees' social needs by procuring social activities for example cafeterias, organizing sport programs and family events (Maslow, 1954). If the employees of the construction project a sense belonging at their work place, then this will result in fulfilling their social needs.

4. Esteem needs: These needs comprise the need for self-respect, status, recognition and achievement (Maslow, 1954). When employee's social needs have been fulfilled, they start to pay attention on meeting their esteem needs. According to Maslow (1954), organizations can satisfy these needs through awards, promotions and salary increases. Managers need to

recognize the potential and effort made by employees at work in order to create conducive work environment where employees would feel as if it is the best company to work for.

5. Self-actualization needs: The point of reaching one is full potential. Self-actualization needs as the desire for growth, achieving one has potential and self-fulfillment. An employee who strives for self-actualization desires to meet their full potential in everything they do. Therefore, employee is desire the same task for a substantial period might become bored which might result in job searching. Managers need to study the environment and develop strategies to retain and develop self-contentment of employees in their jobs. Employers need to provide the best training courses, performance appraisal systems, job rotation methods and other ways to retain and develop employees at work.

2.2 Empirical literature Review

Abel Alemnew (2014) the researcher examine the impact of job satisfaction on employee job performance at development bank of Ethiopia. The study examines a total sample population of 230 employees of the bank. The data for the study was collected from primary and secondary sources and primary data was collected using structured questionnaires from the samples. A stratified sampling and simple random sampling techniques of probability sampling were used to select the samples. Descriptive statistics, correlation and regression analysis were used to analyze the study. Pay, promotional opportunities, co-workers, supervisor and work itself are considered as variables that affect job satisfaction of employees. There were different views on the relationship between job satisfaction and job performance. The researcher uses A 4 point level Likert scale as follows: 1=strongly disagree, 2=Disagree, 3=Agree and 4=Strongly Agree. To check the reliability and consistency of the questionnaire, Cronbach's coefficient alpha was used and the result show that Cronbach alpha coefficient of $\alpha = 0.813$ confirming the reliability of the data collecting instrument. The study finding conclude that job satisfaction have a strong positive impact on job performance.

MogesAddisu (2018) conducted the study by verifying the determinants of job satisfaction among employees of Gondar collage of teacher's education, Ethiopia Medda Walabu University. His study used to variable factors demographic variable and environmental variable. The researcher find out inadequate salary, problem with promotion and uncomfortable situation made employees dissatisfied. The main objective of the study is to assess the determinants of job satisfaction that influence the satisfaction level of the workforce. The researcher use both quantitative and descriptive methodology. The researcher uses descriptive study to describe the characteristics of demographic variables such as sex, age, marital status, experience, occupational group and job level. Census sampling method is used to gather the data. From the target populations which are all employees who work at Gondar collage teaching education is 186. To check the reliability and validity the researcher uses alpha coefficients which are ranged from 0.736 to 0.835. The findings are there is no significant deference on gender, marital status, occupational group, and experience and job level regarding overall job satisfaction. And also among the five environmental predictors only two of them (the work itself and relationship with co-workers) found to have significant relationship with general job satisfaction.

Funmilola, Sola, and Olusola (2013) in their paper examined the impact of job satisfaction dimensions on job performance of Small and Medium Enterprises' employees in Ibadan metropolis, south western Nigeria and their objective of the study was to provide empirical evidence on how job satisfaction dimensions affect job performance in Small and Medium Enterprises. The research hypothesis of the study had a null hypothesis stating that job satisfaction dimensions have no significant effect on job performance. In this study self-designed close ended questionnaire with sample size of 105 employees and simple random sampling technique was used. Both Pearson Product Moment Correlation Coefficient and Multiple Regression Analysis were used to analysis the data. The result of the study to know the relationship between job satisfaction and job performance using Spearman rank order correlation test indicate that, there is no significant relationship between job satisfaction and job performance.

Getamesay Birhane (2016) in this paper examined to determine the factors affecting employees' job performance at Addis Ababa city branches Wegagen Bank S.C. The research is quantitative research approach using Cross sectional survey method and the researcher have used sample size determination table and stratified sampling method was employed to select the sample from each stratum to make the sample more representative of the population. Descriptive and inferential statistics of correlation and regression analysis were used to analyze the empirical data. Primary data were collected using questionnaires 191 responses were properly filled and returned. SPSS was used to analyze empirical data collected through the close ended questionnaire. The independent variables are training, motivation, leadership, organizational culture and working environment whereas the dependent variable is employees' job performance. The mean, frequency and percentile of the dependent and independent variables were computed and interpreted. Pearson correlation Coefficient (r) was used to determine the relationship between each independent variable with the dependent variable. The correlation result indicated that there were positive relationship between all of independent variables and the dependent variable, rejecting all null hypotheses. This implies that any increase or decrease on the independent variable will bring corresponding change on employees' job performance.

2.3 Conceptual frame work

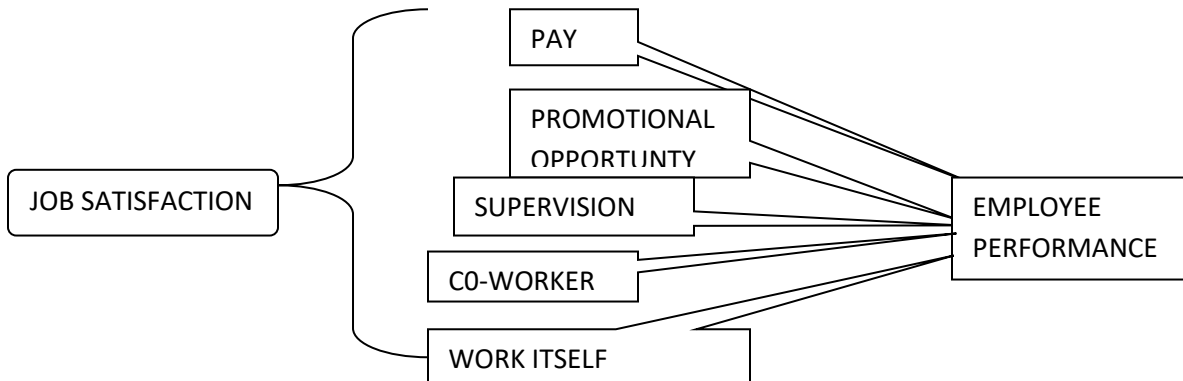


Figure 2:1 Conceptual framework Source: Abel Almnew (2014)

