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**College of Business and Economics**  
**Department of Management**

**Effect of Working Conditions on Employee Performance in Ayka Addis  
Textile and Investment Group PLC**

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**A Thesis submitted to the school of graduate studies of Addis Ababa  
University in partial fulfillment of the requirements for the  
Master of Business Administration (MBA) degree**

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## Declaration

I, the undersigned, declare that this study entitled “*Effect of Working Conditions on Employee Performance in Ayka Addis Textile and Investment Group PLC*” is my own work. I have undertaken the research work independently with the guidance and support of the research advisor. This study has not been submitted for any degree or postgraduate program in this or any other institutions and that all sources of materials used for the thesis have been duly acknowledged.

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## **Certification of Originality and Quality**

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**School of Graduate Studies**

This is to certify that the thesis prepared by Luna Berihu, entitled: *“Effect of Working Conditions on Employee Performance in Ayka Addis Textile and Investment Group PLC”*; and submitted in partial fulfillment of the requirements for the Degree of Master of Business Administration in Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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## **Abstract**

This research aims to investigate factors affecting the performance of employees in Ayka Addis Textile and Investment Group PLC with a special emphasizes on operational workers, which are involved in the direct production of the organizations output. For the sake of achieving the objectives of this study, questionnaires were analyzed using statistical analysis such as descriptive and inferential analyses. The information was gathered through questionnaire from a sample of 343 operators. The respondent employees were selected using simple random sampling technique. The empirical study drew ten variables that could pose effect on the performance of the employees, namely occupational health and safety, working time, wage and income, welfare facilities, work organization, work load, work life balance, violence, harassment and discrimination; training, and association and collective bargaining. The findings further indicate that, there exists a significant relation with in a moderate level between independent variables and dependent variable. Based on findings, recommendations to the owners, managers and supervisors were suggested. Furthermore, directions for further research in the field are suggested.

**Key Words:** *Working Condition, Employee Performance, Productivity, Work Environment*

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## **Acronyms**

ADLI- Agricultural Development Led Industrialization

AFL-CIO- American Federation of Labor and Congress of Industrial Organizations

HSE- Health and Safety Executive

ILO- International Labor Organization

MN- Mean

MoI- Ministry of Industry

SD- Standard Deviation

SPSS- Statistical Package for the Social Sciences

TCLF-Textile, Clothing, Leather and Footwear

WDR- World Development Report

## **Chapter One**

### **Introduction**

#### **1.1 Background of the Study**

In any workplace, one of the important issues pertaining in the employees of an organization is the environment and conditions employees have to work with. The employment relationship is characterized by the mutual actions of the employee and the employer. Better conditions of work such as safe conditions of work, adequate remuneration, and balance of family work life, show a good perception by the employees. By having these circumstances, working conditions play an important role in work force performance (Swathi, 2013). If bad perceptions of work conditions pertain with in employees work premises, unforeseen stress results regarding their work arise from employees, which further translate to poor motivation and performance (Bhaga, 2010).

Convenient workplace conditions are requirements for improving productivity and quality of outcomes. Working conditions in many organizations may present lack of safety, health and comfort issues such as improper lighting and ventilation, excessive noise and emergency excess. People working under such inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. There are many organizations in which employees encounter problems with working conditions related to environmental and physical factors (Leblebici 2012).

The Ethiopian government is renowned for drafting “Agricultural Development- Led Industrialization” (ADLI) as its principal strategy and has defined the textile and garment sector as a top priority sector in the industrial development package of the country. This is because textile and clothing market is always demanded next to food commodities. The sector also utilizes more labor which is available abundantly at low cost in the country. The garment sector has a large potential for creating employment opportunities. The sector has a vast potential to manufacture goods for export, thus earning highly demanded foreign exchange (Chavary, 2010). In efforts to create and sustain the building of the industry platform to take its key leading role in the economy, recent policies were designed to achieve the aforementioned objectives. Underlying these policies is the focus on labor intensive industries, (MoI 2013).

It is with these circumstances that the researcher wanted to understand the issue of working condition these labor intensive industries work under and in return its effect on employees' performance.

## **1.2 Statement of the Problem**

In a country where production and service is driven by labor, giving due attention will be a better insight to the factors of working conditions that hamper or prosper performance, thus in order to bring industrial growth that can be sustained being among the main keys to the road of development ahead. In having such an outlook having awareness in factors of working conditions pertaining to production work premises that affect employees' performance in production oriented organizations is deemed important.

As stated by Noble (2009), more attention should be paid in identifying and dealing with working conditions. This is so because when employees have negative perception to the existing conditions they may suffer from lasting strain with their work. Moreover, many executives are under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's compensation package. This common belief among apparel factory managers reported in case study analysis is that workers value money wages above workplace amenities. This belief indicates that manager perceptions do not reflect underlying worker values but rather a failure to effectively implement workplace innovations (WDR, 2013). Even though compensation package is one of the extrinsic motivation tools (Ryan and Deci, 2000), it has a limited short term effect on employees' performance. When shifting the case to Ethiopia, a report on the current working conditions for the textile and garment industries state that conditions of work like wages being low and unions still needing more attention from concerned entities are issues pertaining. The report states that Ethiopia envisions being a middle income earning country by 2025. In line with this, suggestions were made by trade unions and some business owners that the wage and other accompanying working conditions be sensible enough in the workplaces. Managers in the sector also suggest that these issues be handled early, before the industry doesn't get disturbed later on like those witnessed in the experiences of Far East Asia (Foltyn, 2014).

Therefore, the researcher aims at creating an understanding in showing the effect of working conditions that management should see in the broader aspect and conditions that pertain to the realm of their employees.

### **1.3 Research Objective**

The general objective of this paper is to examine the effect of working conditions (occupational health and safety; work time, wage and income; work organization, welfare services, work load, work life balance, training, violence and sexual harassment; and association and bargaining power) on employee performance in Ayka Addis Textile and Investment Group PLC. Therefore, in order to get an inquiry on the effect of working conditions on employee performance the following specific objectives were developed to be examined on the course of the study.

- To identify the relationship existing between working condition and employee performance.
- To identify the influence working conditions have on employee performance.

### **1.4 Hypothesis**

**H<sub>1</sub>:** Occupational health and safety has a significant and positive relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

**H<sub>2</sub>:** Working time has a significant and positive relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

**H<sub>3</sub>:** Wage/Salary has a significant and positive relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

**H<sub>4</sub>:** Work Organization has a significant and positive relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

**H<sub>5</sub>:** Welfare Service has a significant and positive relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

**H<sub>6</sub>:** Work Load has a significant and negative relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

**H<sub>7</sub>:** Work life balance has a significant and positive relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

**H<sub>8</sub>:** Violence, harassment and discrimination has a significant and negative relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

**H<sub>9</sub>:** Training has a significant and positive relationship with employee performance Ayka Addis Textile and Investment Group PLC.

**H<sub>10</sub>:** Association and collective bargaining has a significant and positive relationship with employee performance in Ayka Addis Textile and Investment Group PLC.

### **1.5 Significance of the study**

Having this study completed, the researcher wants the study to help managers and owners of the production oriented business under study to get a perspective of what their working conditions embrace and where they stand at in such issues. Getting insight of their working conditions and its effect on the outcomes of performance by their employees will make the aforementioned stakeholders understand role of working conditions in overall performance. Furthermore, the researcher wants the study to be a wakeup call to other textile and garment producing enterprises in their perception and providence of working conditions; whilst being a paving road for improvement.

### **1.6 Scope of the Study**

The scope of the study goes through working conditions of a textile and garment manufacturing organization that employs labor as its primary means of production process, i.e. Ayka Addis Textile and Investment Group PLC. Data and information of working conditions were collected from Ayka Addis Textile and Investment Group PLC.

### **1.7 Limitation of Study**

With the limited time and resources, the study was confined only to one textile and garment factory, i.e. Ayka Addis textile and Investment Group PLC. As the study is intended to get an in depth investigation of the problem in a single industry, the result cannot be recommended to other industry with different situations.

## **1.8 Organization of the Paper**

The paper is organized in to five chapters. Chapter one contains introduction, statement of the problem, objectives of the study, research hypotheses and questions, significance, scope and limitations of the study. Chapter two describes different literatures that were reviewed. The research design including the methodology adopted, analysis techniques and the model that were applied in data collection and analysis are presented in chapter three. The fourth chapter outlines data presentation, analysis and interpretations; and the fifth chapter deals with summary, conclusion and suggested recommendations.

## **Chapter Two**

### **Review of Related Literature**

#### **2.1 Introduction**

In reviewing the available literature, the structure followed for the study is first putting forward the introduction to the study, where by definitions, concepts, factors of influence and theories that are associated with the study are presented. The following segment is the empirical background, where relevant studies in regard to working condition and employee performance are discussed and reviewed. Finally, the conceptual framework that will assist in visualizing the dependent and independent variables the course of the study is presented.

#### **2.2 Working Condition**

##### **2.2.1 Concept of Working Condition**

The conditions under which a job is performed can be different from those completely comfortable to those very difficult and dangerous to employees' life and health (Bakotić and Babić, 2013). Bhawsar et.al (2014) state that the workplace environment is the most critical factor in keeping an employee satisfied in today's business world. Today's workplace is different, diverse, and constantly changing. The typical employer/employee relationship of the old days is not similar to that of today's. Workers are living in a growing economy and have more job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Bhawsar, 2014).

