



**Addis Ababa University**  
**College of Business and Economics**  
**Department of Management**

**Thesis on:**

**Effect of Job Design on Employee Performance:-The Mediating Role  
of Job Satisfaction: the case of Joshua Multi-purpose cooperative  
Limited Liability Society and Awach Saving and Credit Primary  
Cooperative Society Ltd**

**In Partial Fulfillment of the Masters of Science in Management**

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**Advisor:Lakew Alemu (PhD)**

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**Addis Ababa, Ethiopia**

## Declaration

I, the undersigned, declare that this study entitled “**Effect of Job Design on Employee Performance, The Mediating Role of Job Satisfaction: the case of Joshua Multi-purpose cooperative Limited Liability Society and Awach Saving and Credit Primary Cooperative Society Ltd.**” is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the study have been duly acknowledged.

Declared By:

Name: Henok Chala Dosso

Signature \_\_\_\_\_

Date \_\_\_\_\_

## Statement of Certificate

This is to certify that Henok Chala Dosso has carried out his research work on the topic entitled, **“Effect of Job Design on Employee Performance, The Mediating Role of Job Satisfaction: the case of Joshua Multi-purpose cooperative Limited Liability Society and Awach Saving and Credit Primary Cooperative Society Ltd”**. The work is suitable for submission for the award of the Degree of Master in Science of Management at Addis Ababa University.

Research Advisor: Lakew Alemu (PhD)

Signature \_\_\_\_\_

Date \_\_\_\_\_

## Statement of Certification of Originality and Quality

This thesis, written by Henok Chala Dosso, entitled “**Effect of Job Design on Employee Performance, The Mediating Role of Job Satisfaction: the case of Joshua Multi-purpose cooperative Limited Liability Society and Awach Saving and Credit Primary Cooperative Society Ltd**” submitted in partial fulfillment of the requirements for the degree of Master in Management Science complies with the regulation of the University and meets the acceptable standards.

Approved by Board of Examiners

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## Table of Contents

Declaration.....	ii
Statement of Certificate.....	iii
Statement of Certification of Originality and Quality .....	iv
Acknowledgements.....	v
List of Figure.....	viii
List of Table .....	ix
Abstract.....	x
CHAPTER ONE .....	1
1. INTRODUCTION.....	1
1.1. Background of the study.....	1
1.2. Rational of the study.....	5
1.3. Statement of the problem .....	6
1.4. Research questions .....	8
1.5. Objective of the study.....	9
1.6. Scope of the study .....	9
1.7. Significance of the study.....	10
1.8. Limitations of the Study.....	11
1.9. Organization of the study .....	11
1.10. Definition of working terms or concepts .....	12
CHAPTER TWO .....	14
2.LITERATURE REVIEW .....	14
2.1. Literature Review.....	14
2.2. Introduction .....	14
2.3. Theoretical review .....	15
2.3.1. Concept of job design .....	16
2.3.2. Job characteristics model (JCM) .....	17
2.3.3. Job satisfaction.....	20
2.3.4. Employee performance.....	21
2.4. Empirical literature .....	22
2.5. Proposed model.....	24
CHAPTER THREE .....	28
3. RESEARCH METHODOLOGY .....	28
3.1. Introduction .....	28
3.2. Research approach.....	28
3.3. The Study Area.....	29
3.4. Research Design.....	29
3.5. Sampling design .....	30
3.6. Data Sources, Instrument and Collection.....	30
3.6.1. Methods of data source and type.....	30

3.6.2. Methods of Instruments .....	31
3.7. Methods of analysis .....	32
3.7.1 Methods of data management .....	32
3.8. Validity and Reliability.....	33
3.9. Ethical considerations .....	34
CHAPTER FOUR .....	35
4. DATA ANALYSIS, INTERPRETATION, AND DISCUSSION .....	35
4.1. Introduction .....	35
4.2. Sample and Response Rate .....	36
4.3 Analysis on Demographic Data .....	36
4.4. Analysis on non-personal Data .....	39
4.5. Descriptive Statistics of the Study Variables.....	39
4.6. Descriptive Statistics of the Study Variables.....	43
4.7. Reliability.....	45
4.5. Correlation Analysis .....	46
4.6. Test for Assumptions of Linear Regression Model/Regression Diagnostics .....	48
4.6.1. Linearity Test.....	48
4.6.2 Normality Test.....	49
4.6.3. Multi-Collinearity Test .....	51
4.6.4 Test of Homoscedasticity.....	52
4.7. Testing the Research Hypothesis .....	53
4.7.1 Regression Model Specification .....	53
4.8. Regression Analysis.....	54
4.8.1 Analysis of Variance (ANOVA).....	55
4.8.2 Coefficient of Variables .....	56
4.9. Discussion.....	57
CHAPTER FIVE .....	60
5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION .....	60
5.1. Summary of Findings.....	60
5.2 Conclusion.....	61
5.3 Recommendation.....	62
5.4 Limitation and future research direction.....	63
Reference .....	64
Annex I .....	69

## List of Figure

	<b>Page</b>
Figure 1: Proposed model.....	34
Figure 2: Scatter Plot.....	52
Figure 3: Normality and Linearity Graphs.....	53

## List of Table

	<b>Page</b>
Table 1: Frequency and Percentage of Demographic variable: Respondent age .....	42
Table 2: Frequency and Percentage of Demographic variable: Sex distribution of respondent..	43
Table 3: Frequency and Percentage of Demographic variable: Educational qualification of Respondent.....	43
Table 4: Frequency and Percentage of Demographic variable: Years of service.....	44
Table 5: Descriptive statistical values of: Job autonomy .....	45
Table 6: Descriptive statistical values of: Task variety.....	46
Table 7: Descriptive statistical values of: Task significance.....	47
Table 8: Descriptive statistical values of: Task identity .....	47
Table 9: Descriptive statistical values of: Skill variety.....	48
Table 10: Descriptive statistical values of: Feedback.....	48
Table 11: Descriptive statics of study variable.....	49
Table 12: Cronbach's Alpha .....	50
Table 13: Pearson Correlation Matrix.....	50
Table 14: Pearson Correlation Matrix .....	55
Table 15: Model Summery.....	57
Table 16: ANOVA <sup>a</sup> .....	59
Table 17: Coefficients <sup>a</sup> .....	58

## **Abstract**

*Employment performance is one of the key elements in organizational human resource management. Enhancing employee performance is vital in achieving overall organizational performance. To do so, job design will help to cultivate and enhance employee performance to a higher level by raising employee job satisfaction. Especially in our country, lack of well-designed jobs creates multi-lateral effects on human capital both in job satisfaction as well as employee performance. The purpose of the study was to measure the effect of job design on employee performance with the mediation effect of job satisfaction.*

*The research investigated the Effect of job design on employees' performance at Joshua Multi-purpose cooperative Society Limited Liability and Awach Saving and Credit Primary Cooperative Society Ltd; and which factors of job design highly influence on employees' performance in the organizations. The study focused on motivating performance through job design. It is experienced and known that well-designed jobs can have a positive effect on both job satisfaction as well as the quality of employee performance.*

*The study conducted by using a total census of both organizations. Structured and a 5-point Likert Scale JCM standard questionnaire (Job Diagnostic Survey (JDS)) adopted to analyze quantitatively task performance of employees, with the mediating role of job satisfaction. Both descriptive and explanatory research design implemented to describe the characteristics of the variables. Data analyzed by using descriptive statistics including means, median, and standard deviation. Inferential statistical tools like linear regression and correlation used.*

*The overall results of hypotheses testing indicated that the effect of job characteristics on job design is positive and significant. It is also confirmed that the effect of job design on employee job satisfaction as well as the effect of job satisfaction on employee performance is positive and significant. The mediating role of employee job satisfaction in the relationship between job design and employee job performance the results showed a mediating role and significant. Thus, job design has effect on employee performance.*

*Since employee job performance is not a one time job, cooperatives should periodically revise and improve its job characteristics, job design, job satisfaction and check employee job performance levels regularly.*

# CHAPTER ONE

## 1. INTRODUCTION

This chapter briefly introduces the overall research. This introductory chapter entails mainly background, rational of the study, statement of the problem, research questions, objectives, significance, scope and organization of the study.

### 1.1. Background of the study

Employee performance is an important concept to realizediverse organizational concerns like profitability, employee retention, productivity, safety, customer satisfaction, and many others. Nowadays,to augment their performance organizations execute different tools. Job design is one of the important tools that help to create a positive Effect on employee performance. The method used to increase job satisfaction, which ultimately increases employee performance(Garg &Rastogi, 2006).

Although the job design has several approaches most researchers use the Job Characteristics Model (JCM) as the major measuring instrument. It has five dimensions skill variety, task identity, task significance, job autonomy, and feedback. It is one of the best, most used, and comprehensive approach to study job design. The research adopted one of the prominent and valid approaches to the job characteristics model. On the other hand to see employee performance the research assumed Individual Work Performance (IWP) under which Task performance measured. (Villagrasa, Río, Koopmans, Linda, 2019).

Job design has several job design approaches or theories. The first theory was mainly related to individual job design that was Two Factor Theory. Later on job enrichment, job engineering,

quality of work-life, socio-technical designs, the social information processing approach (SIPA), and the job characteristics approach developed (Ali & Rehman, 2014).

One of the most important functions of Human Resource Management is job design. It indicates the designing of contents, methods, functions of a job (Ali & Aroosiya, 2009). Jobs must be specific to achieve organizational goals through employee performance. So job content is important because it shows the main functions and key performance area. On the other hand job, function signifies the routine set of tasks or activities assumed by a person in that specific position. The method of job design, job specification, job rotation, and job enlargement is the major elements; which are among the important human resource management tools. Job specification implies that a job must be simplified and specialized. Job rotation shows the systematic movement of employees from one job to the other. Job enlargement means expanding the scope of the job. So in thinking about a job design its contents, methods, and functions are important in achieving the intended organizational objective through their human capital. This makes the concept of job design important and contemporary tools of human resource management.

According to Opatha (2002), 'Job design is the functions of arranging tasks, duties, and responsibilities into an organizational unit of work'. To improve human capital performance it needs arranged tasks and duties, these tasks and duties must be followed by responsibility. Tasks and duties with their respective responsibility can form job design functions. Organizations through systematic arranged tasks and duties can improve employee performance via job satisfaction.