This conceptual frame work was taken from the reviewed literatures about job satisfaction. The conceptual frame work states that pay, promotional opportunities, supervision, coworker and work itself are factors that affect job satisfaction which are the independent variables and job satisfaction has impact on employee performance which is the dependent one.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design

The researcher used descriptive study to collect facts and dealt with respondents' to answer the pre-planned specific research objectives by using questionnaires. The design was best suited to studies aimed at finding out the prevalence of a phenomenon, situation, problem, attitude or issue, by taking a cross-section of the population.

This study had quantitative approach because the researcher wanted to identify factors which might had effect on employees' performance. A quantitative research design was set out to collect data. Quantitative approach was believed, by the researcher, as it helps researchers to test relationships between variables (independent and dependent). The designing approach have believed that it provides relevant data about the research topic and supportive in order to meet the research objective and involved by collecting and analyzing numerical data and applying statistical tests. Quantitative research work connects independent and dependent variables. Thus, the study was conducted using Quantitative type in which it appeared to be more appropriate to find out the effect of determinant factors on job performance.

The study also used explanatory research design as the research problem requires measuring the variables of job satisfaction and assessing the impact of these variables on employee job performance. In addition, Cross-sectional survey research technique had been employed, as it is believed to be the most appropriate way to collect the needed information from employees in ALERT organization. Survey was used in order to generalize from a sample to population. This method also preferred because of its high -speed in data collection and its being economical.

3.2 Research Population and Sampling Techniques

Including contract base employees there are a total of 2,000 population members at ALERT. However, the population of the study focused on permanent and non-permanent employees who are working at the organization with minimum work experience of seven years. In addition to that, this research focused on the permanent and contract base employees of the organization which are 1800 employees those have diploma, first degree and above with work experience

period of seven years and above. Both Female and male permanent employees with minimum age of 23 years old are participated to respond.

Adopting proportional allocation, then the sample sizes as under for the different strata was identified by the using Taro Yamane (1973) formula. The formula for estimating the sample size based on 95% confidence level needed from a given population was provided by Taro Yamane (1973).

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

n = Sample Size N = Total Population

e = acceptable error (i.e. with 95 confidence level, 5% margin of error)

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

$1800 \div 1 + 1800(0.05)^2 = 327$

Sampling design followed some basic process. Type of universe was defined, decision on sampling unit was done, and source of list (sampling frame work) was arranged. Size of sampling or selected frames from universe was identified with appropriate sample size. Parameters of interest, budget constraint, sampling procedures were decided to select type of sampling. (Tamirat, 2016)

Stratified sampling is used for heterogeneous population characteristics and better applicable to give equal chances for the population that found under different stratum. It gives more reliable and detailed information (Tamirat, 2016). Tracing the difference in parameters of the subgroups within a population would not have been possible without the stratified sampling procedure. Stratification is an effective research method strategy; that is it delivers further information with an agreed scope (Sekaran, 2003). After the strata identification completed simple random sampling selection was followed. Similarly stratified statistical method used in other study methods. The researcher undertook a cross-sectional survey.

3.3 Source of data

The sources of data used for this study was primary. Primary data, the original data or information is collected by the researcher for the study on hand. The primary data was obtained from ALERT employees. In addition to the primary data such as books, journals and other related materials used to make the research complete.

3.4 Data gathering instruments

The researcher gathers data by using questionnaire. The researcher use close ended type and the questionnaire were prepared in English language. Questionnaires are the tools for collection primary data. *A questionnaire is written list of questions, the answers to which are recorded by respondents. In a questionnaire respondents read the questions, interpret what is expected and then write down the answer* (Kumar, 2011). The questionnaire is containing closed ended questions with 5 Likert Scale from “Strongly Disagree” =1 to “Strongly Agree” =5. Closed ended questions are created on factors of employee performance towards their job satisfaction like; supervision, work itself, pay, promotional opportunities and co-workers. The questionnaire method as instrument of data collection was used because it provides wider coverage to the sample and also facilitates collection of a large amount of data.

3.5 Procedures of data collection

Respondents were selected by random sampling method from the directors, team leaders, case team leaders, nurses, physician (Doctors), other health’s and supportive staffs service giver employee after stratified sampling. Questionnaires distributed by the researcher and other voluntary participant data collectors to the respondents as per the sampling process and collected back by insuring questionnaire completeness and also orientation given for voluntary participant data collectors.

3.6 Method of data analysis

In order to make the report simple and understandable the data analysis was based on the respondent's answers. Data were processed by editing and coding. The data also presented in percentages. The primary data questionnaire summaries combine and used as a source of information in this research.

3.7 Model Specification

The use of computer software known as Microsoft word, Excel and Statistical Package for Social Science (SPSS) version 20 were employ in analysis of data in order to address the research questions and objectives. Corrective analysis was use to measure the degree of association between different variables under consideration. Regression analysis also uses to test the effect of Independent variable on dependent variable. The outcome variables are called response or dependent variable which is employee performance and the risk factors and confounders are called explanatory or independent variable which is job satisfaction and the factors which affect independent variables are pay, promotion opportunities, supervision, and co-worker and work itself.