Working Conditions play key role between the employees and employers. Since the scenario of the employment is changing due to pressure of globalization there are so many job opportunities available for employees. The success of any organization depends on its employees. If employees are taken good care of; performance, efficiency and productivity levels are likely to increase. This concept makes working condition a critical success factor for accepting and/or keeping the jobs offered and therefore organizations must take appropriate steps for providing better working conditions (Bhawsar, 2014).

### **2.2.2 Operational Definitions of Work Conditions**

The term *working/employment conditions* refers to a range of technical subject areas that women and men face in the workplace, related to their work and to the balance between their work life and their family (Rinehart, 2004). Working condition means the working environment, those aspects of an employee's working and its terms and conditions during employment. This includes all the things such as: the organization of work; health, safety and wellbeing; working time and work-life balance (Eurofound, 2011). Perhaps the most used definition to the term of working condition is the one by Gerber et al.,(1998) , who defines it as a phenomenon created by the interaction of employees with their organizational climate and this includes psychological and physical working conditions ( Nwonu,2014; Ssekajugo,2013; Bhaga,2010). Working conditions include workforce issues and workplace issues. Generally, they encompass a range of issues from work itself to sanitary facilities and other conveniences that aid employees in the discharge of their responsibilities.

Working conditions are the result of the interaction between a job, the work, the company and an individual (Gollac, 2004). Clerc (1985) identifies the term work condition as the constituent of aspects covering occupational safety and health (OHS), working time, work organization and job content, income and wage, and welfare services. These features are common facets to the existence of working condition in an array of organizations. Additional aspects or factors to the earlier mentioned factors from previous studies include: workload (Ali et al., 2013), training, issue of freedom of association and collective bargaining (Robertson et. al, 2016), work- life balance (Eurofound, 2012), violence and harassment in workplace (Robertson et.al, 2016; Bhaga, 2010).

### **2.2.3 Factors of Work Conditions**

Factors of working conditions differ and vary over many organizations. However the common factors and determinants of working conditions that are presumably attributed to an organization and aspects of the study are occupational safety and health (OHS); working time; work organization; income and wage; welfare services; workload; training; association and collective bargaining; violence, discrimination, and sexual harassment; work-life balance in workplace .

### **2.2.3.1 Occupational Health and Safety (OHS)**

Occupational health and safety (OHS) is attributed to safe and healthy physical work environment where occupational health and safety hazards (for example, chemical, musculoskeletal, electrical and machine hazards) are recognized, assessed and controlled (Burton, 2008). Furthermore, the HSE regulation guide (2008) puts forward that measures of health include features of the general working environment such as ventilation, cleanliness and waste of materials; room/work space dimensions, and workstations and seating facilities be appropriate and satisfactory to work with. On the same context, safety issues pertain to maintenance, floor routes, falls into dangerous substances, transparent or translucent doors, gates, walls and windows; doors, and windows.

According to Oxenburgh et al. (2004), the health and safety of all employees is closely linked to the company's productivity in all workplaces. With a global focus on the need for productive employment, it is necessary to examine the contribution that good conditions of OSH and working conditions generally make towards reaching such a goal. Providing safe and healthy working conditions actually makes enterprises more productive, as opposed to recurrent occupational accidents that make it bad for productivity.

The major health and safety concerns in the apparel industry are related to general conditions of work environment. The work in the apparel units requires prolonged hours of standing or sitting in forward bending posture. The work in these units are highly repetitive in nature, requiring a combination of both static and rhythmic muscular activity. When such tasks are repeated several times in a day, this leads to disorders. Empirical evidence state that the workers in the apparel units suffer from work related musculoskeletal disorders, particularly of neck, back and upper extremities are the most frequently reported work related health problems among garment workers (Zohir and Majumder, 1996).

### **2.2.3.2 Working Time**

Working time is noted to be one of the main aspects that impact lives of employees and the competitiveness of firms (ILO, 2014). Working hour or time is identified as the period in a day or in a week when the employee regularly renders service to the benefit of his/her employer (Redae, 2009). According to ILO's Convention 1 and 30, the regular working hours the average employee should maintain is 8 hours of work per day and 48 hours of work per week (ILO, 2011). Overtime work is a constituent of work hours which is identified as the excess time of work done in addition to the regular daily hours of work. These excess of hours are not to surpass 2 hours in a day and should be well compensated of. According to the 2003 Labor Proclamation, workers are supposed to get weekly rest days, but employers can circumvent that restriction if there is immediate work to be done (Federal Negarit Gazeta, 2004).

It has been an evident issue of concern that in developing TCLF producer countries, of which Ethiopia is a member country, major problems persist in relation to excessive working hours and the provision of adequate rest and recuperation periods, including weekly rest and paid annual leave (ILO, 2014). In addition to this, overtime also plays a role when cloth producing factories want to keep up with their demands, lead times, and their competition. These overtimes may translate to the employees as a means of earning income to sustain themselves and their families in addition to the basic salary they earn (ILO, 2014). Ali (2013) affirms in his analysis that work hours have positive correlation with employees performance and that it is certainly a factor of working condition that affects employees performance.

### **2.2.3.3 Wages and Income**

Wage can be identified as a monetary compensation (or remuneration, personnel expenses) paid by an employer to an employee in exchange for work done. Payment by wage contrasts with salaried work, in which the employer pays an arranged amount at steady intervals (such as a week or month) regardless of hours worked. In the context of Ethiopia, Redae (2009) underpins that the wage can be made in the mode of payment in cash or in kind; though ordinarily payment is effected through cash. As regards to the interval of payment, it could be according to time periods such as daily, weekly, bi-monthly, monthly basis or it could be assessed on piece rate(payment calculated as a fixed amount for each task completed).

The fact that labor productivity and real wages of workers have certain economic linkage that influences labor market performance has been the interest of scholars , policy makers and labor unions (Islam et. al, 2015). According to Alfred Marshall's efficiency theory, wages have to be set a certain level to influence productivity. The theory argues that low wages have negative effects and that worker's productivity positively depends on their wages. It follows to elaborate that these efficiency wages are paid to avoid shirking levels of employees, lower turnover costs, and attract higher quality of labor force: improve employees' morale; facilitate team work; generate feeling of loyalty by employees to the firm; and bring industrial harmony (Katz, 1986). Robertson et al. (2016) also adheres to this concept of Alfred Marshall's efficiency theory by pointing out that factory managers can elicit work effort directed at quality and quantity by paying an efficiency wage or by altering the conditions of work (Robertson et.al,2016).

Sule et al, (2015) express that wages and salaries must maintain equity, competitiveness, matching employee expectations, reinforcing positive employee behavior and eliminating any discrepancies. Their work also adds that wage is good and adequate when it is one that is competitive with in the industry, internal alignment of salary and pay that recognizes employees' performance.

#### **2.2.3.4 Work Organization**

Valeyre, (2009) identifies work organization as a concept that refers to the choices made within organizations on issues such as the structure of the production process, the relationship between staff and production departments, the responsibilities at different hierarchical levels and the design of individual jobs. This broad concept being at organizational level, when related to the individual circumstances it translates as the control of work and the division of labor. It includes the tasks performed, who performs them and how they are performed in the process of making a product or providing a service. It's aspects include pace of work (speed of an assembly line, quotas), work load, number of people performing a job (staffing levels), hours and days on the job, length and number of rest breaks and days away from work, layout of the work, skill mix of those workers on the job, assignment of tasks and responsibilities, and training for the tasks being performed (AFL-CIO, 2006). When employers make efforts in improvements to the organization of work employees carry out, the performance likewise will improve (CIPD, 2008).

### **2.2.3.5 Welfare Services**

Welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed (Cowling and Mailer, 1992). The concept of '*employee welfare*' is flexible and differs widely with times, regions, industry, country, social values and customs, the degree of industrialization, the general social economic development of people and political ideologies prevailing at particular moments (Rao et al,2015). According to the HSE regulation guide , the main attributes of welfare that need to prevail in the work premises are sanitary conveniences and washing facilities, drinking water, accommodation for clothing and facilities for changing and facilities for rest and to eat meals. The provision of appropriate workplace amenities and facilities is important for the basic health, safety and welfare of employees. With this research, the researcher understands welfare facilities as amenities and facilities provided by the employer as things provided for the welfare existence of their employee in workplace.

Nwonu, (2014) affirms that ensuring adequate facilities are provided to employees is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Weiss, 1999).

Patro (2012) identified that the employees are assets of any organization and the needs of the employee must be satisfied in order to meet the goals of the organization. Any organization would be effective only when there is high degree of co-operation between the employees and their management. This cooperation is assumed to be working when employers are true to the welfare provision of their employees.

### **2.2.3.6 Work Load**

Workload in a work environment is described as where tasks and responsibilities taken on can be accomplished successfully within the time available. Didomenico and Nassbaum, (2008) state that workload is determined by the relationship between task demands, the circumstances under which that task takes place and the perceptions, actions, skills and knowledge of the individual performing the task. The task demands may include physical actions, cognitive tasks and/or a variety of other factors. Hart & Staveland (1988) the expenditure incurred by a person, given

their capacities (resources), while achieving a particular level of performance on a particular task with certain demands. These definitions imply that workload is the attribute of work that can be identified as the personal set of skills employees have and how they execute task demands within the given time,

Ali et.al (2013) affirms in his analysis that work load is negatively related with employee performance. The results showed that a unit increase in workload showed a down fall of productivity in employees.