A research done by Malkanthi and Ali(2016) the People's Banks of Ampara District showed a positive relationship between Job Design and Employees' Performance. The study found that relationship was significant (correlation coefficient was 0.958, that was significant at 0.01 level) implying that each branch should adopt an effective skill variety, task identity, task significant , autonomy, and feedback to improve employee's performance. The researchers further indicated the degree of the quality level of Job Design and Employees' Performance are moderate level as the Mean values for job design and employee performance are 3.7179 and 3.7833 respectively. Generally, the study suggests that improving Job Design factors to upgrade the employees' Performance is essential.

One of the methods that helped out employees to reach a higher performance level is creating job satisfaction. When we say satisfaction it refers to how content or satisfied employees with their jobs(Abid, Sarwar, Imran, Jabbar, & Hannan, 2013).

The Individual Work Performance (IWP) as mentioned by Koopmans (2015) used in this research and assessed employee performance. IWP has three main dimensions task performance, contextual performance, and counterproductive work behavior. Task performance will be adopted to consider employee performance in this research. Task performance describes the core job responsibilities of employees in specific work outcomes and deliverables. The idea of job design-related directly with job design; for that reason, the researcher used task performance as a measuring tool.

Using job satisfaction as a mediating role helped the researcher to see the effect of job design on employee performances. Mediating factors are described as "A mediating variable is relevant whenever a researcher wants to understand the process by which two variables are related, such

that one variable causes a mediating variable which then causes a dependent variable.” So using job satisfaction facilitated the researcher to understand how the two variables are related (MacKinnon, 2011).

There are very few studies carried out in Ethiopia in association with job design; most of the research carried out focused on motivation, engagement, and/or job design without the mediating role of job satisfaction. Furthermost of the research carried out covers in the area of banks and other big institutions Tesfamariam (2015). Though business areas of cooperatives like Joshua Multi-purpose cooperative SLL and Awach Saving and Credit Primary Cooperative Society Ltd are contributing high to the county’s GDP and job creation, but not researched their areas of employee performance from a job design perspective.

So it is possible to note that no prior studies were carried out on job design with employee performance regarding cooperatives Ali, Nisbat and Rehman (2014). It seems that there is a gap in this knowledge about testing the relationship between job design and cooperative employees’ performance. The paper focused on addressing basics research problems of the subject under study: How can job design maximize employee performance through the mediating role of job satisfaction?

Researching job design and employee performance in a cooperative perspective will help the sector in addressing issues related to stated problems. It also helps other researchers to study in the area of job design and employee performance by using other mediators.

The research is significant in identifying the relationship between the three constructed variables. It serve as an input for cooperative sector leaders in decision making by determining the influence level of the major building blocks of job design on employee performance

## **1.2. Rational of the study**

Cooperative societies have been instrumental in addressing economic and social issues in many countries for years. Cooperatives solve problems involving unemployment during the industrial revolution when the labor force was replaced by machinery as well as assisting low-income communities in developing countries. According to the united nation's estimate, the livelihood of nearly half of the world's population, 3 billion, was made secure by cooperatives enterprises (ICA, 2011). In Ethiopia, cooperatives have not proliferated as much as observed in other countries. According to the FCA report, 2006, there were only 19, 147 primary cooperative societies with a total member of 4.6 million. Since then the sector has grown faster and stronger, but there are so many structural and capacity problems. Among the capacity, problems are the inefficient and less productivity of labor forces who are engaged in the sector.

Among thereasons for less productivity is the practice of traditional task classification. As Griffin(1987) stated there should be a deliberate plan to be accomplished by one employee and which can be completed within the given period. In the sector, there are no job designsthat can enhance employee performance. The research helped to see and make improvements in job design and employee performance through the mediating role of job satisfaction.

A well-designed job needs to be realizedand practices among the cooperative sector. Through such organized job design, the sector can achieve a higher job satisfaction of their employees; which can lead to greater performance and corporate objective attainment. So job design is not something that is good to be done ratherthat ought to be.

### **1.3. Statement of the problem**

The cooperative sector has enormous economic contributions, like job creation and playing as an alternative job opportunity Kodama (2007). Job is one of the significant elements in the economy and needs to be considered carefully for its effectiveness. One of the best ways to make a job effective is to have a good job design. Effective job design can enhance job satisfaction. Job satisfaction creates high employee performance. So job design is one of the major elements in human resource management that needs to be addressed.

A study conducted to investigate the relationship between job design and employee performance, with a mediating role of job satisfaction indicate a positive relationship between job design and employee performance. The mediating effect of Job satisfaction also turns to be a positive effect on employee's performance (Ali & Zia, 2014).

In Ethiopia also cooperatives play a vital role in job creation as well as their economic contribution, and yet there is still a gap in human resource management tools like the practice of a good job design Veerakumaran (2007). Job design on employee performance is not well researched and noted. In Ethiopia, there is much undone on research in the area of job design to enhancing sectorial development. Research on human resource capital development in the area of job design is unnoticed. The Effect of job design on employee performance has not been clearly explored. Researching and exploring the relationship between job design and employee performance can help to fill the research gap and contribute to sectorial development. So it is important to research the gray zone in the Ethiopian cooperative sector in the expanses of job design on employee performance with a mediating role of job satisfaction.

Many of the previous studies have done in the cooperative sector were in the areas of employee motivation, customer satisfaction, employee performance, sectorial development, and other structural issues separately or in combination Tesfamariam (2015). Most of the research effort is given to the non-human capital factors; and little has been done on the issues of employee performance. The relationship between job design and employee performance in respect to task performance is not researched well.

As discussed in detail in the literature part of this study, there are studies undertaken on the relationship between job design and employee's performance with job satisfaction a mediating variables at various times taking different case studies Ali, Nisbat, and Rehman (2014) . So far, however, since I couldn't find any, there are no studies regarding the mediating role of job satisfaction on the relationship between job design and employee's performance generally in Ethiopia and particularly in the cooperative economic sector. On this effect the researcher found that there exist a gap in understanding and constructs of the three important variables.

One of the major gaps here is that the effect of job design on employee performance has not been addressed adequately by using job satisfaction as a mediating factor. There has not been done much to see the effect of job satisfaction as a mediating role between job design and performance Villagrasa, Barrada, Elena and Koopman (2019). One of the best ways to maximize human capital performance is dealing with the right job design; which generates satisfaction to attain employee performance. Among the building block of job design knowing which element has a significant effect on employee performance explored.

Just like other sectorial challenges of cooperatives, human capital should have to gain a lot of attention to enhance employee performances, job design should have to be considered in line

with the challenges of cooperative societies. Researching factors of job design that can contribute to employee performance are the other gap that needs to be addressed adequately.

The effect of job design on employee performance by mediating the role of job satisfaction is not studied and yet a very important factor for the growth and development of employee performance as well as organizational success. Articulated job design is vital, but not done in the sector as it is done for other sectors. Its effect on employee performance is not researched and studied adequately. Thus, to fill such gap more academic research that focuses on the relation of the above mentioned variables is very essential. As a part of a solution for the gap this work contributed as part of the many efforts. The paper focused on addressing the following research problems.

#### **1.4. Research questions**

The key research questions are:

1. Does Job Design have effect on Employees' Performance, with a mediating role of job satisfaction?
2. Does job satisfaction mediate the relationship between job design and employee performance?
3. Which factors of job design has a great effect on the performances of employees?
4. What are major job design factors that have effects and implications on employee performance in the case of cooperative sector?
5. Which factors of job characteristics has effect on job design?

Job design on employee performance is not well researched and noted. Thus while assessing related variables; some works have been done on job design and employee performance, but not

using job satisfaction as a mediating variable. This shows that gaps still exist. This research helped to investigate the gap in the relationship between job design and employee performance variables with the mediating role of job satisfaction. The researcher explored the effect of job design on employee performance while job satisfaction serves as a mediating variable.

### **1.5. Objective of the study**

The overall objective of the research is to define and understand the role of job design in employee performance maximization, job satisfaction as a mediating role. The main objective of the study is to investigate the effect of job design on employee performance of selected organizations by considering job satisfaction as a mediating role.

Strategic objectives include to:

- To examine how the effect of job characteristics on job design.
- To assess the effect of job design on job satisfaction
- To analyze the relationship between job satisfaction and employee performance
- To examine the relationship between job design and employee performance
- To analyze the mediating role of employee job satisfaction in the relationship between job design and employee performance in the case of Joshua multi-purpose cooperative and Awach Saving and Credit Primary Cooperative Society Ltd.

### **1.6. Scope of the study**

The study mainly focused on the effect of job design on employee performance. To see the effect of the independent variables on the dependent, the researcher used job satisfaction as a mediating role.

The research has been done in a case study in two cooperatives which is located in Addis Ababa Ethiopia, called Joshua Multi-purpose cooperative SLL and Awach Saving and Credit Primary Cooperative Society Ltd.

The literature review only covered areas related to the proposed title and some organizational documents of both Joshua Multi-purpose cooperative and Awach Saving and Credit Primary Cooperative Society Ltd.

Data collected from entire population of the study, questionnaire survey coded into SPSS 23 format and checked for validity and reliability. The researcher used preliminary data analysis and done using SPSS 23.

### **1.7. Significance of the study**

This topic is chosen because of the increasing importance of human resource management is vital in any organization. There are no previous studies conducted on the mediating role of job satisfaction on the relation between job design and employee's performance in Ethiopian cooperative context in general. Therefore, the study can serve as a baseline and secondary source of data for those who want to pursue further study in this specific area. The research is significant in identifying the relationship between job design and job satisfaction. The relationship that identified between the three constructed variables will help future researcher to explore more on the relationship between job satisfaction and employee performance; job satisfaction as a mediating variable. It will serve as an input for cooperative sector leaders in decision making process. And further, other academicians and future researchers may carry out on the aspects of the study.

## **1.8. Limitations of the Study**

As it is interesting to study the effect of job design on employee performance, but it has its limitation; which states as follows:-

- Given the area is not that much deeply studied, it created a lack of up-to-date literature in the area. For this, the researcher looks at different means to find up-to-date literature in the area.
- The literature on the subject matter, especially job satisfaction as a mediating role is not available in a sufficient amount. Looking exhaustively on literature focus on job satisfaction as a mediating role was given priority, but also considering other different mediating factor trends got helpful.

## **1.9. Organization of the study**

This study contains five chapters as summarized below;

Chapter One: “Introduction”. This section of the study provides an overview of the background to this study. It presents the background, rationale of the study, statement of the problem, significance of the study, research questions and objectives.

Chapter Two: “Literature Review”. This chapter discusses the theoretical backgrounds of job design, job performance and the mediating variable so called job satisfaction. Moreover, the chapter focuses on defining and elaborating the three variables in depth to reflect the specific interest of this study. The chapter wraps up by discussing the conceptual framework of the study.