3.8 Reliability of the Instrument

According to Kothari (2004), a measuring instrument is reliable if it provides consistent results. Cranachs alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. For testing the reliability of the data instrument, Cronbach's Alpha was calculated to test the reliability of the research instrument. According to Zikmund, Babin and Griffin (2010) scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability.

A pilottest provides testing of questionnaires including content, wording, order, form and layout(Shukla, 2008: P89). It is the consistency of measurement. It is the degree to which scores are free of measurement error. Reliability shows how much dependable the measurement. The

degree to which a test or measure produces the same scores when applied in the same circumstances.

The reliability of the construct items were evaluated using Cronbach's coefficient alpha. The result of the reliability test was 0.903 which exceeds the minimum acceptable cut-off point. One of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Ideally, the Cronbach alpha coefficient of a scale should be above 0.7 Kothari, (2004). All 24 items measured to test reliability showed that there was internal consistency reliability as indicated in Table 3.1 below. This suggested that the internal reliability in this study was acceptable and signified to be good.

Table 3.1: Reliability Analysis of Variables

Reliability Statistics

Cronbach's Alpha	N of Items
.903	24

Source: sample survey 2020

3.9 Validity of the Instrument

The validity type that found in quantitative research is face and content validity; concurrent and predictive validity and construct validity (Kumar. 2011 and Greener, 2008). Face and content validity: Keeping the logical link between objective and each question is referred to face validity. Measurement tools content should be agreed with research questions (Kumar. 2011 and Greener, 2008). The research tool was developed by keeping logical link between objective and each question. Tools were checked for their validity and coverage of dimensions of concept (content validity) by advisor, subject specialist and others before used. The extent to which measures indicate what they are intended to measure the planned objective or research questions.

And sample questionnaires were administered before distributing finalized one for 15 respondents and adjustments were made to the questionnaire items based on the comments of the respondents. Additionally, several measures were employed to ensure that the results are free

from material errors from the design of the questionnaire. Such measures are clarity of instructions, clarity of the questions, the layout of the questionnaire and other comments.

3.10 Ethical considerations

The study protocol was reviewed, approved official letter was written to ALERT organization. The data collection was done after permission obtained by official letter from the organization. Letters were attached in the appendixes part. Prior to questionnaire administration, the objective of the study was explained to the study participants. Anticipated benefit and risk of the study was attached to each questionnaire. It was explained for the respondents that participation in the study was voluntary and private information would be protected. The process no identifies respondents by their name rather by sex, gender, age and position. The process was done by keeping the privacy of the respondents. The collected data was used for the partial fulfillment of thesis purpose only. Seeking respondents and the organization consent, maintain confidential and avoiding bias is expected from the researcher.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

In this chapter, the data that are collected through the structured questionnaire summarized and analyzed in order to realize the ultimate objective of the study. This chapter contained the data presentation, analysis and discussion of the sample population based on the primary data collected. The demographic facts obtained from the respondents were summarized using frequency distribution. Scale typed questionnaires were analyzed by using descriptive statistics, correlation, regression, and ANOVA and particularly regression is used to answer the research questions. The data were analyzed using SPSS version 20. A total of 327 questionnaires were distributed. Out of the 327 questionnaires 326 were returned, which is more than 99.7% of the total distributed.

4.2 Descriptive Statistics

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency and measures of variability (spread). This section presents the descriptive statistics of the data regarded.

4.2.1 Age Group Demographic of Respondents

The age descriptive frequency is presented in table 4.1.

Table 4.1 Age Group

Valid	Frequency	Percent
23-29	84	25.8
30-39	118	36.2
40-49	59	18.1
≥50	65	19.9
Total	326	100.0

Regarding age distributions, respondents in the age range between 23-29 were 25.8% of the respondents, while 30-39 amounted to 36.2% of the total respondents. Respondents in between 40 - 49 years of age were the least respondents' percentage of the total sample with 18% of contribution. The age descriptive frequency is presented in table 4.1.

This implies most of the responders are below the age of 39, it constitutes about 62% of the total respondent. This reminds most of the task force is younger staffs.

4.2.2 Gender Distribution of Respondents

Table 4.2 Gender Distribution

	Frequency	Percent
Valid Male	210	64.4
Female	112	35.5
Not Mentioned	4	0.1
Total	326	100.0

The table above shows the proportions regarding gender aren't evenly distributed. The male respondents constituted the largest share of the gender composition representing 210 while 112 were females, 4 people haven't responded their gender, as shown on Table 4.2.

This shows the largest number of respondents is male with 64.4%, while females constituted 35.5% of the total respondent.

4.2.3 Education Level of the Respondents

Summary of educational level distributions frequency is presented in table 4.3.

Table 4.3 Education Level of the Respondents

	Frequency	Percent
Diploma	42	12.8
Valid Degree	157	48.3
Master	127	38.9
Total	326	100.0

Regarding educational level distributions, respondents in the first degree level filled the largest number of respondents with 48.3%. Other people responded their level of education as master's holder, which encompasses 38.9% and the least number of the respondents which is 12.8% are diploma holder. From this information, the researcher learns that most of the respondents are with 1st degree level and above, and this equally senses that the staffs are running to equip themselves in order to capable for further knowledge.

4.2.4 Respondents total number of working years

Table 4.4 Working years Distribution

	Frequency	Percent
Valid		
7-9	88	26.9
10-12	112	34.3
13-15	67	20.5
More than 15	59	18.3
Total	326	100

The above table 4.4 shows the number of experience (working years) of the respondents in the organization. It reveals that 26.9% of the respondents are with work experience of 7 to 9 years, while, 34.3% of the respondents have work experience between 10-12 years, 20.5% of the respondents have 13-15 years of experience and the rest 18.3% of the employees are with work experience more than 15 years, This shows that majority of the respondents have between 10 and 12 years experience at ALERT. The research believes that the majority of the respondents, whose experience lie in 10 to 12 years of experience is, may significantly affect overall performance of the organization's task.