### **2.2.3.7 Work life balance**

The way people combine work with their private life depends very much on their personal circumstances, including their family situation. To work or not, how many hours someone is available to work, and when or how flexible they can be are often decided during discussions at home, in the sense that these issues depend on the household situation. The requirements for work–life balance also differ over the course of a person’s lifetime. In all this, employers play an important role in the sense that they may facilitate certain working time arrangements, facilitate support in balance of work time and personal time or make more flexibility from workers in order to suit the company’s needs. Also, allowing the workers to take time off during working hours at short notice for private reasons has a strong positive effect on the perception towards working conditions and to their work performance (EuroFound,2012)

### **2.2.3.8 Harassment, Violence, and Discrimination at workplace**

The Canadian Centre for Occupational Health and Safety (2005) defines workplace violence as any act in which a person is mistreated, threatened, frightened or battered in his or her employment. Bowie (2005) states that workplace violence is a perceived or actual verbal abuse, emotional threat, physical attack or misuse of power upon an individual’s person, or against a workgroup or organization by another individual, group or organization while undertaking work related duties. It takes many forms, including verbal abuse, physical abuse and sexual harassment which result in psychological trauma which in turn may affect an individual or groups of employees as well as the workplace itself. Furthermore, Bhaga (2010) assert that people who are exposed to violence on a regular basis will experience stress and this will have a negative impact on their performance.

### **2.2.3.9 Training**

Weil and Woodall (2005) identify the essential definition of the term as being HRM's action to close the gap between current performance and future expected performance. Nassazi (2013) remarks that employee training has an important role in the improvement and increasing productivity. Matching workers' skills with labor market needs is challenging. If not adequately addressed, a mismatch between skills and duties (created, for instance, by not providing further training or more challenging tasks) may become a source of dissatisfaction and reduced well-being among workers (Eurofound,2012). Training and development begins with orientation of new employees and continues throughout the employees' stay with the organization (Bhaga, 2010). In Ethiopia, a concern for a range of manufacturing organizations is the set of skills employees have. Analysis by the WB states that skill shortage is abundant in the sector and that it stands as a hindrance to the performance of the organizations. It further adds that the skills required by the organizations are more with work ethic and commitment, rather than technical capabilities. This is so because assembly line production requires discipline, timeliness, and team coordination. Therefore, training is linked positively with employee performance

### **2.2.3.10 Association and collective bargaining**

Freedom of association implies a respect for the right of all employers and all workers to freely and voluntarily establish and join groups for the promotion and defense of their occupational interests. Workers and employers have the right to set up, join and run their own organizations without interference from the State or any another entity. Employers should not interfere in workers' decision to associate, try to influence their decision in any way, or discriminate against either those workers who choose to associate or those who act as their representatives. Additionally, collective bargaining is a constructive forum for addressing working conditions and terms of employment and relations between employers and workers, or their respective organizations. It is often more effective and more flexible than state regulation. It can help in anticipating potential problems and can advance peaceful mechanisms for dealing with them; and in finding solutions that take into account the priorities and needs of both employers and workers. Sound collective bargaining benefits both management and workers, and promotes peace and stability which benefits society more generally (ILO, 2008). In a very recent report made by the ministry of association discovered that the availability and accessibility of freedom

of association and bargaining in the manufacturing industry increases performance than those that didn't have the issue present in their workplace.

## **2.3 Employee Performance**

It should be noted that there exists a difference between performance and productivity. The term productivity refers to the fraction of input to output, which thus makes it narrower in its content than performance. Furthermore, distinctions should be made between the causal variables and the indicators of work performance. Causal variables elicit the level of performance of an employee. For instance, a causal variable for performance could be job satisfaction. On the contrary, indicators of performance describe how well task is carried out. An example indicator of performance could be work quality. Within this research the term employee performance was addressed in accordance to work performance indicators.

Borman (2004), states that employees' performance is the most important dependent variables in an industrial and organizational psychology. Even though the basic definition of the term infers to job related activities expected of a worker and how well those activities were executed, employee performance stands for employee behavior and performance at work.

### **2.3.1 Measuring Employee Performance**

Measuring performance is relatively easy for those who are responsible for achieving quantified targets, like output per hour. Difficulty arises when we desire to measure the conceptions of performance in employees. But this difficulty is alleviated if a distinction is made between the two forms of results, i.e. 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 (Armstrong, 2009).

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 outcomes 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 (Armstrong, 2009). Therefore a qualitative measure of outcome of an employee's performance can be attributed to the definition of the aspects that

define the work done meets or exceeds expectations of organization, completing tasks satisfactorily, or if operations have reached an agreed upon standard.

In measuring employee performance for this particular study, the indexes of measurement for performance were extracted from Hakala (2009), and their descriptions are as follows:

**Quantity:** refers to the number of items or units produced in the work assignments of employees.

**Quality:** refers to producing items or units of excellence or a state of being free from defects. It can be measured by the percentage of output of work is rejected or redone.

**Timeliness:** refers to the time taken to carry out a task of work or how fast work is performed.

**Cost effectiveness:** refers to producing good results without costing a lot of money.

**Absenteeism/Tardiness:** refers to the unscheduled absences from the workplace.

**Creativity:** refers to mental process of generating ideas or alternative options of procedures in producing outputs at lower costs and as such to improve performance.

**Adherence to Policy:** refers to the extent to which employee performance goals are well aligned with those of the company's.

## **2.4 Empirical Review**

In today's era, one of the biggest concerns for any organization is to improve overall productivity, representing the efficient and effective conversion of resources into marketable finished products and determining business profitability (Prajapati and Bhatkar, 2015). In all this, the key ingredient to all these functions is the performance of the employees of an organization. Patterson et al. (1997) ascertains that people are the most valuable resource of an organization, and that the management of people makes a difference to company performance.

The working conditions pertaining in the working environment for employees are vital for productivity growth of the organization. Negative perception of the working conditions of organization in employees may result in absenteeism, stress related illness, and loss of productivity and commitment towards the organization. Organizations which have good working conditions are said to experience greater productivity (Bhawsar et.al, 2014). This is ascertained in

the works of Polek-Duraj (2013), which postulates that any organization, regardless of the differences between them (e.g. size, and management style) an employee dissatisfied with working conditions is less efficient. Furthermore, Polek-Duraj (2013), ascertained through analyzing national surveys that the higher the level of working conditions, the safer employees feel at workplace, the more they identify with its objectives and tasks, and the higher the motivation to perform professional duties. Furthermore, employees tend to become more productive, the workload is made effective and therefore making market position of their companies better.

In reviewing literature on working conditions and employees performance, the following studies were assessed from studies with in Africa on the researchers study area.

A study conducted by Bhaga (2003) made an investigation on working condition and employees' productivity and found that working conditions have both positive and negative impact on productivity, Conducive work environment ensures the wellbeing of employees which will always enable them in exerting themselves to their roles with all force that may translate to higher productivity (Akinyele, 2007).

Ssekajugo (2013) in his study observed that once if work condition factors are not addressed or don't prevail, the end result may be stress and a noticeable slowdown in productivity, which affects the performance of the organization. He further adds that money is not a sufficient motivator in encouraging the superior workplace performance required in today's competitive business environment. Employees will need to be comfortable with working with the whole complete range of workplace factors that influence employee motivation.

Teklehaimanot et al. (2007) have made a study on Health Extension Workers' working conditions in the Ethiopian context. The overall objective was to assess the working conditions the health workers went through and their corresponding satisfaction. The scenario the workers under the study was discussed by exploring the aspects of resources provided, work routine, health education, finance, conditions of living of workers, administrative issues, rewards and the community through a qualitative approach. Further studies relating the issue of working conditions to manufacturing industries in Ethiopia were not identified by the researcher.

## **2.5 Conceptual Framework of study**

Onen and Oso (2009) note that a conceptual framework is a diagrammatic presentation of a theory and that its presented as a model when research variables and the relationship between them are translated into a visual picture to illustrate the interconnections between the independent, intervening and dependent variables. The conceptual framework was therefore a scheme of concepts which the study used in order to achieve the set objective. The Independent Variables understudy for this study are occupational health and safety; working time; wages and income; work organization and job content; welfare services; work load;, work life balance; sexual harassment and violence at work place; training; and freedom of association and collective bargaining. The following figure illustrates the conceptual framework for the independent and dependent variables.