Chapter Three: “Research Design and Methodology”. It introduces the theoretical assumptions of the methodological procedures that were used to conduct this research. In this chapter method of data collection, research methodology, design, and analysis approaches are highlighted.

Chapter Four: “Data Analysis, Interpretation and Discussion”. Data analysis of the study presented and explained in the study covered in this chapter.

Chapter Five: “Summary of Findings, Conclusion and Recommendations”. This chapter presents the finding, summary and conclusion of the study. Furthermore, the chapter ends by proposing areas for future studies.

### **1.10. Definition of working terms or concepts**

Job designs according to (Ali & Aroosiya, 2009) “Job design is the way to organize the contents, methods, and relationship of jobs in to achieve organizational goals and objectives as well as the satisfaction of jobholders.”

Job design defines by incorporating important aspects that a job should include “A process of putting together various elements to form a job, bearing in mind organizational and individual worker requirements, as well as considerations of health, safety, and ergonomics.” The Idea of job design also helps the organization to think of a job from a different dynamic perspective. Considering and redesigning of job design is important in enhancing employee performance. (Abid, Sarwar, Imran, Jabbar, & Hannan, 2013)

The other definition of Job design encompasses jobs as a set of tasks which is a deliberate plan to be accomplished by one employee and which can accomplish it within the given time Griffin(1987). Overall organizational performance is bounded by time and limited resources; so thinking of mining human resource capacity is undeniable and necessary. To do so time is very

important in this competitive business environment; so Griffin(1987) definition of job design is important.

The working definition for this study will be a definition given byTorrington, Hall, Taylor, and Atkinson (2011) ‘Job design is the process of putting together a range of tasks, duties, and responsibilities to create a composite for individuals to undertake in their work and to regard as their own. It is crucial: not only is it the basis of individual satisfaction and achievement at work, it is necessary to get the job done efficiently, economically, reliably, and safely.’

Employee performance: Putterill and Rohrer(1995) state, performance is defined as it focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific period.

Employee satisfaction or job satisfaction is simply how content or satisfied employees with their jobs (Abid, Sarwar, Imran, Jabbar, & Hannan, 2013).

## **CHAPTER TWO**

### **2.LITERATURE REVIEW**

#### **2.1. Literature Review**

This chapter after a brief introduction about the study area followed by literature review of basic framework of the chapter that is theoretical and empirical literature reviews. The chapter concluded by crafting the conceptual proposed model with its literature review model creation.

#### **2.2.Introduction**

Today business environment is very dynamic, and organizations need to adjust their internal environment with the external one. It is very amazing that not only external environment is dynamic, but also internal environment is dynamic. Among the things that make the internal business environment dynamic is human capital. Human capital is one of the important resources of an organization, through which organizational objectives can be achieved. For this resonance, organization managers give considerable attention to their employees. According to (Abid, Sarwar,Imran,Jabbar, & Hannan, 2013) organizations show their attention and focuses by bountiful attention for issues like employee satisfaction, retention, turnover, Brain Drain, Job enrichment, job enlargement, job design, performance evaluation, and other human resource functions to keep the employees loyal to the organization.The ultimate cause for such focus is the need to enhance employee performance.

Job design is one of the major pillars of employee performance. Through a good structure job design, employees can develop an interest in their work; create more opportunities for training, more responsibility, and also a chance to get higher wages Braverman (1974).

The study used the job characteristics model of job design as a tool and a model to examine the relationship between job design and employee performance. As Sokoya(2000) stated considering the external and internal factors, it is important in many ways to manipulate job characteristics in employee performance.

### **2.3. Theoretical review**

From 1950 to 1970 there were two major theoretical development of job design. These were the two-factor theory (or motivation-hygiene) theory and job characteristics model of Hackman and Oldham (Parker & Wall, 1998). The job characteristics model is the one that most commonly used model. Later on, the socio-technical system approach developed at the Tavistock Institute of Human Relations In London. This approach has a separate subsystem of the social and technical systems in the organization.

Parker and Wall (1998) explained that the socio-technical system approach has difficulty attaining a coherent and comprehensive account of sociotechnical system theory. This sociotechnical system approach focus on group or teamwork proposes the development of an autonomous workgroup. On the other hand, the two-factor theory is weak to empirical tests, and as the authors mentioned the approach loses credibility for researchers.

The Hackman and Odham's(1976) model identified five key features work that helps make making jobs more satisfying for workers. The five key features of jobs are autonomy, skill variety, task identity, task significance, and feedback.

A Hackman and Odham's job characteristic is the most commonly used model and has been used by many researchers. The theory proves to be the best and all-rounded model to study about Job design and its effect on employees (Parker & Wall, 1998).

The working theory of this study's job design is Hackman and Wageman's job characteristics model. The model discusses the key features of a job that are autonomy, skill variety, task identity, task significance, and feedback. These features are among the important factors for job satisfaction, which lead employees ultimately to performance maximization.

Job satisfaction is connected with employee personal expectations of work with the actual outcome of it. It shows employee's attitude towards his work. According to Jex (2002) job satisfaction can contain three components, these are affective component (feeling about a job), cognitive component (belief regard to a job), and behavioral component (intention). These are important factors in boosting job satisfaction. The job satisfaction tool will help employees to achieve greater performance.

### **2.3.1. Concept of job design**

The idea of Job design first originated by Adam Smith (Zareen, Razzaq, & Mujtaba, 2013); since then the idea of job design has entertained by many scholars. Adam Smith laid a fundamental principle on the division of labor. He suggested the break down of making complex products into a series of simpler work. He further argued that the division of labor enhances efficiency.

Industrial Revolution from 1760 to around the mid of 1830s the contemporary approach to job design started to emerge in Great Britain. During the industrial revolution, the productions of goods were very important and production was on large scale. Industrial Revolution brought in the attention the concentration of labor force and how to organize and manage the workers for efficiency. This was the other important factor for the development of job design for efficiency in organizations (Parker & Wall, 1998).

Different job design theories have been also developed, and the area of job design is studied from different perspectives. According to scholars, the idea of job design publication goes back to the 1850s. The introduction of job design theory by Frederick W. Taylor was marked as the beginning of the formal introduction and formulation of job design theory. This father of scientific management states that job design should have to be in a way that works can do efficient, as he states “One Best Way” to do the job Pruijt (1997).

### **2.3.2. Job characteristics model (JCM)**

Job characteristics consist of five basic elements autonomy, skill variety, task identity, task significance, and feedback. These elements are building blocks of job design, they are very important in understanding the idea of job design.

Hackman and Oldham examine several factors related to job satisfaction. Job satisfaction is mainly influenced by personal and organizational outcomes, these outcomes are determined by job characteristics model. This includes autonomy, task identity, task significance, skill variety, and job feedback. This model is one of the most used tools in the measurement of job satisfaction. So considering job characteristics as a means to measure job satisfaction is acceptable by many researchers. (Renn, Swiercz, & Icenogle, 1993)

JCM helps evaluate and improve jobs. JCM is very important in understanding job design from an employee perspective for better job satisfaction as well as high performance. The model helps in evaluating the detailed characteristics of the job and suggests areas the need to be improved. (Batchelor, John, Lawlor, & Burch, 2014) JCM is a tool that can help to measure the effect of job design on job satisfaction and helps to explore the relationship between job design and employee performance.

### **2.3.2.1. Autonomy**

It refers to the freedom of making the work. (Andrew, Haris, Zakariah, & Athirah, 2016) it is a freedom given to employees to accomplish a given task according to the best knowledge. The degree of autonomy given has a great effect on employee motivational as well as satisfaction level. From this, we can understand that autonomy is an important component in job design to effect satisfaction.

Blanz defines job autonomy as “job provides substantial independence and freedom to the worker in scheduling his or her work or in determining the procedures to be used in the job.”

Blanz (2017) He widens the concept of autonomy from the concept of scheduling to determining job procedures.

The idea of job autonomy consists of the specter of knowledge or know-how to the scheduling of once job and stretched to the determination of job procedures.it shows the freedom in a job as one of the elements of job characteristics.

### **2.3.2.2. Skill variety**

Skill variety shows the different requirements of skills and talents of an individual to accomplish different activities to carry out in handling a job. In job design skill and talent diversity is vital in accomplishing a given task in higher performance. (Lee & Wilbur, 1985) Skills and talents have great causes for creating higher job satisfaction. To achieve higher employee, performance skills and talents contribute a lot.

A range of knowledge is required to accomplish a given task; such a range of knowledge can be found through skill variety. Different skills and talents enhance employee performance levels through job satisfaction. (Ali & Aroosiya, 2009)

### ***2.3.2.3. Task identity***

The other important element of job characteristics is task identity. It shows the variety in employees using different skills and talents to perform specific tasks within their job (McShane, 2013). Employees can have different skills and talents; this assists to see a given task from different perspectives and strategies in accomplishing it. The concept of task identity can increase employee level of satisfaction for better achievement.

Training and personal development have a great effect on job satisfaction and performance. Training boosts the development of employee's skill and talent; this paves the way for employees to perform a given task at a higher performance rate. (Andrew, Haris, Zakariah, & Athirah, 2016)

### ***2.3.2.4. Task significance***

Task significance refers to the extent to which a job comprises the accomplishment of a whole piece of work with the end-to-end responsibility of an employee. Truss (2014) reflects the effect of the job on the lives and works of others.

A job can affect directly the lives of an employee. The effect can be positively or negatively, this effect can create a positive or a negative satisfaction on the employee. The other effect can be seen in the performance of an employee. A job can also have a direct or indirect effect on the lives or works of others too. This shows that task significance has effects on employees themselves or beyond.

### **2.3.2.5. Feedback**

Feedback as one of job characteristics implies the chain of information that comes down from the supervisors about the effectiveness of a job. A comment that indicates the area that needs to be improved and corrected. (Ali, Said, Yunus, & Fatiany, 2014)

A proper chain of information is important to make precise decisions; such decisions have a great effect on performance. A proper chain of information helps employees to know more about the chain of decision-makers and their role in that chain. This can enhance the involvement of an employee in the decision-making process that can lead to better performance. Feedback can show the job results in the employee's obtaining direct and clear information about their role in the chain of information (Garg & Rastogi, 2005).

### **2.3.3. Job satisfaction**

Job is highly related to an individual's personality as well as social interaction. Job has a direct effect on an individual's well-being and health; people who are satisfied with their job are happier than those of unsatisfied. People who are not satisfied with their jobs reveal the behavior of burnout, depression, and anxiety. This can tell that job is one of the important factors in human beings. Enhancing job satisfaction is an important tool to improve the human quality of work life.