4.2.5 Respondents Position

The detailed data of the respondents' position is presented below

Table 4.5 Position

		Frequency	Percent
Valid	Other Health	67	20.6
	Supportive Staffs	82	25.2
	Case team leader	27	8.3
	Physician	69	21.2
	Nurse	62	19.0
	Team Leader	9	2.8
	Director	10	3.1
	Total	326	100.0

Regarding the position of respondents, 25.2% of the total respondents are supportive staffs, 20.6% Others health, 21.2% Physicians (Doctors), 19% Nurses, 8.3% case team leader, 3.1% Director and 2.8% were Team Leaders. This implies that most of the sample respondents are supportive staffs, while team leaders are only 9 constituting the least number of shares in the respondents' value. The benefit here may be the data gathered among those respondents have significant validity and reliability for the study, because they can be considered as more concerned staff members.

4.3 Descriptive Analysis of Variables

The following results are focused on displaying the descriptive statistics of the independent variables (pay, promotional opportunity, supervision, relation with coworkers, and the work itself) and the dependent variable, employee performance as well, to the queries in the questionnaire.

4.3.1 Descriptive Analysis of Payment

Table 4.6 Descriptive Analysis of Payment

	Minimum	Maximum	Mean	Std. Deviation
I feel that I am well paid in comparison with my experience, responsibilities and qualification that is equal to the required job.	1.00	5.00	3.40	1.49
I feel satisfied with my chance for salary increase.	1.00	5.00	2.32	1.27
I am not satisfied with the benefits I receive.	1.00	5.00	2.63	1.29
All necessary fringe benefits are provided in my organization	1.00	5.00	2.56	1.32
		Mean	2.73	

The above table presents the questionnaire requests regarding payment. According to table 4.6 the mean of the result is 2.73 for the questions asked. Most respondents almost agreed that they feel that they are well paid in comparison with their experience, responsibilities and qualification that is equal to the required job (Mean = 3.40), On the contrary, with the mean of 2.63, respondents disagreed that they feel satisfied with my chance for salary increase. The following statements interpret the payment related response from the data collected by the researcher's according to the SPSS output.

- There is a well payment mechanism in accordance with the level of experience,
- Somehow the significant number of the respondents, disagree that they are satisfied with their salary,
- The benefits provided by ALERT are neither satisfactory nor unsatisfactory
- Arguably, all necessary fringes aren't provided by the respected company.

Respondents gave their response to the following payment related statements on the questions of agreement or disagreement, the mean of the respondent are shown. The detailed data is in the table above.

4.3.2 Descriptive Analysis of Promotional Opportunity

Table 4.7 Descriptive Analysis of Promotion

	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with opportunities of being promoted to a better position and advancement.	1.00	5.00	2.63	1.41
Promotion in the organization is fair and within performance.	1.00	5.00	3.17	1.42
My job has good promotion and I have the ability	1.00	5.00	3.19	1.41
My qualification and experience are considered for promotion.	1.00	5.00	2.43	1.31
		Mean	2.85	

Table 4.7 shows the data collected by questionnaire requests regarding promotion. The mean of the result depicts (Mean = 2.85), the majority of the respondents are neutral for promotional opportunity for the questions asked, while almost all statements are responded with disagreement, the statement "*My qualification and experience are considered for promotion.*" got most respondents to disagree with the statement (Mean = 2.43). The following statements interpret the promotional opportunity related data collected by the researcher.

- Ambiguity between disagreement and neutrality to the statement raised to set level of agreement for the satisfaction employees of ALERT in regard to opportunities of being promoted to a better position and advancement.
- It is a well payment mechanism in accordance with the level of experience,
- Most of the respondents, disagree that qualification and experience are considered or promotional opportunity,
- Neutrality is observed in the fairness for promotion with accordance to performance and that the job has a good promotional opportunity.

Respondents gave their response to the following promotion related statements on the questions for agreement or disagreement, the mean of the respondent are shown. The detailed data is in the table below.

4.3.3 Descriptive Analysis Supervision

Table 4.8 Descriptive Analysis of Supervision

	Minimum	Maximum	Mean	Std. Deviation
My supervisor supports me enough at work.	1.00	5.00	2.42	1.25
My supervisor polite and cares for me.	1.00	5.00	2.59	1.38
My supervisor makes me to feel I am an important part of the team and belongingness of the organization	1.00	5.00	3.10	1.44
My department provides all the equipment supplies and resources necessary for me to perform my duties	1.00	5.00	3.02	1.52
		Mean	2.78	

The above table presents the questionnaire requests regarding payment. As the mean of the result shows (Mean = 2.78), the majority the respondents are neutral to supervision related questions asked. While almost all statements are responded neutral, while the statement “My supervisor supports me enough at work” this question got most respondents to disagree with a cumulative mean of 2.42. Relatively, respondents also are in some disagreement that their supervisors are polite and caring for them. The following statements interpret the supervision related data collected by the researcher.

- Most of the respondents, disagree that supervisors support with enough supervision at work,
- Another scenario raised was the case that supervisors are polite and caring for employees, unfortunately it is also interpreted that, it is in the mid of neutrality and disagreement,

- Other respondents neither agreed nor disagreed for the reflections on supervisors makes them to feel they are an important part of the team and the organization, and
- The respondents were also neutral about provision of all the equipment supplies and resources necessary to perform duties.