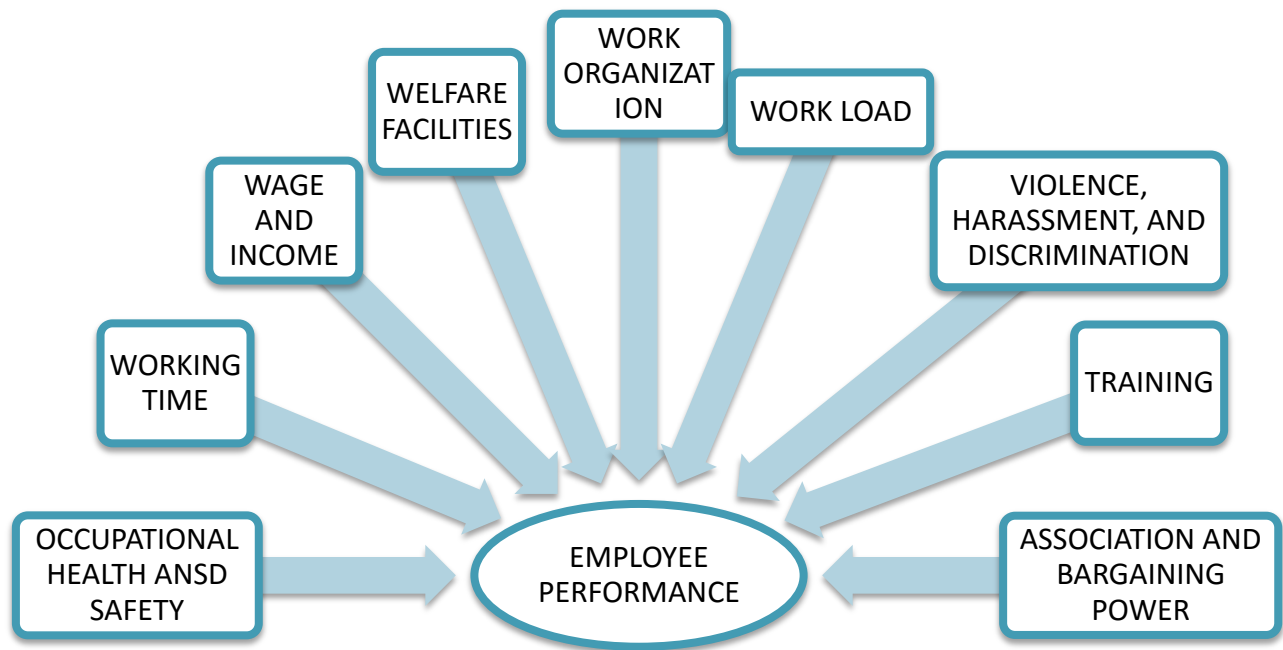


Fig1. *Conceptual model on the relationship between working condition factors and employee performance. (Source: researchers own construct based on literature review and previous empirical works.)*

## **Chapter Three**

### **Research Methodology**

#### **3.1 Introduction**

In this chapter the practical method used in order to answer the hypothesis developed and fulfill the purpose of the research are presented. Also, it provides an overview of the research design, research approach, model specification, a description of the instrument used for data gathering, targeted population, sampling procedure, and unit of analysis, sources of data used, and methods of data analysis, presentation and interpretation.

This study was conducted on Ayka Addis Textile and Investment Group PLC, a vertically integrated textile and garment company factory in Addis Ababa established in 2007. The company is a subsidiary of Ayka Istanbul, which is the parent company established in 1988 as a ready-made garment manufacturer and exporter. Ever since its establishment within Addis Ababa, Ayka Addis has been expanding its operations in the form of launching an additional spinning factory so as to increase production capacities. Its products are knitted and dyed fabric for men, women, and kids. The main product types produced by the company include shirts, tops, pants, shorts, jackets, home wear, sweatshirts, pajamas, dresses leggings, skirts, and night dresses. Ayka Addis was chosen by the researcher as it is a manufacturing organization of textile and garment products with several compliance standards that have been given to.

The study undertakes a quantitative approach to the developed research hypothesis of the research. The study was designed on a cross - sectional finding for quantitative study approach which was used to gather the necessary and required data for the study of effect of working conditions on employee performance.

#### **3.2 Research Design**

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure Kothari, (1990). The aim of this research is to identify the relationship between factors of working conditions and employee performance. The research design for the study is correlational. This is so in accordance with the objective of the research, i.e. identifying

relationship between the dependent and independent variables. Also, Sekaran (2003) states that when a researcher has the intention of mere identification of the important factors associated with the problem a correlational study are called for.

### 3.3 Research Approach

Quantitative method is a study involving analysis of data and information that are descriptive in nature and qualified (Sekaran, 2003). This research applies the quantitative research approach in the intent to achieve the objectives of the research.

### 3.4 Population, Sample size and Sampling Technique

For the purpose of the study, the factory that rendered the information required for the study was Ayka Addis Textile and Investment Group PLC. From preliminary insight to the population, the number of total operational employees is 5234. Given this as the population for the study, the sampling frame comprised of operational workers of the organization.

The formula used to derive the sample size from the aforementioned population is the one developed by Watson, (2001)

$$n = \frac{\left( \frac{P[1-P]}{\frac{A^2}{Z^2} + \frac{P[1-P]}{N}} \right)}{R}$$

Source: Watson, 2001

Where:

n: sample size required- 357

N: number of people in the population-5234

P: estimated variance in population - 50%

A: precision desired – 5%

Z: Based on confidence level – 95 % ( 1.96)

R: Estimated response rate- 98%

Therefore from the above equation results, the researcher's sample size is 357.

These segments of the workers, *operational employees*, were chosen for the purpose of the study which is effect of working conditions on employee performance. From here, simple random sampling was done to obtain the sample for the study.

### **3.5 Unit of Analysis, Time Dimension and Study Setting**

The units of analysis for the research undertaken were individual workers; therefore individual worker analysis was accounted for. Since the study gathered data required at one point in time, the time dimension for the study is cross-sectional. Sekaran (2003) mentions that when a study takes place in the natural environment where work proceeds normally and where correlational studies are undertaken, then non-contrived settings is the study setting called for.

### **3.6 Data Source and Collection Instrument**

In order to obtain the necessary data, both primary and secondary sources will be made use of. Primary data refer to information obtained first hand by the researcher on the variables of interest for the specific purpose of the study (Sekaran, 2003). Secondary data are those collected by others for the purpose of other works and research but are helpful to the current study as well. Study primarily focused on primary data that was collected from the operational workers of the selected factory.

#### **3.6.1 Questionnaire**

For this research, the questions in the questionnaire were self-administered and closed-ended/structured questionnaire. This is as to ease the process of analyzing the data from respondents. Thus, the results gathered from respondents will increase the speed and accuracy of recording, as well as more comparable. Furthermore, the questions within the questionnaires were developed from the essential concepts contained within the literature review.

Operational employees of the factory under study were asked to fill out a questionnaire survey. This is so because the researcher believed that these employees were useful respondents for the study instrument and the objective of the study in general. The questionnaire constituted of three

segments in its content. The first segment included questions about demographic profiles of the respondents i.e. age, sex, educational level and marital status. The second section included questions that dealt about working condition issues pertaining and while the last segment included the issues underlying employees’ performance. The five-point Likert scale was used for representing the range of attitudes from 1 – strongly disagree to 5 – strongly agree, thus to assess the effect of working conditions have on employee performance.

### **3.7 Reliability and Validity**

#### **3.7.1 Reliability Test**

The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. In other words, the reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Sekaran, 2003).

Consistency with in the items of the questionnaire and their reliability was measured using Cronbach Alpha. The alpha results for the items of the questionnaire and their alpha values have met an acceptable figure in relation to the aforementioned requirement range.

Table3.1. Reliability Test for questionnaire segments

Variables	Alpha Value	N <sup>o</sup> of Items
Working Conditions	0.929	37
Employee Performance	0.770	7
Total	0.942	44

#### **3.7.2 Validity**

Hair et al (2010) identify validity as the extent to which a measure accurately represents what it’s supposed to. Ensuring validity requires a thorough understanding of what is to be measured and making it as accurate and right as possible.

The validity of results can either be internal or external. The internal validity aspect refers to the analysis of the findings and results obtained. The external validity refers to whether the results and findings can be generalized. Therefore, the results are confined to the organization under study, and that its findings are only to be generalized to the organization understudy.

### 3.8 Operationalization of Independent Variables

Table3.2. Operationalization of Independent Variables

Variable	Definition	Measurement
Occupational Health and Safety (OHS)	Recognition, assessment and control of occupational health and safety aspects of the work environment.	Work environment (ventilation, noise, lighting; room/work space dimension, workstations; seating facilities; equipped and staffed infirmary; firefighting equipment and ease of reach;
Working Time	Period in a day/week when employee regularly renders service to employer.	Daily and weekly hours of work with in legal limit , consecutive 24 hour break, overtime within legal limit
Wage/Income	Monetary compensation paid by employer to employee in exchange for work done	Minimum wage, adequate pay, competitive pay
Work Organization	The control of work and division of labor.	Pace of work, assignment and tasks; staffing; layout of work, skill mix of workers
Welfare Services	Business commitment in the expressed care for employees.	Adequate provision of amenities : eating, washing, changing, restroom
Work Load	Amount of tasks and responsibilities to be completed within time available.	Complete task in given time, task assignment is aligned with personal skill, equal assignment of work
Work Life Balance	The way employees combine their work with their private	Work interference outside workplace, with family, support in work place in work life

	life.	balance
Violence, Harassment, and Discrimination	The action of abuse, threat, misuse of power intimidation with in working scenario.	The absence or incidence of the act
Training	The management action towards closing the gap in work performance.	Proper induction into job, sufficient training, investing in employees performance
Association and Collective Bargaining	The aspect of the freedom employees have to establish and join groups for the purpose of getting their concerns in work scenario heard.	Freely join and form union, freely join and form confederations, employer require workers to join union, employer perceive and handle unions issues well.

### 3.9 Method of Data Analysis

When data collection process was complete and in hand, data analysis for the response and documents reviewed was done through statistical analysis. Descriptive statistics and inferential statistics (correlation and multiple regressions) were accounted for.

#### 3.9.1 Descriptive Analysis

Descriptive analysis was used to provide the frequency and measurement of central tendency. The results are presented in tabular, frequency distribution and percentage. This was possible through the computation of means and standard deviations of data gathered for the variables.