According to Spector (1997) job satisfaction is defined as "the extent to which people like or dislike their jobs". Job satisfaction shows the extent of the emotional feeling of employees towards there.

Job satisfaction is a good emotional feeling that resulted from the appraisal of job experience. The positive feeling resulted from the compatibility of job fulfillment and job value. This

creates higher pleasure emotional states which can be expressed as job satisfaction (Andrew, Haris, Zakariah, & Athirah, 2016).

Research concerning job satisfaction has three major evolvments. The first focus was on job satisfaction with personal characteristics, such as self-esteem, locus of control, and neuroticism. The second concerns the relationship between personal factors and work conditions, areas like working hours. The third concern the interaction between job characteristics and job satisfaction. The third approach is the main foreground of the research. The job characteristic includes autonomy, skill variety, task identity, task significance, and feedback Blanz (2017).

#### **2.3.4. Employee performance**

Putterill and Rohrer (1995) state employee performance as it focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a business environment, within a specific period.

Employee performance is directly related to the organization's success; higher employee performances contribute to higher organizational success and a lower performance diminishes organizational performance. Studying employee performance as an outcome of job design is crucial for higher organizational achievement.

There are three major domains of job performance: task performance, contextual performance, and counterproductive work behavior. Task performance refers to the behaviors that contribute to the production as well as the provision of a good or service. Maintask-performance indicators include completing job tasks, keeping knowledge up-to-date, working accurately and neatly, planning and organizing, and solving problems, among others (Ramos, Pedro, Barrada, Río, Koopmans, & Linda, 2019).

The second dimension of employee performance is contextual performance or so-called organizational citizenship behavior (OCB). It is a behavior that contributes to the goals of the organization. The behavioral contribution is social and psychological environment. Organizational citizenship behavior includes tasks beyond job duties, initiative, proactivity, cooperating with others, and/or enthusiasm. (Rotundo & Sackett, 2002)

The third dimension is counterproductive work behavior, it is voluntary behaviors that can harm the wellbeing of the organization and it comprises off-task behavior, complaining, doing tasks incorrectly on purpose, and misusing privileges, among others. These deviant behaviors are related to negative consequences at the personal and organizational levels (Ramos, Pedro, Barrada, R  o, Koopmans, & Linda 2019).

The Individual Work Performance (IWP) of Koopmans (2015) helps to measure the three dimensions of employee performance. IWP makes a systematic measure of task performance, contextual performance, and counterproductive work behavior.

## **2.4. Empirical literature**

JCM is empirically well supported for job satisfaction. (Hackman & Oldham, 1976) The founder of the JCM model proves empirically that JCM has positively related to job satisfaction. The five measures of job characteristics correlated positively and statistically significant with job satisfaction with coefficients ranging between  $r = .21$  and  $r = .38$ .

According to Blanz's (2017) research, all model variables of JCM have correlated positively with job satisfaction. The multiple correlation was  $R = .56$ , the corrected  $R^2 = .31$ . JCM variables and job satisfaction are statically significant.

In a case study done to see the relationship between JCM and job satisfaction it was found that the two dependent and independent variables are significantly correlated ( $r=.667^{**}$ ,  $p<0.01$ ). Especially job satisfaction has the highest correlation with task identity and job satisfaction. (Andrew, Haris, Zakariah, & Athirah, 2016)

According to research done by Ali and Rehman (Ali & Rehman, 2014), the relationship between job design and employee performance has a positive indication; and also the mediating effect of job satisfaction is also found to have a positive effect on employee's performance.

Except from one of the job design models that are an element of feedback others are positively correlated to the measurement of satisfaction and performance Daniel (1981). This means that job design has a positive effect on employee performance.

As Fried & Ferris (1987) in their analysis, they concluded that the job characteristic model has a significant effect both on job performance but job satisfaction. This shows the importance of job design on employee performance as well as the overall organizational achievement.

Grag and Rastohi indicated that job design can enhance performance through the improvement of job satisfaction (Garg & Rastogi, 2005). Both scholars ascertain that designing jobs and setting goals has a great and positive influence on performance.

Ali and Aroosiya (2009) indicated that job design and performance have significant and positive relationships. The researchers further identified for the improvement of task identity, autonomy, and feedback for better performance.

A research done in the People's Banks of Ampara District showed a positive relationship between Job Design and Employees' Performance. The study found that relationship was

significant (correlation coefficient was 0.958, that was significant at 0.01 level) implying that each branch should adopt an effective skill variety, task identity, task significant, autonomy, and feedback to improve employee's performance. The researchers further indicated the degree of the quality level of Job Design and Employees' Performance are moderate level as the Mean values for job design and employee performance are 3.7179 and 3.7833 respectively. Generally, the study suggests that improving Job Design factors to upgrade the employees' Performance is essential (Malkanthi & Ali, 2016).

Sokoya (2000) found in his study that the level of job satisfaction determined and affected by the job design of job characteristics approach. He noticed the positive effect of job design on employee performance.

## **2.5. Proposed model**

From the theoretical and empirical literature, it is understood that an effective job design enhances the employees' performance with the job satisfaction mediating role. The overall effect of the strong and positive relationship between job design and performance advance organizational productivity.

The first hypothesis will expect that all the five job characteristics model variables should correlate positively with job satisfaction, with the employee performance states showing higher coefficients than the job characteristics. The second hypothesis refers to the assumption that job characteristics are positively correlated with employee performance, and that part of the influence of job characteristics on employee performance will be mediated by job satisfaction (Ali & Rehman, 2014).

Accordingly, it can be developed the following hypothesis:

H01 = Job design should correlate positively with job satisfaction.

Job design will use a model of job characteristics model (JCM). The relationship between JCM variables should have to have a positive relationship with job satisfaction. According to the research (Abid, Sarwar, Imran, Jabbar, & Hannan, 2013), there is a strong positive correlation between job design and employee satisfaction and both of these variables move in the same direction.

The model of Hackman and Odham's (1976), identified five key features work that help make jobs more satisfying for workers. The five key features of jobs are autonomy, skill variety, task identity, task significance, and feedback.

The researcher will use these variables separately to see the positive correlation effects of each of them with job satisfaction.

The mean value of job design 2.98 is showing a good job design are having autonomy, skill variety, task identity, task significance, and feedback measurements in it. (Abid, Sarwar, Imran, Jabbar, & Hannan, 2013)

Based on the above facts, the researcher will develop and see the significant relationship between job design building blocks and job satisfaction.

The positive correlation between autonomy and job satisfaction will be explored in the first hypothesis. The two variables are positively correlated with a significance level of .003 (Ali & Rehman, 2014).

Skill variety and job satisfaction have a positive correlation value of .62. The result is concluded as a strong positive relation between skill variety and job satisfaction which means both variables, move in the same direction (Abid, Sarwar, Imran, Jabbar, & Hannan, 2013).

Based on Ali and Aroosiya (2009) research between task significance and job satisfaction the research results showed a significant and positive relationship between perceived level of task significance and perceived degree of employees' job satisfaction. The found relationship was significant (correlation coefficient was .363 that was significant at 0.01 level).

Task identity and job satisfaction have a correlation value of .41 with a positive level of significance this shows that the independent variable task identity has a direct and positive effect on the dependent variable of job satisfaction. The proposed conceptual model between task identity and job satisfaction is presented below.

Feedback and job satisfaction positively correlated with a correlation value of .29. It shows the positive significance level between feedback and job satisfaction (Blanz, 2017). Based on this assumption the proposed hypothesis will be presented as follows.

The other important relationship that is going to be researched will be is the relationship between job satisfaction and employee performance. Job satisfaction as a mediating role once the researcher determines the relationship between job design and job satisfaction; the focus will be on determining the relationship between job satisfaction and employee performance.

According to the research findings of Ali and Zia, the mediating effect of job satisfaction is a positive effect on employee's performance. (Ali & Rehman, 2014) The relationship between the mediating variable and the dependent variable will be researched in the context of a cooperative.

H02= There is a relationship between job satisfaction and employee performance.

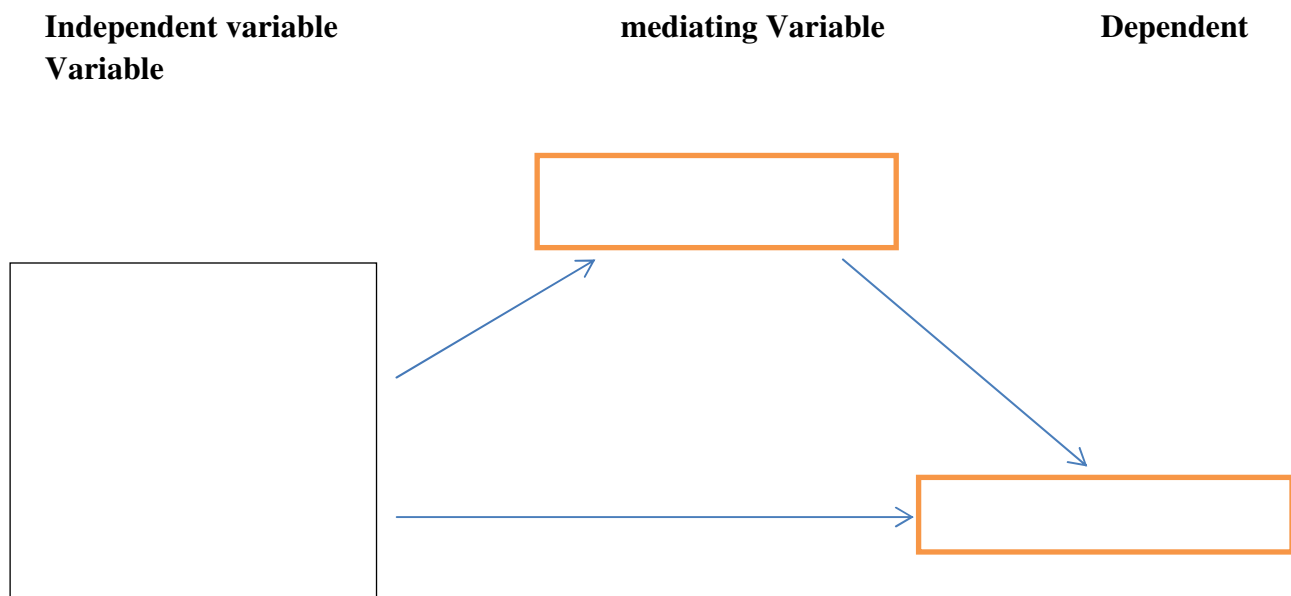
The last proposed model is to see the overall effects of job design on employee performance. A significant and positive relationship between perceived level of job design and perceived degree of employees' performance is observed (Ali & Aroosiya, 2009).