Respondents gave their response to the supervision related statements on the questions of agreement or disagreement, the mean of the respondent are shown. The detailed data is in the table above.

4.3.4 Descriptive Analysis Relations with Coworkers

Table 4.9 Descriptive Analysis of Coworkers Relationship

	Minimum	Maximum	Mean	Std. Deviation
People with whom I work or meet in connection with my work are good.	1.00	5.00	2.37	1.27
My co-workers at work are friendly and supportive	1.00	5.00	2.88	1.34
There is a good team work sprit in my department.	1.00	5.00	2.34	1.25
I get the opportunity to work with my colleagues and to communicate on aspects of our job.	1.00	5.00	2.92	1.35
		Mean	2.63	

Table 4.9 shows, the data collected by questionnaire requests regarding coworkers' relation. The mean of the result shows (Mean = 2.63), the majority of the respondents were neutral on the statements stated in relation to the relationships with coworkers. All statements were responded in accumulation with below neutrality. The statement "*I get the opportunity to work with my colleagues and to communicate on aspects of our job*" got most respondents to neutrality than the rest of the queries, with a mean of 2.92. The following statements interpret coworkers' related data collected through questionnaire by the researcher.

- Ambiguity between disagreement and neutrality to the statement, " My co-workers at work are friendly and supportive",
- Most of the respondents, disagree that there is a good team work spirit in their department and people they meet for work are good, and
- Neutrality is observed for the statement "*I get the opportunity to work with my colleagues and to communicate on aspects of our job*".

Respondents gave their response to the coworkers related statements on the questions for agreement or disagreement, the mean of the respondent are shown. The detailed data is in the table above.

4.3.5 Descriptive Analysis of the Work Itself

Table 4.10 Descriptive Analysis of Work Related Things

	Minimum	Maximum	Mean	Std. Deviation
My job is mentally challenging with variety of job responsibilities.	1.00	5.00	2.91	1.37
The job I am doing is interesting	1.00	5.00	2.44	1.32
The amount of work I am expected to finish each week is reasonable	1.00	5.00	3.18	1.42
My work assignment is always clearly explained to me.	1.00	5.00	2.92	1.52
		Mean	2.87	

The above table presents the questionnaire requests regarding payment. As the mean of the result shows (Mean = 2.87), the majority the respondents are neutral to work related questions asked by the researcher through questionnaire. Almost all statements are responded neutral, while the statement "The job I am doing is interesting" got most respondents to disagree to the statement

with the cumulative mean of 2.44. Relatively, respondents also are in some agreement that the amount of work they expected to finish each week is reasonable.

The following statements interpret the supervision related data collected by the researcher.

- Most of the respondents, disagree that their job is interesting, rather they got it bad and boring,
- The respondents were neutral that their job is mentally challenging with variety of job responsibilities and assignment is always clearly explained to them.

Respondents gave their response to the work itself related statements on the questions of agreement or disagreement, the mean of the respondent are shown. The detailed data is in the table above.

4.3.6 Descriptive Analysis of Employees Performance

Table 4.11 Descriptive Analysis of Employees Performance

	Minimum	Maximum	Mean	Std. Deviation
I believe there is a fairness in the way my performance is assessed	1.00	5.00	2.98	1.37
I have the necessary procedural knowledge and skills in actually knowing what should be performed	1.00	5.00	2.52	1.29
I have the motivation to exert more effort into the job I am doing	1.00	5.00	3.27	1.41
The organization arranges continuous training and development programs to enables my professional growth which helps me for my job performance.	1.00	5.00	2.90	1.49
		Mean	2.92	

The dependent variable of the study that all the independent variables are attempting to explain is Employees performance. Since, the main objective of the study is to determine the effect of Job satisfaction on employee performance at ALERT. In regards, Table 4.11 shows the range of the respondents answer is from strongly disagree (1) to strongly agree (5). As the mean of the result shows ($X=2.92$), the majority are strongly aligned to be neutral that employees performance is influenced by job satisfaction measurement variables.

The following statements interpret the supervision related data collected by the researcher.

- Ambiguity between disagreement and neutrality to the statement, *"I have the necessary procedural knowledge and skills in actually knowing what should be performed "*,
- Neutrality is observed for three of the statements provided to measure employee's performance and responded by the employees of ALERT. These statements are; *" I believe there is a fairness In the way my performance is assessed "*, *" I have the motivation to exert more effort into the job I am doing"*, and *" The organization arranges continuous training and development programs to enables my professional growth which helps me for my job performance"*

Respondents gave their response to the following employees performance related statements on the questions of agreement or disagreements, the mean of the respondent are also shown. The detailed data can be observed on the table below.

4.4 Scale Reliability Analysis

Table 4.12 Reliability Statistics

Cronbach's Alpha	N of Items
.808	24

Reliability test was conducted to ensure internal consistency of the research instrument and Cronbach's alpha is used to measure the internal consistency of the measurement items. For this study the researcher used 24 items in measurement of five variables and come to know that the items in this study are reliable. The reliability coefficient which is more than or equal to 0.60

should be considered adequate to develop a questionnaire. Therefore, a low coefficient alpha indicates the sample of items perform poorly in capturing the construct motivating the measure. Conversely, a large coefficient alpha implies that the items test correlates with the true scores closely.

As indicated on the above table, Table 4.12, the Cronbach's alpha for reliability statistics of the data collected is 0.808. It is seen as adequate and permitted, for the scale variables.