#### 3.9.2 Inferential statistics

Inferential statistics was used to show the relationship between the variables. Applying inferential approach to a research is to form a data base from which to infer characteristics or relationships of population. The basis for the interpretation of results relies on the inferential analysis (Kothari, 1990). The inferential statistics methods that were used to interpret data are explained as follows:

### 3.9.2.1 Pearson Correlation analysis

As stated in Kothari (1990), amongst the measures of relationship, Karl Pearson's coefficient of correlation is the frequently used measure in case of statistics of variables. Field (2006), states that the output of correlation matrix can be the correlation coefficient that lies between -1 and +1 within this framework, a correlation coefficient of +1 indicates a perfect positive relationship, and a correlation coefficient of -1 indicates a perfect negative relationship; whereas a coefficient of 0 indicates no linear relationship at all.

### 3.9.2.2 Multiple Regression Analysis

Multiple regression analysis refers to the analysis concerning relationship between the dependent and independent variables; with the multiple regressions equation describing the relationship (Kothari, 1990). This approach was used in this study to investigate effect of work condition factors on employee performance.

The equation of multiple regressions in this study is generally built on around two sets of variables, namely dependent variables (employee performance) and independent variables (working conditions). The basic objective of using regression equation in this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

Table 3.3 Variables in regression function

Independent Variables	Dependent Variable
OSH, working time, wage and income, welfare facilities, work organization, workload, training, association and bargaining power; violence, harassment and discrimination, work life balance	Employee performance

Regressing employee performance on work condition factors

$$Y_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \beta_{11} X_{11} + u_i$$

Where,

$Y_i$  = Employee Performance

OHS: Organizational Health and Safety

WT: Working Time

WI: Wage and Income

WF: Welfare Facilities

WO: Work Organization

WL: Work Load

WLB: Work Life Balance

VHD: Violence, Harassment, and Discrimination

TR: Training

ACB: Association and Collective Bargaining

$\beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7, \beta_8, \beta_9, \beta_{10},$  and  $\beta_{11}$ : coefficients associated with each independent variable which measures the change in value of Y, per unit change in their respective independent variables

$u_i$  : model error term

### **3.10 Ethical Considerations**

Throughout the process of obtaining the data, the researcher would like to put forward that she didn't not marginalize, demean or differentiate based on age, sex, marital status and/or religion. Rather, the researcher made the participants understand that this study is in their best interest and that the researcher will not put participants at risk, respect vulnerable populations, and participants will remain confidential, if the need arose. Once the data was analyzed the researcher kept the data for a reasonable period of time and then discarded of it so that it would not fall into the hands of other researchers who might misappropriate it. Once more, the researcher did not use language or words that are biased against people because of gender, religion, racial or ethnic group, disability, or age.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

Under this section of the study the background information, responses from questionnaires, and their respective analysis are presented. In addition, Pearson Correlation and regression results are presented and analyzed.

The total number of questionnaire distributed was 357. From these distributed questionnaires 346 were able to be retrieved and therefore analyzed for the study. These retrieved questionnaires represent a response rate of 96.91 %.

The organization followed under this section is first presenting the background information of the respondents and there analysis using their measures of central tendency and dispersion. Secondly, Pearson Correlation and multiple regressions are presented. Finally, interpretations on the results is presented

#### 4.2 Background of Employees

Table4. Background of employees

No	Item		Frequency	Percentage
1	Gender	Male	139	40.17%
		Female	207	59.83%
		Total	346	100%
2	Marital Status	Single	158	45.66%
		Married	188	54.34%
		Total	346	100%
3	Age	18-25	135	39.02%
		26-30	181	52.31%
		31-40	20	5.78%
		41-50	8	2.31%
		Above 50	2	0.58%

		Total	346	100%
4	Educational Level	Below 12 <sup>th</sup>	34	9.83%
		12 <sup>th</sup>	114	32.95%
		Certificate	198	57.23
		Total	346	100%

Source: Field survey, 2017

From the above table the number of female operational employees is more than that of the male operational employees with in the sample, with respective values of 207 and 139. With this we can understand that the number of women in the work premises of Ayka Addis is more than that of the males. In terms of marital status, 158 of the employees are single and the remaining 188 are married with their respective percentage share of 45.66% and 54.34%. This infers that the number of married employees is more than the number of single employees. When we see the age list we can observe that 39.02% lie within the 18 up to 25 age group and 52.31% within 26 up to 30. From this it can be observed that the work force of Ayka Addis is more comprised with young employees. Educational level of the employees showed that 9.83% of the employees had educational level below 12<sup>th</sup> grade. 32.95% had completed 12<sup>th</sup> grade and the remaining 57.23% were certificate holders. This shows that most of the employees are certificate holders.

#### 4.3 Measures of Central Tendency and Dispersion

Table 5 Overall Mean and Standard Deviation

Variables	N	Minimum	Maximum	MN	SD
Occupational Health and Safety	346	1	5	3.25	1.26
Working Time	346	1	5	3.42	1.31
Wage and Income	346	1	5	2.68	1.38
Welfare Facilities	346	1	5	3.62	1.24
Work Organization and Content	346	1	5	3.36	1.22
Work Load	346	1	5	3.28	1.29
Work Life Balance	346	1	5	2.97	1.31
Violence, Harassment and Discrimination	346	1	5	3.24	1.35

Training	346	1	5	2.89	1.32
Association and Collective Bargaining	346	1	5	3.20	1.30
Employee Performance	346	1	5	3.21	1.09

Source: Field survey, 2017

The above table illustrates the overall mean and standard deviation of the variables studied with the sample taken. All the measurements were made on a Likert scale, and therefore implying there wasn't a different measure employed in assessing their values. As indicated in the table, the mean values for occupational health and safety, working time, wage and income, welfare facilities, work organization and content, work load, work life balance, violence, harassment and discrimination; training, association and collective bargaining; and employee performance scores are given at 3.25, 3.42, 2.68, 3.62, 3.36, 3.28, 2.97, 3.24, 2.89, 3.20, and 3.21 respectively. A mean score above 3.8 is considered high, a score between 3.79 and 3.4 are moderate, where as a score below 3.39 is considered low. In accordance with these scores, the moderate scores among the variables are those of welfare facilities and working time with their respective scores of 3.62 and 3.42. Since a score below 3.4 is considered low, the remaining variables such as occupational health and safety, wage and income, work organization, work load, work life balance, violence, harassment and discrimination; training, association and collective bargaining; and employee performance are a low score to the measure.

#### **4.4 Pearson's Product Moment Correlation Coefficient**

Pearson's Product Moment Correlation Coefficient was used in order to determine the relationship independent variables of the study such as occupational health and safety; working time, wage and income; welfare facilities, work organization, work load, work life balance, violence, harassment and discrimination; training, and association and collective bargaining have with the dependent variable employee performance.

Table 6. Pearson's Correlation Coefficient

Independent Variables		Employee Performance
OHS	Pearson Correlation	.657
	Sig. (2-tailed)	.000
	N	346
WT	Pearson Correlation	.581
	Sig. (2-tailed)	.000
	N	346
WI	Pearson Correlation	.611
	Sig. (2-tailed)	.000
	N	346
WF	Pearson Correlation	.522
	Sig. (2-tailed)	.000
	N	346
WO	Pearson Correlation	.659
	Sig. (2-tailed)	.000
	N	346
WL	Pearson Correlation	.641
	Sig. (2-tailed)	.000
	N	346
WLB	Pearson Correlation	.626
	Sig. (2-tailed)	.000
	N	346
VHD	Pearson Correlation	.513
	Sig. (2-tailed)	.000
	N	346
TRA	Pearson Correlation	.550
	Sig. (2-tailed)	.000

	N	346
ACB	Pearson Correlation	.637
	Sig. (2-tailed)	.000
	N	346

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

Source: Field survey, 2017

Variables: OHS- Occupational Health and Safety, WT- Working Time, WI-Wage and Income, WF- Welfare Facilities, WO-Work Organization, WL-Work Load, WLB- Work Life Balance, VHD- Violence, Harassment and Discrimination; TRA-Training, ACB-Association and Collective Bargaining

The table above represents the association the different variables of the study have with the dependent variable, i.e. employee performance, from a sample of 346 employees of Ayka Addis. The correlation is a commonly used measure of the size of an effect: values of  $\pm 0.1$  represent a small effect,  $\pm 0.3$  is a medium effect and  $\pm 0.5$  is a large effect. From the data output presented in the table, it is observed that there is a statistically significant relationship between occupational health and safety; and employee performance ( $r=0.67$ , at 0.01 significance level), it is thus the most correlated with employee performance among the other variables. The other variables that have a positive significant relationship and indicate a moderate association with employee performance are work organization, work load, association and collective bargaining; work life balance and wage and income with their respective  $r$  values of 0.659, 0.641, 0.63, 0.626 and 0.611; and where all values of  $r$  are statistically significant at 0.01. Furthermore, working time, welfare facilities, training and violence, harassment and discrimination have a positive statistically significant relationship with employee performance with their respective  $r$  values of 0.581, 0.552, 0.550, and 0.513 which were significant at 0.01 significance level.

#### 4.5 Anova Test

Table 7 Anova Test

#### ANOVA<sup>A</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

Regression	6181.736	10	618.174	93.908	.000 <sup>B</sup>
Residual	2205.235	336	6.583		
Total	8386.971	346			

Source: Field survey, 2017

*A. Dependent Variable: EP*

*B. Predictors: (Constant), ACB, WT, WF, VHD, WL, WI, WLB, TRA, WO, OSH*

The ANOVA table tests the acceptability of the model from statistical perspective. The regression row displays information about the variation accounted for by the model. The residual row displays information about the variation that is not accounted for by the model. The significance value of the F statistics is less than 0.05, this means that the variation explained by the model is not due to chance. Therefore, the significance level of the F value determines the goodness of fit of the model and that can conclude that the model is significant at 99% and we can accept the model.