H03 = There is a relationship between job design and employees' performance.

The proposed model will be present as follows:

Figure: 1 presents the relevant schematic diagram. Job design is labeled as the independent variable and perceived employees' performance is labeled as the dependent variable; and Job satisfaction as a mediating variable.

**Figure 1: Proposed model**



Source: - Developed by the researcher based on theoretical and empirical literatures.

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1. Introduction

The chapter discussed and elucidated the following major points: study area, research design, method of sampling and sample size, data sources, instrument and collection, Methods of data management, methods of analysis, validity and reliability, and ethical consideration.

#### 3.2. Research approach

The main objective of this study is to find out the effect of job design on employee performance while the mediating effect is job satisfaction. To attest to this relationship, the researcher conducted a quantitative method of research. The population of the research included the entire employees of both organizations; given the total population are 135 employees.

The researcher employed quantitative methods of research to explore the effect of job design in cooperatives in Addis Ababa, the case of Joshua Multi-Purpose Cooperative SLL and Awach Saving and Credit Primary Cooperative Society Ltd. Also, the nature of the inquiry and the context of the field forced the researcher to use more quantitative methods.

According to scholars Barzun & Graff (1977) bias is an uncontrolled form of interest. In assessing the issue on hand it is difficult to avoid bias, but one thing for sure a one can reduce or minimize the level of bias by employing appropriate instrument. To reduce this limitation, a researcher employed standardized and cross-question methods.

The relationship between intervention variables, mediator, and outcome variables studied. This approach helped the researcher to determine and analyze the relationship between the dependent and independent variables with the mediating variable. (David MacKinnon & Coxe, 2012)

### **3.3. The Study Area**

The study areas are Joshua Multi-purpose Cooperative Society Limited Liability and Awach Saving and Credit Primary Cooperative Society Ltd, which are located in Addis Ababa Ethiopia. Both of them are an emerging and best model of saving and credit cooperative in Ethiopia. Joshua Multipurpose Limited Liabilities Cooperative Society was established in September 1993 with only 43 members. As of December 2020 JMPLLC's membership is around 22,000 of which 56% are male and the remaining 44% are females. Awach SACCOS Ltd is legally registered and recognized an organization in Ethiopia and it is registered on September 20, 2016, by Federal Cooperative Agency (FCA) to work in Addis Ababa and Finfinne Liyu Zone of Oromia Region, around Addis Ababa. Both cooperatives are registered under the proclamation number 985/17. Its members are around 20,366 of which 58.52% are male and the remaining 41.48% are females.

### **3.4. Research Design**

The research is designed, plan and study in cross-sectional way which helped to attain the research problem. This makes the research to be done easily and relatively quickly. Neuman(2014) further explains that research design enhances the management of relevant data collection efficiently considering the research objective.

Both descriptive and explanatory research design implemented. To describe the characteristics of the variables descriptive study commence (Kohtari, 2004). The three variables including the mediating one explained and predicated by employing explanatory research.

Explanatory research used to explain, understand and predict the cause and effect relationship between the construct variables (Neuman, 2014).

A structured questionnaire developed, wrapped in an envelope, and confidentially distributed conveniently to all members of the population. Further, the questionnaires were distributed electronically by email and Google questionnaire format (Oldman & Hackman, 1976). The questionnaire sent to the employees of both organization irrespective of age, gender, position, and occupation, and educational background.

### **3.5. Sampling design**

The fact that the research has been done multi organization context and the total population is not more than 135 employees. Thus, the sample size is the entire population that means the census approach was adopted.

According to Israel to determine the appropriate sample size; he urges the researcher to consider three basic points that are level of precision, the level of confidence or risk, and the degree of variability in the attributes being measured. Further, he proposed a census sampling for small populations of 200 or less Israel (1992).

The entire population of Joshua Multi-Purpose Cooperative SLL and Awach Saving and Credit Primary Cooperative Society Ltd are 135, so the research considered a census sampling strategy to get a high level of precision to attain the objective of the research.

### **3.6. Data Sources, Instrument and Collection**

#### **3.6.1. Methods of data source and type**

The primary source of data used in the study. This primary source of data obtained from the employees directly by using a questionnaire.

Primary data sources were the main sources of information. A structured questionnaire adopted and extracted important information and data from the population both demographic and non-

personal data. The data processed directly by the researcher using the regression and correlation analysis approach.

A structured questionnaire of Job Characteristics Model (JCM) model which has five dimensions of Job Characteristics Model (skill variety, task identity, task significance, job autonomy, and feedback) has been used. Job Diagnostic Survey (JDS) used as a measuring instrument to collect data. It is a format used to rate job satisfaction. Thus, researcher adopted this format of measurement to assess the research problems (Oldman & Hackman, 1976).

To measure employee performance, Individual Work Performance Questionnaire (IWPO) (Koopmans, 2015) adopted; specifically, task performance measure of instrument.

### **3.6.2. Methods of Instruments**

The research adopted a census sampling approach and a structured questionnaire to see the relationship between job design and employee performance. To analyze the effect of the independent variable on the dependent variables, with the mediating role of job satisfaction quantitative analytical method have been employed. The analysis was supported by SPSS 23 version.

The adopted questionnaire has two sections, in first section the respondents demographic aspects like questions on gender, age, department, and tenure included. A five-point scale questions adopted in thesecond sectionregarding the independent variable (job design), the dependent variable (employee performance) and the mediating variable (job satisfaction). Before asking them to fill the questionnaires, the respondents informed briefly about the importance of the research and its confidentiality.

The questionnaire distributed to all employees in both organizations physically and electronically. Then most of the data collected physically from the respondents at their site by the researcher and from few electronically. Thus, 100% of the response is revived.

### **3.7. Methods of analysis**

Data collected are analyzed by both descriptive as well as inferential statistics method. General information related to demographic issues such as mean, standard error, standard deviation, frequency, and percentile analyzed by descriptive statistics that helped to describe characteristics of demographic variables Kohtari (2004). Pearson correlation and regression analysis adopted for inferential statistical variables to test the relationship between variables as well as their correlation.

Mediation variable tested using a model suggested by Baron and Kenny's (1986). Based on their model mediation analysis tests a hypothetical causal chain where Independent variable (IV) (Y) affects a second variable mediation variable (MV) (M)and, in turn, MD affects a third variable called Depended variable (DV) (X). MDdescribes the relationship between two other variables that are IV and DP. These two variablesalso called intermediary variables since they often describe the process through which an effect occurs.

#### **3.7.1 Methods of data management**

Data collected from the questionnaire coded into SPSS 23 format and checked for validity and reliability. The researcher use preliminary data analysis and done by using SPSS 23. Means and Standard Deviation calculation, Correlation and Linear Regression techniques adopted to determine the effect of the independent variable (Job Design) on the dependent variables (Employee performance).

A quantitative approach adopted to analyze the relationship between the dependent and independent variables. Data analyzed by using descriptive statistics including means, median, and standard deviation. Linear Regression analysis and Correlation techniques also implemented to explore the effect of job design on employee performance.

### **3.8. Validity and Reliability**

The researcher adopted standard questionnaires. It makes it valid in most critical criterion that supposed to be measured in validity measurement instrument Kothari (2004). The questionnaires before distributed to the respondents it was checked and confirmed for its validity by the advisor and incorporate advisor from the respondents. The instrument found that valid and confirmed from multiple dimension.

The consistent result of the data after repeated trials makes reliability stronger as an important instrument. Furthermore, reliability indicates measurement is free from random or unstable error. The most common validity measure in reliability is Cronbach's alpha ( $\alpha$ ) Green (2003). The Cronbach's alpha is achieved by the variance of individual components and by the variance of the components sum of each assessed, aiming to examine the likely relations between the items.

As stated by Carmines and Zeller (1979) reliability coefficient closer to 1.00 is preferable, reliability less than 0.60 is poor, and a value between 0.60 to 0.90 considered being good and acceptable. All the research variables are in the range of 0.6 to 0.9 which makes them good and acceptable as summarized below in the table 1.

Table 1: Cronbach's Alpha Value Result for each and Overall

	Number of item	Cronbach's Alpha
Autonomy	9	.696
Task variety	4	.705
Task significance	4	.688
Task identity	8	.639
Feedback	6	.613
Job Design	31	.708
Job Satisfaction	14	.669
Job Performance	10	.783

Source: own survey SPSS V23 (2021)

### 3.9. Ethical considerations

This paper approved by the College of Business and Economics; Department of Management Graduate Programs, Addis Ababa University, Ethiopia. The study participants were enlightened about the study purpose and answered the questionnaire anonymously; they were free to skip any item they did not wish to answer. Further the participant informed that the result would be used only for academic purpose. All kind of discriminatory, offensive and unnecessary languages uses avoided throughout the study.

## CHAPTER FOUR

### 4. DATA ANALYSIS, INTERPRETATION, AND DISCUSSION

#### 4.1. Introduction

This chapter attempted to analyze and interpret the data collected and summarized. The results are made to relate to the key considerations discussed in the literature review sections. At the same time, the data is analyzed in association with the research questions raised in chapter one. Basically this study tried to study the effect of organizational commitment on employee engagement. And it considered direct effect of leadership styles and mediating role of job satisfaction on job performance. This chapter also focused on presentation, interpretation and discussion of data collected through questionnaires, which is analyzed using regression analysis. Moreover, the data collected were analyzed using SPSS version 23.

The chapter focuses on the presentation and analysis of the data generated through questionnaire. The items of the questionnaire were constructed in line with the research objectives. One hundred thirty five (135) copies of the questionnaire were distributed in both organization of Joshua multi-purpose cooperative and Awach Cooperative Society. An ample time was given to collect all the distributed copies of the questionnaires.

This section presents the results of the statistical analyses (both parametric and non-parametric tests) carried out to answer the basic research questions forwarded in the study. First, descriptive statistics of the study variables is presented; followed linear regression and correlation analyses among the variables were conducted. Then, Pearson correlation among the variables in the study, one-way analysis of variance (one-way ANOVA) , multiple regression analyses were undertaken

involving job design, job satisfaction and Job performance to find out the joint and separate contribution and effect they have for predicting employees commitment towards their

## 4.2. Sample and Response Rate

For the purpose of this study, the researched distributed 135 hard and electronic questionnaires assuming to collect all of them filled without missing any question. Finally, a total of 135 questionnaires were obtained and used for analysis.