4.5 Correlation Analysis

Table 4.13 Correlation between Independent Variables and Dependent Variable

		Payme nt	Promoti on	Supervisi on	Cowor ker	Work	Employees Performance
P	Pearson Correlation	1	.240**	.290**	.249**	.244**	.238**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	326	326	325	326	325	325
PR	Pearson Correlation	.240**	1	.493**	.543**	.522**	.511**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	326	326	325	326	325	325
S	Pearson Correlation	.290**	.493**	1	.455**	.532**	.534**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	325	325	325	325	324	324
CO	Pearson Correlation	.249**	.543**	.455**	1	.501**	.530**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	326	326	325	326	325	325
WI	Pearson Correlation	.244**	.522**	.532**	.501**	1	.803**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	325	325	324	325	325	325
EP	Pearson Correlation	.238**	.511**	.534**	.530**	.803**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	325	325	324	325	325	325

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

Correlation analysis is a statistical method used to evaluate the strength of relationship between two quantitative variables. A high correlation means that two or more variables have a strong relationship with each other, while a weak correlation means that the variables are hardly related. In other words, it is the process of studying the strength of that relationship with available statistical data. This technique is strictly connected to the linear [regression analysis](#) that is a statistical approach for modeling the association between a dependent variable, called response, and one or more explanatory or independent variables.

Like the demographic factors, the scale typed questionnaire entered to the SPSS software version 20 to process correlation analysis. Based on the questionnaire which was filled, the following correlation analysis was made.

Pearson correlation test was conducted to know the degree of relationship between the independent variables and the dependent variable i.e. Employee's performance the results of the correlation between these variables are shown in table 4.13.

A correlation coefficient is a [numerical measure](#) of some type of [correlation](#), meaning a statistical relationship between two [variables](#). As it is indicated in the table there is positive relation between independent variables and employees performance with p value of less than 0.01 ($P < 0.01$). It can also see that all the correlations are positive. In other words:

- Payment has weak relationship with employees performance in case of ALERT ($r=0.238$),
- Promotion Opportunity, unlike payment, has a moderate positive relationship with employees performance in case of ALERT ($r=0.511$),
- Again, supervision has a moderate relationship with employees performance in case of ALERT ($r=0.534$),
- Also, relation with coworkers has a moderate positive relationship with employees performance in case of ALERT ($r=0.530$), and
- Above all the independent variables, it is observed that the work itself has a very strong positive relationship with employees performance in case of ALERT ($r=0.803$).

4.6 Regression Analysis

Table 4.14 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.676	.670	.49857

a. Predictors: (Constant), WI, P, CO, S, PR

Regression is a model for the relationship between a dependent variable and a collection of independent variables. It also used to model the value of a dependent scale variable based on its linear relationship or “straight line” relationship to one or more predictors. The researcher determines the relationship between a dependent variable and multiple independent variables using multiple regression analysis.

The model summary, in the above table, reports the strength of relationship between the independent variables and the dependent variable. In that table, the R is a Pearson correlation between predicted values and actual values of dependent variable, with a value of 0.822, is very high. While, R^2 is multiple correlation coefficients, that represent the amount of variance of dependent variable, explained by the combination of four independent variables. According to the different scholars, the R square above 0.6 is accepted, conventionally. In this study, the R square resulted is 0.676, which implies it is accepted.

Table 4.15 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	164.592	5	32.918	132.431	.000 ^b
	Residual	79.045	318	.249		
	Total	243.636	323			

a. Dependent Variable: Employees Performance

b. Predictors: (Constant), Payment, Promotion Opportunity, Supervision

Relation with Coworkers, Work it-self

The ANOVA tells us whether the model, overall, results is a significantly good degree of prediction of the outcome variable. F-ratio is the test statistic used to decide whether the model as a whole has statistically significant predictive capability, considering the number of variables needed to achieve it. Since, the significance result on the ANOVA table is 0.000 which is $p < 0.05$ and the regression mean square is greater than residual mean square with F value 132.43, the regression model fit to a very good degree of prediction.

Table 4.16 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.229	.143		1.598	.111
	Payment	.006	.039	.005	.150	.881
	Promotion Opportunity	.054	.047	.048	1.154	.249
	Supervision	.120	.048	.101	2.484	.013
	Relation with Coworkers	.140	.045	.126	3.102	.002
	Work It-Self	.633	.040	.660	15.907	.000

a. Dependent Variable: Employees Performance

From the table we can say that α is 0.229, and this can be interpreted as meaning that if all the independent variables were to be zero, the model predicts that there can only be 22.9% of Employees Performance. It can also read off the value of β from the table and this value represents the slope of the regression line. It is 0.006 for payment and although this value is slope of the regression associated with a unit change in the outcome associated with a unit change in the predictor. Therefore, if payment variable is increased by one unit, then the model predicts that 0.6% extra Employees Performance will be experienced. The same are true for promotion opportunity (5.4%), Supervision (12%), Relation with coworkers (14%) and the work it-self (63.3%) for which an increase in one unit of these respective variables can result in an increase in Employees Performance by the percentage shown. This implies that the effect of the variables differ as their percentage of influence.

Significant Test

On the other hand, the significant test in the table shows the significance level of the independent variable. Where ever the p value is above 0.05, the variable is considered to have insignificant effect on the dependent variable. From the regression analysis table of the study, it is observable that:

Payment: has a p value 0.881 which is greater than 0.05, this implies that payment doesn't have a significant effect on employee's performance.

Promotional Opportunity: with p value of 0.249, it can be easily observed that it is greater than 0.05. This implies that, again promotional opportunity doesn't have a significant effect on employee's performance.

Supervision: has a p value 0.013 which is less than 0.05, this implies that supervision has a significant effect on employee's performance.

Relations with Coworkers: with p value of 0.02, it can be easily observed that it is less than 0.05. This implies that, again, relations with coworkers have a significant effect on employee's performance.