#### **4.6 Multiple Regressions**

A multiple linear regression analysis was carried out to identify the variations caused in employee's performance by the independent variables of the study. It showed that a variation in employee's performance in terms of quantity, quality, timeliness, cost effectiveness, absenteeism, creativity, and adherence to policy was explained by the independent variables incorporated by the study.

Table 8 Multiple Regression

	R	R Square		Adjusted R Square	Standard Error of the Estimate	Sig.
	.859 <sup>a</sup>	.737		.729	2.56569	.000
Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	
Variables	$\beta$	St. error	$\beta$			
<b>Constant</b>	2.512	.727		3.454	.001	
<b>OSH</b>	.132	.045	.122	2.946	.003	
<b>WT</b>	.145	.050	.110	2.897	.004	
<b>WI</b>	.168	.053	.124	3.177	.002	
<b>WF</b>	.185	.046	.137	4.047	.000	
<b>WO</b>	.197	.046	.172	4.324	.000	
<b>WL</b>	.237	.062	.145	3.810	.000	
<b>WLB</b>	.200	.064	.119	3.114	.002	
<b>VHD</b>	.082	.053	.055	1.547	.123	
<b>TRA</b>	.030	.065	.018	.454	.650	
<b>ACB</b>	.254	.047	.198	5.351	.000	

Source: Field Survey, 2017

Predictors: (Constant), OHS- Occupational Health and Safety, WT- Working Time, WI- Wage and Income, WF- Welfare Facilities, WO- Work Organization, WL- Work Load, WLB- Work Life Balance, VHD- Violence, Harassment and Discrimination; TRA- Training, ACB- Association and Collective Bargaining.

From the above table, it can be deduced that the observed value of performance and the optimal linear combination of the independent variables, namely occupational health and safety; working time, wage and income; welfare facilities, work organization; work load, work life balance, violence, harassment and discrimination; training, and association and collective bargaining; is

0.859 as induced by the multiple R. Furthermore, with the values of R Square value of 0.737 and Adjusted R square value of 0.729, it can be deduced that 72.9% of employee performance variations measured in terms of quantity, quality, timeliness, cost effectiveness, absenteeism, creativity, and adherence to policy, can be explained by the independent variables. The remaining value of 27.1% is explained by other variables not included in this study.

The unstandardized coefficients  $\beta$  column, gives us the coefficients of the independent variables in the regression equation including all the predictor variables as indicated above. In addition, the table above also shows that the explanatory variables included in this study can significantly explain at 95% confidence level to the variation on the dependent variable. The standardized beta coefficient column shows the contribution that an individual variable makes to the model. The beta weight is the average amount the dependent variable increases when the independent variable increases by one standard deviation (all other independent variables are held constant). Since these results are standardized, we can make comparisons among them. Among the variables, the one with the largest value of influence is ACB (Association and Collective Bargaining) with a 0.198 value. The second most influential is WO (Work Organization) with a value of 0.172. The bottom two variables with the least form of influence are VHD (Violence, Harassment and Discrimination) and TRA (Training) with values of 0.055 and 0.018 respectively.

#### **4.7 Hypothesis Summary**

**Occupational Health and Safety (OHS):** the occupational health and safety in the organization was found to be statistically significant at 5 % significance level and showed a positive relationship with the performance of the employees. For a 0.122 increase in occupational health and safety, employee performance will increase by 1 unit, keeping other things constant. Therefore, the better the organizations improves occupational health and safety issues the better the performance of the employees will be. This justifies the works of Katsuro et.al. (2010), where it states that the more organizations better their safety and health aspects the more employee performance increases. Thus, the study failed to reject the null hypothesis by stating that there is positive and significant relationship between OSH and employee performance.

**Working Time (WT):** the working time of the organization was found to be statistically significant at 5% significance level and resembled a positive relationship with performance of employees. This is in accordance with the studies of Ali et al (2013) who states that work hours have positive correlation with employees' performance and that it is certainly a factor of working condition that affects employees' performance. For a 0.110 increase in working time, employee performance will increase by 1 unit, keeping other factors constant. Therefore, when the organization assures that working time is not excessive, employees get adequate rest, the right amount of annual leave and limited hours of overtime, employee performance is deemed to improve. Thus, the study failed to reject the null hypothesis by stating that there is a positive and significant relationship between working time and employee performance

**Wage and Income (WI):** wage and income was found to be statistically significant at 5% significance level and showed a positive relationship with performance of the employees'. For a 0.124 increase in wage and income, employee performance increases by 1 unit, keeping other factors constant. Factory managers can elicit work effort directed at quality and quantity by paying an efficiency wage or by altering the conditions of work (Robertson et.al, 2016). Therefore, if wages and income are sufficient enough, stand competitive among the industries wages and are in accordance with the efforts and performance of the employees, the employee performance is likely to increase. Thus, the study failed to reject the null hypothesis by stating that there is a positive and significant relationship between wage and income; and employee performance.

**Welfare Facilities (WF):** welfare facility was found to be statistically significant at 5% significance level and showed a positive relationship with performance of the employees'. For a 0.137 increase in welfare facilities, employee performance increases by 1 unit, keeping other factors constant. Therefore, if employers provide the required amount of dining places, adequate drinking water, adequate restrooms, and enough changing rooms, employee performance will increase. Thus, the study failed to reject the null hypothesis by stating that there is a positive and significant relationship between welfare facilities and employee performance.

**Work Organization (WO):** work organization and content was found to be statistically significant at 5% significance level and showed a positive relationship with performance of the employees. For a 0.172 increase in work organization, employee performance increases by 1

unit, keeping other factors constant. Therefore, when assignments of work, skill mix of other employees, enough number of employees, work layout and pace of work are improved, the performance of employees will increase. Thus, the study failed to reject the null hypothesis by stating that there is a positive and significant relationship between work organization; and employee performance.

**Work Load (WL):** work load was found to be statistically significant at 5% significance level and showed a positive relationship with performance. This result contradicts with the statements of Ali et al (2013), who states that work load is negatively related with performance of employee. Thus the study rejects the null hypothesis that states there is a negative and significant relationship with performance.

**Work Life Balance (WLB):** work life balance was found to be statistically significant at 5% significance level and showed a positive a positive relationship with performance of the employees. For a 0.119 increase in work life balance, employee performance increases by 1 unit, keeping other factors constant. Therefore, when support to balance employees' work and personal life; less interference of work with their personal life; and supervisors' understanding for critical matters of employees is improved, employee performance is likely to increase. Thus, the study failed to reject the null hypothesis by stating that there is a positive and significant relationship between work life balance and employee performance.

**Violence, Harassment and Discrimination (VHD):** violence, harassment and discrimination in the work place were found to have a value of 0.123, which shows an insignificant value. Thus, the study rejects the null hypothesis that states violence, harassment, and discrimination has a significant and negative relationship with employee performance.

**Training (TRA):** training in the organization had a value of 0.650, which shows an insignificant value. Thus, the study rejects the null hypothesis that states training has a significant and positive relationship with employee performance.

**Association and Collective Bargaining (ACB):** Association and collective bargaining was found to be statistically significant at 5% significance level and had a positive relationship with employee performance. For a 0.198 increase in association and collective bargaining employee performance increases by 1 unit, keeping other factors constant. Therefore, when employees freely join union, employer shows good perception to the issues of the union are improved, employee performance is likely to increase as well.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary

The study was undertaken to assess the effect of working condition factors on employee performance. With this intent, the study reviewed literature and assessed for working condition factors that affect employee's performance. The study investigated the employees of Ayka Addis Textile and Investment Group PLC, and mainly focused on the operational level employees who are associated with the activity of production for the main products of the factory. The study analyzed 346 questionnaires in finding its observation. The measure of employee performance was based on quantity, quality, timeliness, cost effectiveness, creativity, absences and adherence to policy, while working conditions covered occupational health and safety, working time, wage and income, welfare facilities, work organization, work load, work life balance, violence, harassment and discrimination; training, association and collective bargaining. A regression analysis was employed in analyzing the effect of working conditions (independent variable) on employee performance (dependent). The result showed that all the variables had a positive and relationship with employee performance. With the exception of variables violence, harassment and discrimination; and training, all were statistically significant. In addition, measures of central tendency and dispersion were used to understand the scores of each variable and it was observed that with the exception of welfare facilities and working time, which deemed to be moderate, the remaining variables resulted in low scores.

#### 5.2 Conclusion

It can be deduced from the study that the independent variables in the study, with the exception of working time and welfare services, were low in their overall aspects and therefore the dependent variable, employee performance, showed a low score as well too. All the variables showed moderate correlation with employee performance with values ranging between 0.5 up to 0.7. Furthermore, among the variables, the top three which had the largest values of influence were association and collective bargaining; work organization and work load. The bottom two variables with the least form of influence were violence, harassment and discrimination; and training. In addition these least influencing variables were also found to be insignificant.

### 5.3 Recommendation

In achieving and succeeding in better performance, organizations should adhere to the better conditions of work their employees face. Thus, working conditions pertaining in the working environment for employees are vital for productivity growth and performance of the organization. In this study, conducted on Ayka Addis Textile and Investment Group PLC, almost all of the factors of work conditions were found to be low and that employee performance itself was affected by these circumstances. Therefore, this section recommends the improvements to be made with the work premises the employees carry out their tasks and duties in.