## 4.3 Analysis on Demographic Data

Demographic information was collected from the respondents. The demographic information of the respondents includes gender, age, education level and year of service in both Joshua Multi-purpose Cooperative and Awach Cooperative Society Limited Liability to see the demographic composition of respondents in the study area. Accordingly, tables below presents frequency and percentage of background variables of participants participated in this study.

Table 1: Frequency and Percentage of Demographic variable: Respondent age.

Respondent age	Frequency	Percent
18-25	36	26.7
26-35	51	37.8
36-44	35	25.9
>=45	13	9.6
Total	135	100.0

*Source: own survey SPSS V23 (2021)*

The above table 1 analysis portrayed that 26.7% representing 36 respondents were age between 18-25 years, 37.8% representing 51 respondents were within 26-35 years which makes it the

highest working age group in the organizations on focus. 25.9% representing 35 respondents were within 36-44 years bracket, the remaining 9.6% the lowest working age group representing 13 respondents was above 45 years of age.

Table 2: Frequency and Percentage of Demographic variable: Sex distribution of respondent

Respondent sex		Frequency	Percent
Valid	Male	60	44.4
	Female	75	55.6
	Total	135	100.0

*Source: own survey SPSS V23 (2021)*

Table 2 reveals that about 44.4% of the respondents were male, which counts 60 respondents. While 28.9 percent of them were female that counts 75 female workers respondents. Here, one will readily say that a greater proportion of the working groups in the given organizations are females.

Table 3: Frequency and Percentage of Demographic variable: Educational qualification of respondent

Respondents academic qualification	Frequency	Percent
Below college diploma	11	8.1
College diploma	11	8.1
BSC,BA	97	71.9
MSc, MA	16	11.9
PhD or above	0	0.0
Total	135	100.0

*Source: own survey SPSS V23 (2021)*

Data on academic qualification of the respondents reveal that about both below college diploma and diploma holder's accounts similar percentile share of 8.1% that both academic qualification contribute 16.2%. The highest educational qualification group is about 71.9 % those are BSC or BA holders. The second largest group is 11.9 % second degree holders of either MSc or MA, while a there are none PhD or above educated in the organizations.

Table 4: Frequency and Percentage of Demographic variable: Years of service

		Frequency	Percent
Valid	< 1 year	32	23.7
	1-5 years	44	32.6
	6-10 years	26	19.3
	11-15 years	12	8.9
	15 above	21	15.6
	Total	135	100.0

Source: own survey SPSS V23 (2021)

The above table 4 shows that about 23.7 percent of the respondent has been working with the case organization below a year. About 32.6 percent have been working with them between 1 and 5 years. Also, about 19.3 percent of them have been working with them for between 6 and 10 years while about 8.9 percent have worked with them for years of between 11 and 15, and above 15 years 15.6% of proportions of them have worked with in the organization.

Summary of frequency and percentage of demographic/background variables is presented in table 5 below.

Table 5: Frequency and Percentage of Demographic/background variables

Description		Frequency	Percent
Age	18-25	36	26.7
	26-35	51	37.8
	36-44	35	25.9
	>=45	13	9.6
Sex	Male	60	44.4
	Female	75	55.6
Respondents Academic qualification	Below college diploma	11	8.1
	College diploma	11	8.1
	BSC,BA	97	71.9
	MSc, MA	16	11.9
	PhD or above	0	0.0
Years of experience	< 1 year	32	23.7
	1-5 years	44	32.6
	6-10 years	26	19.3
	11-15 years	12	8.9
	15 above	21	15.6

Source: own survey SPSS V23 (2021)

#### 4.4. Analysis on non-personal Data

To assess the effect of job design on employee performance with a job satisfaction mediating role in the case of Joshua Multi-purpose Cooperative and Awach Cooperative Society; the analysis starts with each independent variables. Job design has six major variables those are job autonomy, task variety, task identity, task significance, skill variety, and feedback.

#### 4.5. Descriptive Statistics of the Study Variables

The descriptive statistics of the study variables were summarized and presented in the following tables below revealing the mean, standard deviation, and standard error of the variables individually and collectively. The average score from the 5-point Likert scale with 5 referring strongly agree and 1 referring strongly disagree was computed for all the variables to show the

proportion of the respondents that either strongly agreed or disagreed with the items of the variables. According to Creswell (2017) mean value of  $\geq 4.5$ = Very High, 3.51 to 4.51= High, 2.51 to 3.5 = Moderate, 1.51 to 2.5=Low; and  $< 1.5$ =Very Low. Based on this mean score measurement, the researcher described the mean score of the participants for each categories of variable descriptions.

Table 5:Descriptive statistical values of: Job autonomy

Autonomy	Statistic	Std. Error
Mean	3.5580	.06461
Median	3.6667	
Variance	.564	
Std. Deviation	.75071	
Minimum	1.56	
Maximum	5.00	
Range	3.44	

*Source: own survey SPSS V23 (2021)*

Job autonomy is one of the independent variable that has effect on job satisfaction. The statistics analysis shows that the mean of job autonomy is 3.5580 with a standard deviation of .75071 which means data are clustered around the mean. It is standard error is .06461 with a range of 3.44.

Table 6: Descriptive statistical values of: Task variety

Task variety	Statistic	Std. Error
Mean	4.0278	.05611
Median	4.0000	
Variance	.425	
Std. Deviation	.65197	
Minimum	2.25	
Maximum	5.00	
Range	2.75	

Source: own survey SPSS V23 (2021)

The mean of task variety is 4.0278 with the standard deviation of .65197. The small value of task variety standard error that is .05611 indicates the likely accuracy of the sample mean as compared with the population mean.

Table 7: Descriptive statistical values of: Task significance

Task significance	Statistic	Std. Error
Mean	3.7815	.07085
Median	4.0000	
Variance	.678	
Std. Deviation	.82319	
Minimum	1.00	
Maximum	5.00	
Range	4.00	

Source: own survey SPSS V23 (2021)

The above table 7 with the small record of standard deviation and standard error 0.82319 and 0.07085 respectively one of the independent variable task significance indicates the sample mean values cluster around the mean and its accuracy with the mean of 3.7815.

Table 8: Descriptive statistical values of: Task identity

Task identity	Statistic	Std. Error
Mean	3.8815	.07806
Median	4.0000	
Variance	.823	
Std. Deviation	.90697	
Minimum	1.25	
Maximum	5.00	
Range	3.75	

Source: own survey SPSS V23 (2021)

Task identity has a mean value of 3.8815, standard deviation 0.90967, standard error 0.07806, with a range of 3.75, and median of 4.000.

Table 9: Descriptive statistical values of: Skill variety

Skill variety	Statistic	Std. Error
Mean	3.8889	.06067
Median	4.0000	
Variance	.497	
Std. Deviation	.70490	
Minimum	1.50	
Maximum	5.00	
Range	3.50	

Source: own survey SPSS V23 (2021)

Skill variety has recorded 3.8889, 0.497, and 0.70490 mean, variance, and standard deviation respectively. The maximum and minimum statistics record was 1.50 and 5.00 with a range of 3.50.

Table 10: Descriptive statistical values of: Feedback

Feedback	Statistic	Std. Error
Mean	3.9519	.05586
Median	4.0000	
Variance	.421	
Std. Deviation	.64898	
Minimum	2.00	
Maximum	5.00	
Range	3.00	

Source: own survey SPSS V23 (2021)

In the case of feedback that is table 10 the mean is 3.9519, variance 0.421, and standard deviation of 0.64898. Feedback has a standard error of .05586.

#### 4.6. Descriptive Statistics of the Study Variables

Creswell (2017) states the mean score measure that when mean value of  $\geq 4.5$ = Very High, 3.51 to 4.51= High, 2.51 to 3.5 = Moderate, 1.51 to 2.5=Low; and  $< 1.5$ =Very Low. Accordingly the researcher described the mean score of the participants for each categories of variable descriptions based on the mean score measurement proposed by Crewel.

The descriptive statistics (mean, standard deviation, and range) of the scores of the measures in the study are presented in Table below. The average score from the 5-point Likert scale with 5

indicating strongly agree and in the opposite 1 referring to strongly disagree was computed for all the variables to show the proportion of the respondent's response.

Table 11: Descriptive statics of study variable

	N	Mean	Std. Deviation
Autonomy	135	3.5580	.75071
Task variety	135	4.0278	.65197
Task significance	135	3.7815	.82319
Task identity	135	3.8815	.90697
Skill variety	135	3.8889	.70490
Feedback	135	3.9519	.64898
Job Design	135	3.8483	.47555
Job Satisfaction	135	3.7397	.65857
Job Performance	135	4.1000	.61048
Valid N (list wise)	135		

Source: own survey SPSS V23 (2021)

As indicated in table 11, the mean score of job design is 3.8483, which is greater than the average/moderate score on the 5-point scale, while the standard deviation is 0.4755. This result indicates that majority of the respondents agreed that the job design is favorable or fits for them to be effective in their work. This indicates that the majority of the respondents responded were described by job design.

The mean score of job satisfaction is 3.7397 while the standard deviation is 0.6585. The result implies that on average majority of the respondents agreed that job satisfaction moderately fits

them to be satisfied by their job activities. This result indicates, majority of the respondents replied that the job satisfaction rates were also described by job satisfaction.

The mean score of employee performance is 4.10 while the standard deviation is 0.610. This result indicates that majority of the respondents moderately agreed that they are performing to their respective organizations.

Generally, among valid number of population of 135; Job design has a mean and standard deviation 3.8483 and 0.47555 respectively. Job satisfaction has 3.7397 and 0.65857 mean and standard deviation accordingly. The mean and standard deviation of Job performance is 4.1000 and 0.61048 respectively. There is no missing data.

#### **4.7. Reliability**

Stability and consistency can be indicated by reliability with the instrument measures the concept and helps to assess the “goodness” of a measure. (Sekaran & Bougie, 2016) in conducting the reliability test, the researcher retrieved Cronbach’s alpha values using SPSS Version 23 for the items in each construct as indicated in table below. Cronbach’s alpha helps to measure internal consistency between items in the scale. According to Sekaran and Bougie (2016) reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 are good.

Table 12: Cronbach's Alpha

	Corrected Correlation	Item-Total Squared Correlation	Multiple Cronbach's Alpha
Job Design	.683	.490	.708
Job Satisfaction	.693	.513	.669
Job Performance	.584	.341	.783

*Source: own survey SPSS V23 (2021)*

As indicated in table 12, the Cronbach's alpha coefficient for Job Design, Job Satisfaction, and Job performance is 0.708, 0.669, and 0.783 respectively. Hence, the reliability of the measures used in this study can be considered as acceptable since the Cronbach's alpha coefficient of each item is around 0.7.