Work it-self: It is significant with p value of 0.00, it can be easily observed that it is less than 0.05. This implies that, again, it is significant effect on employee's performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMEDDATION

5.1 INTRODUCTION

This research had an aim of investigating the effect of selected factors which were pay, promotional opportunities, supervision, co-workers and work itself on employees' performance. This was done by investigating the relationship between each determinant factors and employees' performance using correlation analysis and regression analysis to determine the extent of change in employees' performance due to the selected independent factors. In addition, the research study examined how well the selected five factors were being exercised how well employees are performing their job in the organization by looking at their mean scores of the response of the participants which is summarized under the descriptive statistical analysis.

This chapter briefly presents summary of the objectives, research methodology, key findings of the model, conclusion and suggests useful recommendations.

5.2 Summary of Major Findings

The research was undertaken generally to determine the effect of Job satisfaction on employee performance at ALERT.

The study is designed to conclude the general objective by coming to a conclusion with assessing the specific objectives. These specific objectives are: examining the relationship between payment and employee performance, determining the effect of promotional opportunity on employee performance, examining the relationship between supervision and employee performance, determining the effect of relation with co-workers on employee performance, and examining the relationship between the work it-self and employee performance. Before employing any sampling technique the researcher determined that there are a total of 1,800 population members. Then, Cross sectional survey method and the researcher have used sample size determination table and stratified sampling method was employed to select the sample from each stratum to make the sample more representative of the population. Descriptive and inferential statistics of correlation and regression analysis were used to analyze

the empirical data. Out of the 327 questionnaires 326 were returned back, which is about 99.7% of the total distributed. From the respondents 64.4% are males which have greater number of respondents than females, while 4 people haven't responded their gender. Respondents in the first degree level education filled the largest number of respondents with 48.3%. From the total respondents the highest number of working experience which is 34.3% is between 10-12 years. The majority of the respondents are supportive staffs (25.2%) compared to the others.

Pearson correlation test was conducted to know the degree of relationship between the independent variables and the dependent variable. The results of the correlation showed that Payment has a very low relationship with employee's performance in case of ALERT, Promotion Opportunity, unlike payment, has a moderate positive relationship with employee's performance in case of ALERT. Again supervision and relation with coworkers has a moderate relationship with employee's performance in case of ALERT, while only the work itself has a very strong positive relationship with employee's performance in case of ALERT.

Using the regression analysis it can be seen that all the independent variables Work itself relation with coworkers and supervision has a significant effect on the dependent variable. On the other hand payment and promotional opportunity have insignificant effect on employee's performance.

5.3 Conclusion

The researcher attempted to conclude the major findings of the effect of Job satisfaction on employee performance at ALERT. The study was conducted addressing five basic research questions with those research questions, investigations were made and the conclusions reached are dealt with in the study.

Regarding, the payment and related deals respondents reflected that they are well satisfied with the practice of ALERT, as compared to the other factors. Considering benefit payments, benefits provided by ALERT are neither satisfactory nor unsatisfactory. The respondents gave feedback that all necessary fringes aren't provided by ALERT. Even though, payment seems to have some effect on relation with employee's performance, the correlation analysis shows that there is weak relationship between payment and the dependent variable, job satisfaction.

On Promotional Opportunity related deals respondents reflected that still are not that much satisfied with the practice of ALERT. Ambiguity between disagreement and neutrality to the statement raised to set level of agreement for the satisfaction employees of ALERT in regard to opportunities of being promoted to a better position and advancement, there is also a gap in considering qualification and experience for promotional opportunity and fairness for promotion with accordance to performance and that the job has a good promotional opportunity. Though, promotion has a better effect on employee's performance as compared to payment, the significant test of the regression analysis illustrates the effect is insignificant.

Considering supervision, most of the respondents disagree that supervisors support with enough supervision at work. Another scenario, in the case of supervisors, the supervisors are polite and caring for employees. However, it is also interpreted as in the mid of neutrality and disagreement Supervision has moderate effect on and relation with employee's performance the correlation analysis shows that there is a moderate relationship between supervision and employees performance. Thus, its effect is also found to be significant.

On coworkers related deals it is reflected that the practices are neutral. It is found that coworkers at work aren't friendly and supportive, while getting the opportunity to work with colleagues and to communicate on aspects of job is shown as fair in ALERT. It is also observed

that there is a good team work spirit in their department and people they meet for work are good. Coworkers related have moderate effect on and relation with employee's performance the correlation analysis shows that there is a moderate relationship between supervision and employees performance. Therefore, the effect is found to be significant.

On work related deals respondents reflected that their job is interesting rather they got it bad and boring and their job is mentally challenging with variety of job responsibilities and assignment is always clearly explained to them. Work related deals have a magnificent effect on employee's performance as compared to all the independent variables the correlation analysis shows that there is a very strong relationship between work it-self and employees performance. And the significant test of the regression analysis illustrates the effect is strong significant.

Generally, as the study implies job satisfaction has a moderate positive significant effect on employee's performance. In dealing with dimensions of job satisfaction, payment and promotional opportunity has insignificant effect on employee's performance. While supervision and coworker's related deals have moderate significant effect, the work itself has a very strong and significant effect on employee's performance.

5.4 Recommendations

A service giving organization like ALERT with a high level of employee's performance in demand the study's recommendation is very crucial. On the basis of the above findings and conclusions the following recommendations are forwarded:

As the researcher had indicated the work itself is a very strong significant effect on employee's performance; this recommends *organization like ALERT should really consider mainly on work related factors. Even though, the employees are interested on their daily work practice and also satisfied with the work they have been doing their performance their skill might hinder them from performing well.* This leads appropriate training is crucial to the achievement of the organization goal. Therefore, the researcher politely reminds the ALERT top management think over for equipping the employees by different workshops and trainings.