**Occupational Health and Safety:** the organization currently makes a satisfactory level of available and staffed infirmary with its equipment and firefighting facilities easy reach to workers. In order to change the satisfactory level into an excellent level, the organization should add other required items to the infirmary and make sure that firefighting facilities are available at every floor within easy reach to employees. Work station and seating facilities comfort and safety should be free from materials causing discomfort and holding the employee at a safety risk. Work environment (in terms of lighting, noise level, temperature and ventilation) should be made sure that they stay at an acceptable level so as employees don't get distracted or bothered by them on their job. Lastly, more regular checks on health and safety issues by the organization should be done on environmental surroundings of the work premises and facilities, so as to ensure their employees work in safe and comfortable surroundings.

**Work Time:** to change the conditions of sufficient annual leave with pay and regular hours being within the legal limit from satisfactory level to an improved level, organization should ensure always that employees work with in the regular hours of work and that all employees receive appropriate annual leaves. Furthermore, the organization should make sure that employees get enough rest per week and that the hours of overtime don't exceed 2 hours and that the employees receive a better compensation for the overtime work they have worked.

**Wage and Income:** the organization should make review of the wages and incomes employees currently receive and make improvements in that their income is in accordance with their efforts, competitive with similar industries and that the minimum wage requirement is met.

**Welfare Facilities:** the current state of providing safe drinking water and having adequate and accessible toilets and hand washing facilities to employees is very good. The organization should increase the availability of changing rooms for employees to use for changing their work wear to regular clothes. Availability of dining areas is satisfactory, but in order to be excellent, organization should make more areas for dining

**Work organization:** the assignments and tasks of work being clear and pace of work were satisfactory. To transform this into an admirable level, managers and supervisors should make job orders simple and clear enough to be an easily carried out task and check for hindrances in the line of work that slow down the pace of work and solve them. Furthermore, it is recommended to make the different employees' skills mix well with the required job, ensure that numbers of people working on task are enough and plan the layout of work in a way that can facilitate coordination and team work.

**Work load:** to make sure that employees don't get burdened with over load of task, it is important to match employees skills with the work assigned, and that it can be finished within the time provided. Furthermore, it is important to ascertain that tasks are distributed equally to every employee so that workers don't stress on work handed to them.

**Work Life Balance:** the organization should show efforts in the willingness of assisting employees in balancing their daily work and family roles. This can be done by making sure employees feel at ease juggling their personal life and their work roles. In addition, supervisors should give considerations to critical matters employees might encounter in their personal lives.

**Violence, Harassment, and Discrimination:** management and people in supervisory roles should help prevent the deeds of violence, harassment and discrimination, and let it be known to all that no action of such kind is tolerated.

**Training:** in order to increase the skills of employees and show dedication to their work, management should provide trainings of work in relation to skill and held them frequently. In addition, the organization should make trainings on work ethic to employees in order to increase commitment.

**Association and bargaining power:** the organization should require employees to join trade unions and should make more effort in perceiving and handling union's questions and efforts in bargaining and resolving work related issues well, so as to make discussions with these trade unions on ways to improve their negative perceptions they encounter.

#### **5.4 Direction for Further studies**

This study was conducted to assess the effects of working conditions on the performance of employees. The study was conducted on operational employees of Ayka Addis Textile and Investment Group PLC and was within the characters of the organization. Therefore, the researcher suggests that other researchers make assessment on other organizations and sectors of the economy. Furthermore, comparative analysis in working conditions among the different sectors of the economy is suggested by the researcher.

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# Appendix

**Addis Ababa University**

**College of Business and Economics**

**MBA Program**

Dear respondents: This questionnaire is prepared for a research study purpose entitled “Effect of working conditions on employee’s performance”. The expected respondents for this questionnaire will be Operational Employees of Ayka Addis. The researcher asks respondents to give sincere and accurate data to make proper analysis of. The researcher would like to note that data will be kept confidential and will only be used for study purpose. I would like to thank you in advance for your honest cooperation.

Put an “X” on your choice of agreement.

Section one: Demographic Information

1. Gender: Male \_\_\_\_\_ Female \_\_\_\_\_

2. Age 18-25 \_\_\_\_\_ 26-30 \_\_\_\_\_ 31-40 \_\_\_\_\_ 41-50 \_\_\_\_\_

Above51 \_\_\_\_\_

3. Marital Status: Married \_\_\_\_\_ Single \_\_\_\_\_

4. What is the highest level of education you have completed?

Under grade 12<sup>th</sup> \_\_\_\_\_ Grade 12<sup>th</sup> \_\_\_\_\_ Certificate \_\_\_\_\_

The table that follows in the next section consist list of items, Please put “X” mark for every statement based on your level of agreement.

5: Strongly agree

4: Agree

3: Neutral

2: Disagree

1: Strongly Disagree

	<b>Description of Items</b>	5	4	3	2	1
No	<b>1. Occupational Safety and Health issues</b>					
1.1	Working environment such as lighting, noise level, temperature and ventilation are acceptable					
1.2	Workplace has adequate fire-fighting equipment and within easy reach of workers					
1.3	Work station and seating facility are comfortable to work in					
1.4	Workplace has an adequately equipped and staffed infirmary					
1.5	Health and safety regular checks are made by the organization					
	<b>2. Working Hours/Time</b>					
2.1	Regular daily or weekly working hours are always within the legal limit					
2.2.	Employer gives workers at least 24 consecutive hours off per week					
2.3	I am granted an annual pay leave for my work					
2.4	My overtime work is two hours or less and well compensated of					
	<b>3. Wages and Income</b>					
3.1	Employer pays workers at least minimum wage for ordinary hours of work					
3.2	Considering all my efforts and achievements in my job, I feel I get paid appropriately					
3.3	I feel I am adequately paid compared to similar employees within the industry					
	<b>4. Welfare Facilities</b>					
4.1	Workplace has adequate accessible toilets and hand washing facilities					
4.2	Employer provides workers enough free safe drinking water					
4.3	Workplace has adequate changing rooms					
4.4	Workplace has adequate space for dining and rest areas					
	<b>5. Work Organization and Job Content</b>					
5.1	Assignments and tasks of work are clear					
5.2	Skill mix of other workers on the job is sufficient					

5.3	Number of people performing a job is adequate					
5.4	Layout of work is well planned					
5.5	Pace of work ( in assembly line) is satisfactory					
	<b>6. Workload</b>					
6.1	Workload can be finished in given time					
6.2	Work is well matched with my personal skills					
6.3	Workload is evenly distributed so it does not pile up					
	<b>7. Work Life balance</b>					
7.1	Support exists at work to balance my work and personal life					
7.2	Work doesn't interfere with my time for family and friends					
7.3	My supervisor would let me leave work early if I needed to address critical personal matters					
	<b>8. Violence, Harassment and Discrimination</b>					
8.1	Violence(verbal abuse, emotional threat, physical attack, misuse of power) doesn't prevail in work place					
8.2	Sexual Harassment in work place doesn't prevail in work place					
8.3	Discrimination ( based on gender, age, religion, ethnicity) doesn't prevail in workplace					
	<b>9. Training</b>					
9.1	I get sufficient training for my job					
9.2	I have received proper induction into my job					
9.3	Company invests in employees through training of work ethics and commitment					
	<b>10. Freedom of Association and Collective Bargaining</b>					
10.1	Workers can freely join and form a union					
10.2	Unions can freely form and join federations and confederations of their choice					
10.3	Employer requires workers to join a union					
10.4	Employer perceives and handles unions questions and efforts in bargaining and resolving work related issues well					

	<b>Performance</b>					
11.1	I meet the target quantity required by the organization					
11.2	I produce products that are free from defects					
11.3	I take the appropriate amount of time to complete my tasks					
11.4	I produce good results with low cost to the organization					
11.5	I am present on work on a regular basis					
11.6	I generate ideas and better ways of doing work					
11.7	My work goals are well aligned with that of the company's					

አዲስ አበባ ዩኒቨርሲቲ

የድረ ምረቃ ትምህርት ቤት

የቢዝነስ አስተዳደር ትምህርት ክፍል

የሠራተኞች የስራ ሁኔታ በስራ ችሎታቸው ላይ ያለውን ተጽእኖ ለማጥናት ያዘጋጀሁትን መጠይቅ ለመሙላት ለሚተባበሩኝ የ አይካ አዲስ ተቀጣሪዎችን በቅድምያ ምስጋናየን እያቀረኩ ከዚህ በታች ባለው እና ቀጥሎ ባሉት ግጾች የተቀመጡት ጥያቄዎች ስለስራ ሁኔታ ያላችሁን አመለካከት በመስማማት እና ባለመስማማት የምትገልጹት ነው ስለዚህም ያልዎትን ሃሳብ በቀኝ በኩል በተቀመጡት ሳጥኖች የራይት ምልክት(✓) በማስቀመጥ እንዲገልጹ በትህትና እጠይቃለሁ።

የግል መረጃ (የምላሽ ሰጪዎች መረጃ) በተመለከተ

1. ፆታ ወንድ \_\_\_\_\_ ሴት \_\_\_\_\_
2. ዕድሜ 18-25 \_\_\_\_\_ 26-30 \_\_\_\_\_ 31-40 \_\_\_\_\_ 41-50 \_\_\_\_\_ ከ 51 በላይ \_\_\_\_\_
3. የጋብቻ ሁኔታ ያላገባ \_\_\_\_\_ ያገባ \_\_\_\_\_
4. የትምህርት ደረጃ ከ12 በታች \_\_\_\_\_ ሰርተፊኬት \_\_\_\_\_