#### **4.5. Correlation Analysis**

Correlation analysis helps to explore the strength as well as the direction of the relationship among the dependent and independent variables. In this study it helps to see the relationship among job design, job satisfaction, and Job performance. Pearson correlation analysis was used to explore their relationships. The results are summarized in the table below:

Table 13: Correlation among, the study variables

	1	2	3	4	5	6
1. Autonomy	1	.				
2. Task variety	.351**	1				
3. Task significance	-.008	.137	1			
4. Task identity	.347**	.144	.303**	1		
5. Skill variety	.070	.106	.398**	.518**	1	
6. Feedback	.292**	.138	.319**	.619**	.427**	1
	1	2	3			
1. Job Design	1					
2. Job Satisfaction	.678**	1				
	.000					
3. Job performance	.518**	.550**	1			
	.000	.000				

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

Source: own survey SPSS V23 (2021)

According to Cohen (1988) explanation the standard effect size of correlation coefficients between  $< \pm 0.28$  are small effects; medium effects range from  $\pm 0.28$  to  $0.49$ ; and, large effects are greater than  $\pm 0.49$ . Cohen (1998) also interpreted the coefficient of correlation between 0 and 1 as in the following manner. The correlation coefficient (r) ranging from 0.10 to 0.29 regarded as indicating a low degree of correlation, (r) ranging from 0.30 to 0.49 considered as a moderate

degree of correlation, and (r) ranging from 0.50 to 1.00 regarded as a high degree of correlation. Accordingly, as we can refer from table 11 that job design highly and positively correlates with job satisfaction and job performance at (0.678,  $p \leq 0.5$ ) and (0.550,  $p \leq 0.05$ ) respectively.

The result of Job design and job satisfaction shows that the correlation was strong and positive (0.678\*\*). So job design has positively and significantly related with Job Design; with a significant level of less than 0.001.

The correlation between Job Design and Job performance is strong and positive (.518\*\*) with a significant level of less than 0.001 with 2-tailed. This has a positive and significantly relation between Job Design and Job performance.

Job Satisfaction and Job Design has strong and positive correlation (0.550\*\*) with a significant level of 0.001 with a 2-tailed.

#### **4.6. Test for Assumptions of Linear Regression Model/Regression Diagnostics**

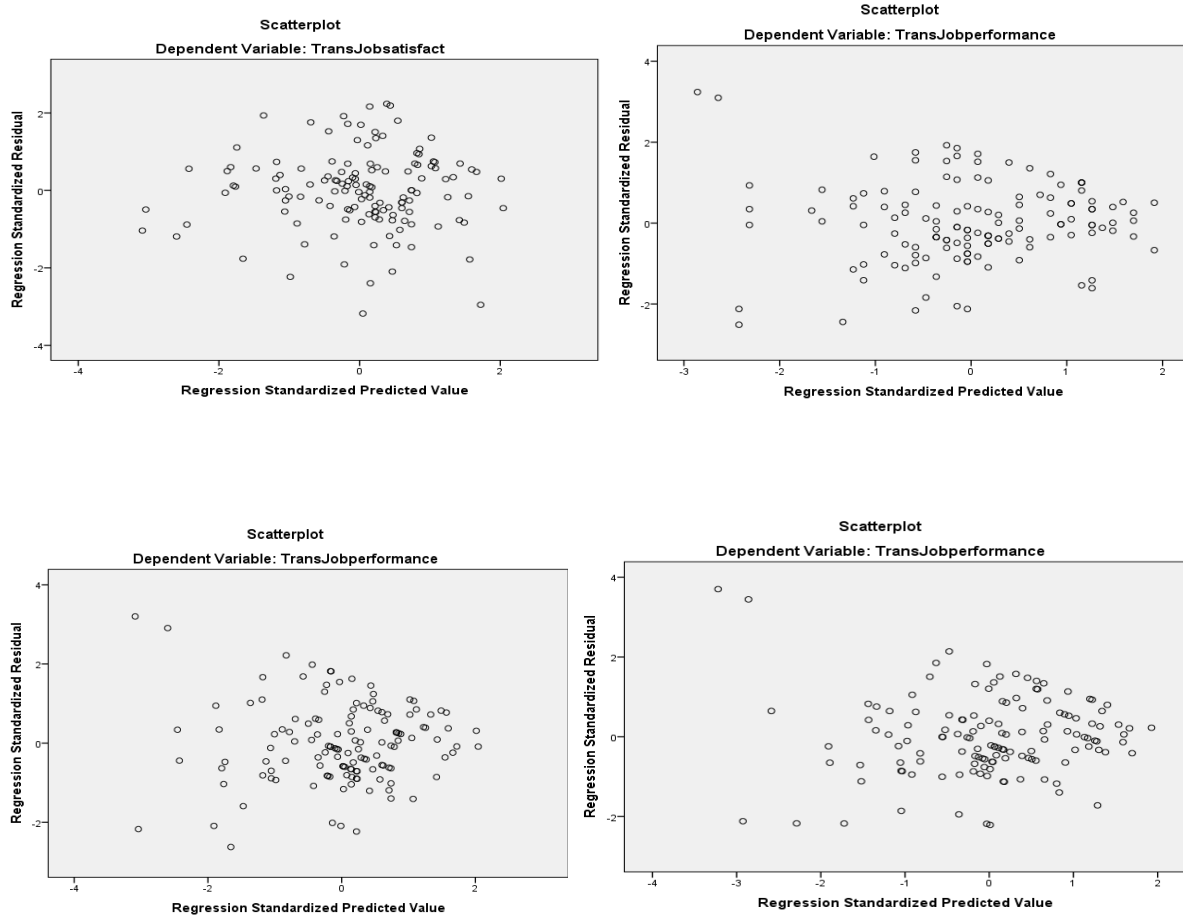
The assumption of classical linear regression model verified by regression diagnostics before the regression analysis to test the research hypothesis, these are model like linearity, normality, multi-collinearity, and homoscedasticity tests/assumptions.

##### **4.6.1. Linearity Test**

The assumption of linearity can be checked by inspecting the Normal Probability Plot (PP) of the Regression Standardized Residual and the Scatter plot. According to Darlington the relationship between the dependent variables and explanatory variables need to be linear function to conduct linear regression analysis Darlington(1968). Therefore, the linearity of the relationship between the dependent variable and the independent variables was checked using scatter plots of the regression residuals for the model through SPSS software. The scatter plot of residuals indicates

that the points lie in a reasonably straight line from bottom left to top right. Therefore, we can conclude that the assumption of linearity was not violated.

Figure 2: Scatter Plot



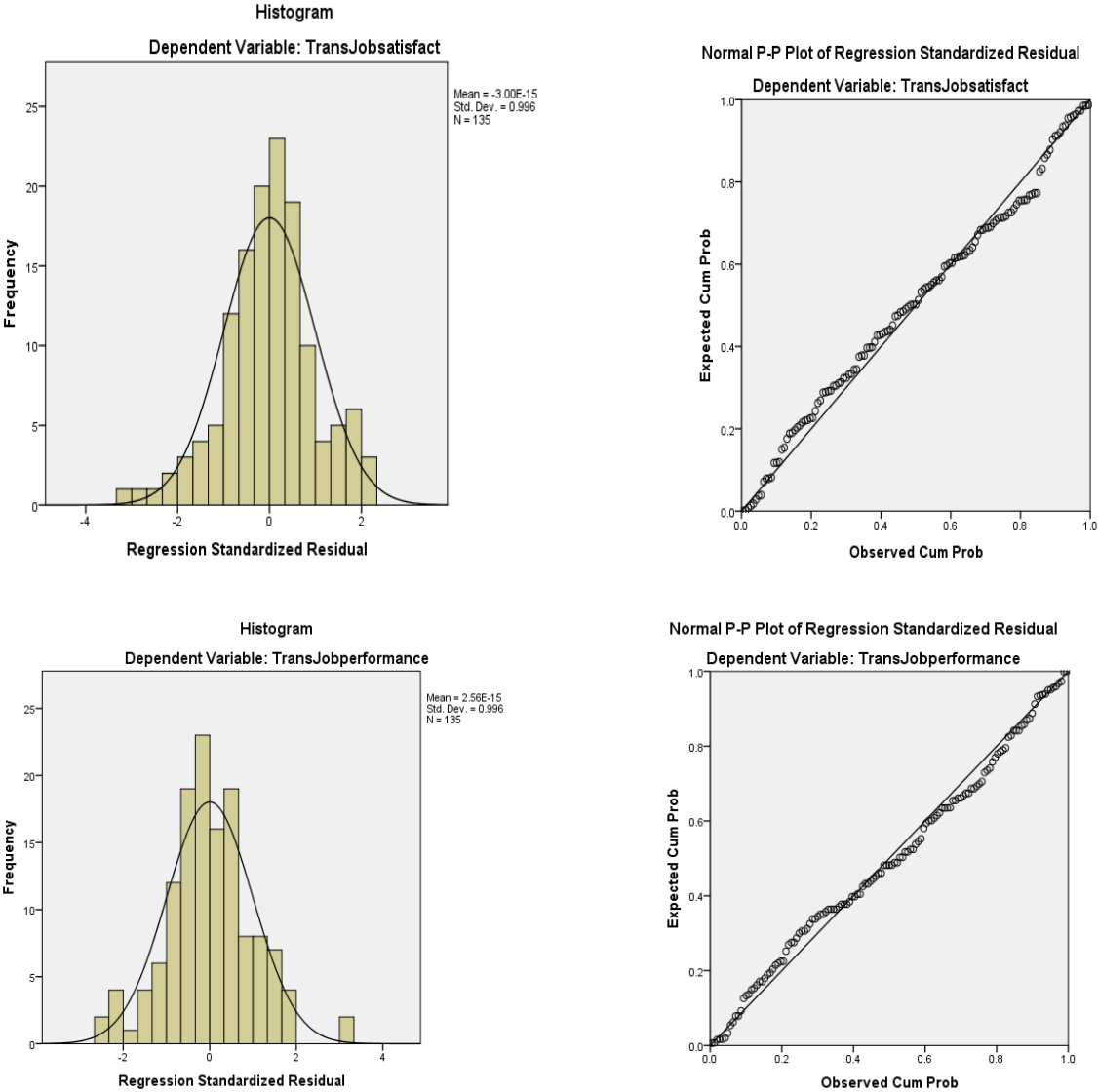
Source: own survey SPSS V23 (2021)