Since, supervision and co-workers related deals have moderate significant effect on the effect of job satisfaction the may equally enhance employees' performance. As a human being we have language which helps us to communicate each other, to express our feelings and ideas. So the employees should have a good communication with their supervisors and also with their co-workers. Being friendly with coworkers or supervisors and also having a good working environment will increase the performance of employees. Thus, the organization is very likely to consider the gaps may encounter insufficient performance and attempt to handle the employees in the way to achieve the expected target of the organization.

5.5 Suggestion for Further Research

The study was limited due to its cross-sectional study design. However, the future researches should examine this relationship over a longer period of time. The researcher was limited to five factors or practices which affect job performance of an employee but the future researchers may focus on different variables or combination of those variables included in this study. The study was conducted in the service giving sector limits its scope. The future researches may examine the determinant factors on employees' job performance on other sectors and may compare different sectors as well. Finally the researcher recommends other interested variables that are dimensions of job satisfaction as well as redoing the study on different companies and industries may result a more precise and accurate outcome.

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APPENDIX



Research Questionnaire

St. Mary's University School of Graduate Studies

Dear respondent

I am kindly request you to participate on this survey questionnaire to assess the effect of job satisfaction on employee performance in ALERT. All data included in this questionnaire will be used only for academic research and will be used as primary data for partial fulfillment of the requirements for the second degree in Master of Business Administration. Your participation in this study is completely voluntary. Your genuine response and cooperation is vital for this study. All your responses are strictly confidential and data from this research will be reported only in the aggregate. I would like to express my heartfelt gratitude in advance for your kind participation.

HaleluyaZewdie

Halezed500@gmail.com

Part I - General Background of Respondents (Demographic Information)

1. Please indicate your Gender

Male Female

2. Please indicate your age?

20-29 30-39 40-49 50

3. Total number of years you have worked in the organization?

. 7-9 years 10-12Years

13-15 years more than 15 years

4. Educational Background

Diploma Degree Master

5. What is your position in the organization?

Director Team leader Case team leader Physician (Doctor)
 Nurse Other health Supportive staffs

Part II – Question related to Employees Job satisfaction and Employees Performance

Directions: Please look at the following statements carefully and show the extent of your agreement by circling the scale given alongside of the question below. Where, 1=strongly disagree, 2=disagree, 3=neutral, 4=Agree, 5=strongly agree

S. No	Item	Scale				
	Pay					
1	I feel that I am well paid in comparison with my experience, responsibilities and qualification that is equal to the required job.	1	2	3	4	5
2	I feel satisfied with my chance for salary increase.	1	2	3	4	5
3	I am not satisfied with the benefits I receive.	1	2	3	4	5
4	All necessary fringe benefits are provided in my organization (eg. Health insurance, transport allowance, provident fund/pension and different types of loans)	1	2	3	4	5
	Promotional Opportunity					
5	I am satisfied with opportunities of being promoted to a better position and advancement.	1	2	3	4	5
6	Promotion in the organization is fair and within performance.	1	2	3	4	5
7	My job has good promotion and I have the ability to grow in my job	1	2	3	4	5
8	My qualification and experience are considered for promotion.	1	2	3	4	5
	Supervision					
9	My supervisor supports me enough at work.	1	2	3	4	5
10	My supervisor polite and cares for me.	1	2	3	4	5
11	My supervisor makes me to feel I am an important part of the team and belongingness of the organization.	1	2	3	4	5
12	My department provides all the equipment supplies and resources necessary for me to perform my duties.	1	2	3	4	5
	Co-workers					
13	People with whom I work or meet in connection with my	1	2	3	4	5

	work are good.					
14	My co-workers at work are friendly and supportive.	1	2	3	4	5
15	There is a good team work sprit in my department.	1	2	3	4	5
16	I get the opportunity to work with my colleagues and to communicate on aspects of our job.	1	2	3	4	5
	Worker itself					
17	My job is mentally challenging with variety of job responsibilities.	1	2	3	4	5
18	The job I am doing is interesting.	1	2	3	4	5
19	The amount of work I am expected to finish each week is reasonable.	1	2	3	4	5
20	My work assignment is always clearly explained to me.	1	2	3	4	5
	Employees Performance					
21	I believe there is a fairness In the way my performance is assessed.	1	2	3	4	5
22	I have the necessary procedural knowledge and skills in actually knowing what should be performed	1	2	3	4	5
23	I have the motivation to exert more effort into the job I am doing	1	2	3	4	5
24	The organization arranges continuous training and development programs to enables my professional growth which helps me for my job performance.	1	2	3	4	5



ALL AFRICA LEPROSY, TUBERCULOSIS AND REHABILITATION TRAINING CENTER

Ref. No. 7h09385/0048/12
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Date 14/8/12
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ጉዳዩ-የድጋፍ ደብዳቤ መስጠትን ይመለከታል

ከቅድስተ ማርያም የንቨርሲ.ቲ በGeneral MBA (ማስተርስ) ትምህርት ፕሮግራም ዘርፍ በሰራተኞች የሰራ ላይ ዕርካታ ተፅዕኖ (The Effect of Job Satisfaction on Employee Performance) ላይ በማዕከላችን ጥናት ለመስራት ተገቢውን ትብብር እንዲደረግላቸው በቀን 13/08/2102 ዓ.ም በተፃፈ ማመልከቻ ጠይቀዋል።

በዚህም መሠረት ተጠቃሿ በማዕከላችን ጥናታዊ ዕሉፋቸውን መስራት እንዲችሉ አስፈላጊውን ትብብር እንድደረግላቸው እንጠይቃለን።



ከሠላምታ ጋር

ተስፋዬ ጉደታ
የሰው ሀብት አስተዳደርና
ልማት ዳይሬክተር

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ENDORSEMENT

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

Dr. Birhanu Endashaw

Advisor

Signature

St. Mary's University, Addis Ababa

June, 2020