- 5=እጅግ እስማማለሁ
- 4=እስማማለሁ
- 3=ገለልተኛ ነኝ
- 2=አልስማማም
- 1=እጅግ አልስማማም

		5	4	3	2	1
	የስራ ጥንቃቄ እና ጤንነት					
1	የመስሪያ አካባቢ አንድ ብርሃን የድምፅ መጠን የሙቀት መጠን እንዲሁም የአየር ማናፈሻዎች ተስማሚ ናቸው					
2	የስራ ቦታ በቂ የሆነ የእሳት መከላከያና ማጥፊያ ቁሳቁሶችን ያሟላ እንዲሁም ለሠራተኞች በቀላሉ መደረስ የሚችል ነው					
3	መስሪያ ቦታ እና መቀመጫ ስራ ለመስራት ምቹ ናቸው					
4	የስራ ቦታ በቂ የሆነ መለስተኛ ክሊኒክ አለው					
5	ድርጅቱ የጤና እና የጥንቃቄ ጉዳዮችን ይከታተላል					
	የስራ ሰዓት					
6	መደበኛ የዕለታዊ ወይም ሳምንታዊ የስራ ሰዓት ከህጋዊው ስርአት አያልፍም					
7	አሰሪ ለሰራተኞች የተከታታይ 24 ሰዓታት እረፍት በሳምንት ውስጥ ይሰጣል					
8	ክፍያ ያለው አመታዊ እረፍት ይሰጠኛል					

9	ከስራ ሰዓት በላይ የሚሰራ ስራ ከሁለት ሰዓት በላይ ያላለፈ እንዲሁም በቂ ክፍያ ያለው ነው					
	ደሞዝ እና ገቢ					
10	አሰሪ ሠራተኞችን ቢያንስ አስፈላጊ ደሞዝ ለመደብኛ ስራ ይከፍላል					
11	የስራ ክንውኑን ድካሜን እና ጥረቴን ያገናዘበ ተገቢ ክፍያ አገኛለሁ					
12	ከሌሎች ተመሳሳይ የልብስ ስፊት ድርጅቶች ሠራተኞች ሲንገፃፀር በቂ እና ተመጣጣኝ ይከፈላል ብዬ አስባለሁ					
	የደህንነት አመችቻች አቅርቦት					
13	የስራ ቦታ በቂ እና በቀላሉ የሚደረስ መፅዳጃና የእጅ መታጠቢያ ቦታዎች አሉት					
14	ስራ ቦታ በቂ የሆነ የንፁህ ውሃ መጠጫ አቅራቢ አለው					
15	የስራ ቦታ በቂ የሆነ ይመቀደርያ ክፍሎች አሉት					
16	የስራ ቦታ በቂ የሆነ የመመገቢያ እና የማረፊያ ቦታ አለው					
	የስራ አደረጃጀት እና ይዘት					
17	የሚሠጠኝ ስራ እና የሚጠየቅብኝ ክንውን ግልፅ ነው					
18	የሌሎች ሠራተኞች የችሎታ ድምር ለስራ መፈፀሚያ በቂ ነው					
19	ስራ ለመፈፀም ያለው የሰው ሃይል ብዛት በቂ ነው					
20	የስራ አቀማመጥ እና አደረጃጀት በተገቢው የታሰበ ነው					
21	በመስመር ላይ የስራ አፈፃፀም ፍጥነት በቂ ነው					
	የስራ ጫና					
22	የሚሰጠኝ የስራ ጫና በተሰጠው ሰዓት እና ጊዜ መፈፀም የሚችል ነው					
23	የሚሰጠኝ ስራ ከግል ችሎታዬ ጋር የተመጣጠነ ነው					
24	ስራ እንዳይከመር የስራ ጫና እኩል የተከፋፈለ ነው					
	የስራና የኑሮ ሚዛን					
25	በስራ ቦታ የግል ኑሮዬን እና ስራዬን ሚዛን ለመጠበቅ ድጋፍ አለ					
26	ስራዬ ከቤተሰብ እና ከጓደኞቼ ጋር ባለኝ ጊዜ ጣልቃ ይገባል					
27	አሳሳቢ የግል ጉዳይ ቢያጋጥምኝ የበላይ ተቆጣጣሪዬ ከስራዬ በግዜ እንድሄድ ይፈቅድልኛል					
	ሃይል፣ ጥቃት እና መለያየት					
28	ሃይል እንደ የቃል ስድብ ፣ ስሜትን የሚነካ ቁጥ፣አካላዊ ጥቃት፣ያለአግባብ ስልጣንን መጠቀም በስራ ቦታ ላይ አይስተዋልም					
29	ፆታዊ ጥቃት በስራ ላይ አይስተዋልም					
30	አድሎ ( በፆታ፣በዕድሜ፣ በሃይማኖት) በስራ ቦታ አይስተዋልም					
	ስልጠና					
31	ለስራዬ የሚረዳኝ በቂ የሆነ ስልጠና አገኛለሁ					
32	ለስራዬ ተገቢ የሆነ ስርዓት አግኝቻለሁ					

33	ድርጅቱ ለሠራተኞች በስልጠና መልክ ገንዘብ ያውላል					
	የሠራተኞች ማህበር እና ድርድር					
34	ሠራተኞች በነፃነት ማህበር መመስረትና መቀላቀል ይችላሉ					
35	የሠራተኞች ማህበር ከሌሎች ማህበራት ጋር ተደራጅቶ መቋቋም እና መቀላቀል ይችላሉ					
36	አሠሪ በማህበሩ የሚነሱ ከስራ ጋር ተያያዥነት ያላቸው የመደራደርያና የአወሳሰን ጉዳዮችን በጥሩ ሁኔታ የሚገነዘብ እና የሚያስተናግድ ነው					
37	ድርጅቱ ሠራተኞች ማህበር እንዲቀላቀሉ ይፈልጋል					
	የስራ አፈፃፀም					
38	በድርጅቱ የሚወሰነው የምርት ግብ አሟላላሁ					
39	ከእርማት ነፃ የሆኑ ምርቶችን አመርታለሁ					
40	የተሰጠኝን ስራ በተገቢው ሰዓት እጨርሳለሁ					
41	ድርጅቱን ቢዙ ወጪ ሳለስወጣ ጥሩ ውጤት አሳያለሁ					
42	በስራ ገበታዬ ላይ ሁልጊዜ እገኛለሁ					
43	ስራን በተሻለ ሁኔታ ለመስራት ሃሳቦችን አቀርባለሁ					
44	የግል አላማዬ ከድርጅቱ አላማ ጋር የተቆራኘ ነው					

### Correlations

		OSH	WT	WI	WF	WO	WL	WLB	VHD	TRA	ACB	EP
OSH	Pearson Correlation	1	.603**	.557**	.419**	.491**	.479**	.526**	.416**	.467**	.471**	.657**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
WT	Pearson Correlation	.603**	1	.444**	.330**	.477**	.440**	.415**	.424**	.287**	.366**	.581**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
WI	Pearson Correlation	.557**	.444**	1	.242**	.422**	.482**	.523**	.408**	.552**	.500**	.611**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
WF	Pearson Correlation	.419**	.330**	.242**	1	.449**	.383**	.364**	.228**	.208**	.378**	.522**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
WO	Pearson Correlation	.491**	.477**	.422**	.449**	1	.588**	.452**	.443**	.505**	.441**	.659**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
WL	Pearson Correlation	.479**	.440**	.482**	.383**	.588**	1	.501**	.405**	.461**	.429**	.641**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
WLB	Pearson Correlation	.526**	.415**	.523**	.364**	.452**	.501**	1	.490**	.493**	.481**	.626**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
VHD	Pearson Correlation	.416**	.424**	.408**	.228**	.443**	.405**	.490**	1	.480**	.386**	.513**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
TRA	Pearson Correlation	.467**	.287**	.552**	.208**	.505**	.461**	.493**	.480**	1	.541**	.550**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	N	346	346	346	346	346	346	346	346	346	346	346
ACB	Pearson Correlation	.471**	.366**	.500**	.378**	.441**	.429**	.481**	.386**	.541**	1	.637**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	346	346	346	346	346	346	346	346	346	346	346
EP	Pearson Correlation	.657**	.581**	.611**	.522**	.659**	.641**	.626**	.513**	.550**	.637**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	346	346	346	346	346	346	346	346	346	346	346

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

## Regression

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.859 <sup>a</sup>	.737	.729	2.56569

a. Predictors: (Constant), ACB, WT, WF, VHD, WL, WI, WLB, TRA, WO, OSH

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6181.736	10	618.174	93.908	.000 <sup>b</sup>
	Residual	2205.235	336	6.583		
	Total	8386.971	346			

a. Dependent Variable: EP

b. Predictors: (Constant), ACB, WT, WF, VHD, WL, WI, WLB, TRA, WO, OSH

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.512	.727		3.454	.001
	OSH	.132	.045	.122	2.946	.003
	WT	.145	.050	.110	2.897	.004
	WI	.168	.053	.124	3.177	.002
	WF	.185	.046	.137	4.047	.000
	WO	.197	.046	.172	4.324	.000
	WL	.237	.062	.145	3.810	.000
	WLB	.200	.064	.119	3.114	.002
	VHD	.082	.053	.055	1.547	.123
	TRA	.030	.065	.018	.454	.650
	ACB	.254	.047	.198	5.351	.000

a. Dependent Variable: EP