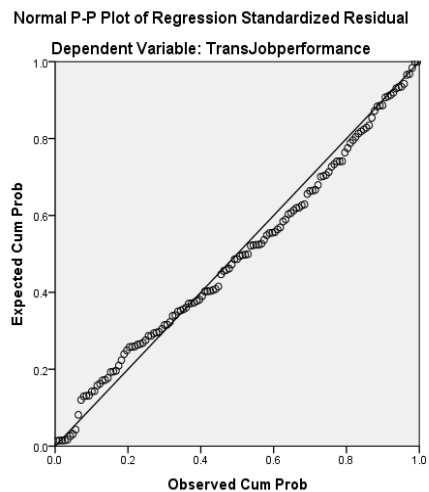
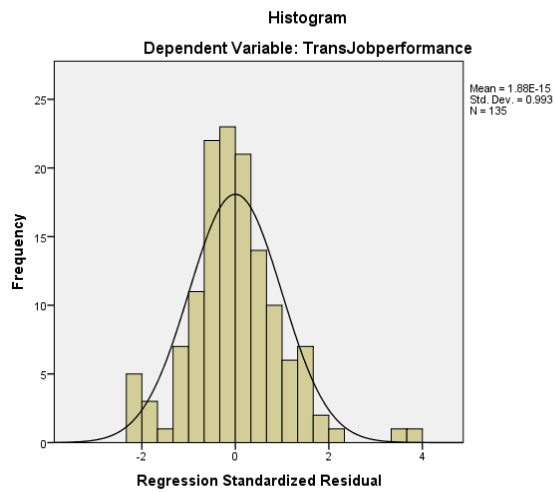
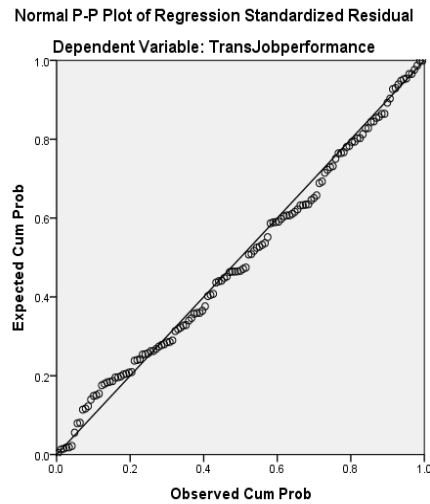
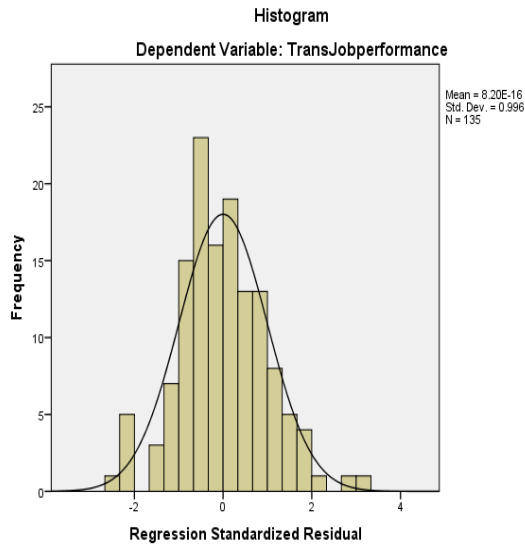
#### 4.6.2 Normality Test

The other important preliminary regression diagnostics was to verify the assumption of classical linear regression is normality test. This test used to determine whether the error term is normally distributed or not. From the graph below the frequency distribution of the standardized residuals was compared to a normal distribution. As it shown, although there are some residuals that are relatively far away from the curve, many of the residuals are fairly close. Moreover, the histograms are bell shaped which lead to infer that the residual (disturbance or errors) are

normally distributed for all the models. Thus, we can deduce that the assumption of “normally distributed error term” is not violated.

Figure 3: Normality and Linearity Graphs





Source: own survey SPSS V23 (2021)

#### 4.6.3. Multi-Collinearity Test

As we can see from table 14 the Tolerance Values are 0.541 and 0.541 for each independent variable respectively which are above the threshold of 0.10 and the Variance Inflation Factor (VIF) values are also 1.850 and 1.850 respectively as illustrated in the table below.

As explained by Brooks (2008) multi-collinearity will occur if some or all of the independent variables are highly correlated with one another. It shows the regression model has difficulty in

explaining which independent variables are affecting the dependent variable (Brooks, 2008). Multi-collinearity can be tested either from correlation coefficient results or from the Value of Tolerance and Variance Inflation Factor (VIF). Sekaran and Bougie (2016), explain the acceptable value of tolerance and Variance Inflation Factor (VIF) is above 0.10 and below 10 respectively. These VIF values are below the threshold of 10. Therefore, we can conclude that there is no collinearity issue between the independent variables.

Table 14: Pearson Correlation Matrix

<b>Coefficients<sup>a</sup></b>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Job Design	.541	1.850
	Job Satisfaction	.541	1.850

a. Dependent Variable: Job performance

Source: own survey SPSS V23 (2021)

#### 4.6.4 Test of Homoscedasticity

Homoscedasticity assumption states that the variance of the errors is constant across observations. According to homoscedasticity fulfilled when the errors have constant variance. The existence of heteroscedasticity is unacceptable and a major concern in the application of regression analysis. Heteroscedasticity can invalidate statistical tests of significance that assume that the modeling errors are uncorrelated and normally distributed and that their variances do not vary with the effects being modeled Andrew (2013). Heteroscedasticity is indicated when these values spread or fan out from left to right or right to left. Thus, as (Figure 1) the scatter plot

shows that majority of the points are concentrated around zero (0) which shows that no violation of homoscedasticity

#### 4.7. Testing the Research Hypothesis

After accomplishing testing assumptions of classical linear regression, the researcher run regression analysis between dependent and independent variables. Barcon and Kenny (1986) model was used for testing the mediation. All important values including R square value, Beta coefficient, and p-values incorporated for each of the significant relationship.

##### 4.7.1 Regression Model Specification

Baron and Kenny (1986) illustrates mediation testing framework, the following models were specified.

##### Model 1

**H1** : Job characteristics has positive effect on Job Design.

$$y = \alpha_1 + ax + \epsilon_y \dots \dots \dots \text{Model 1}$$

Where:

y = Job Design, x = Job Characteristics,  $\alpha_1$  = intercept of Job Design, a = coefficient,  $\epsilon_y$  = the random error.

##### Model 2

**H2**: Job Design has positive effect on perceived Job Satisfaction.

$$m = \alpha_2 + bx + \epsilon_m \dots \dots \dots \text{Model 2}$$

Where:

m = Perceived Job Satisfaction (PJS), x = Job Characteristics

$\alpha_2$  = intercept of Perceived Job Satisfaction, b = coefficient,

$\epsilon_y$  = the random error.

##### Model 3

**H3**: Perceived Job Satisfaction mediates in the effect of Job design on Job performance.

$$y = \alpha_3 + cx + dm + \varepsilon y \dots \dots \dots \text{Model 3}$$

Where:

y = Job performance, x = Job Design, m = Perceived Job Satisfaction (PJS)  $\alpha_3$  = intercept of Job Performance, c1 & d = coefficients,  $\varepsilon y$  = the random error.

**Model 4**

**H4:** Perceived Job Satisfaction (PJS) has positive effect on Job Performance.

$$y = \alpha_4 + em + \varepsilon y \dots \dots \dots \text{Model 4}$$

Where:

y = Job Performance, m = Perceived Job Satisfaction (POS),  $\alpha_4$  = intercept of Job Performance, e = coefficient,  $\varepsilon y$  = the random error

**4.8. Regression Analysis**

Table 15: Model Summary

Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
Model 1	a.(Constant), Job characteristics b. Job Design	.678 <sup>a</sup>	.459	.455	.48606	.000 <sup>a</sup>
Model 2	a. (Constant), Job Design b. PJS	.550 <sup>b</sup>	.302	.297	.51194	.000 <sup>b</sup>
Model 3	a. (Constant), PJS b. Job Performance	.518 <sup>c</sup>	.269	.263	.52405	.000 <sup>c</sup>
Model 4	a. (Constant), PJS, Job Design b. Job performance	.584 <sup>d</sup>	.341	.331	.49919	.000 <sup>d</sup>

- a. Predictors: (Constant), Job Characteristics
- b. Predictors: (Constant), PJS
- c. Predictors: (Constant), Job design
- d. Predictors: (Constant), PJS, Job design

Source: own survey SPSS V23 (2021)

The above table 15 shows that Job Design accountable for around 50% (0.459) of variance in Job Satisfaction. Job design has account 0.550, 0.302, and 0.297 of R, R<sup>2</sup>, and Adjusted R<sup>2</sup> respectively. R, R<sup>2</sup>, and Adjusted R<sup>2</sup> of Job Design to Job Performance show that moderate and substantial with a value of 0.518, 0.269, and 0.263 respectively. The combine effect of Job Design and Job Satisfaction on Job Performance indicates and account for more than 50% (0.584) with their respective 0.341 and 0.331 R<sup>2</sup> and Adjusted R<sup>2</sup>.

The significant value for all Model indicate that less than 0.001 which show the dependent and independent variables with their mediating variable the model is significant.

#### 4.8.1 Analysis of Variance (ANOVA)

As indicated in the table 17 below, for all models the p-value is less than 0.05 that implies the model is at significant level.

Table 16: ANOVA <sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	18.581	6	3.097	12.641	.000 <sup>b</sup>
	Residual	31.359	128	.245		
	Total	49.940	134			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), year of service, Job design, educational qualification, sex, age, Job Satisfaction

Source: own survey SPSS V23 (2021)

The above ANOVA table result shows that the regression is statistically significance by recording value of less than 0.001 at degree of freedom 6. This indicates that the sample data provides sufficient evidence to conclude that the regression model was well fit. It also indicates

that p-value is highly significant and can be concluded that job design can predict employee performance significantly.

The regression model indicate that sum of the squares is 18.581 with a mean square of 3.097 at 6 degree of freedom. The residual value indicate that sum of the squares is 49.940 with the degree of freedom 134.

The sample data provides sufficient evidence to conclude that the regression mode is well fit for those models. In other words, the p-value is highly significant and can be concluded that job design can predict employee performance. Furthermore, job design also can predict employee performance with job satisfaction as a mediator can predict employee performance.

#### 4.8.2 Coefficient of Variables

Table 17: Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.496	.352		4.253	.000
Job Design	.346	.123	.270	2.807	.006
Job Satisfaction	.340	.089	.367	3.818	.000

a. Dependent Variable: Job Performance

Source: own survey SPSS V23 (2021)

Job performance as dependent variable Job Design recorded unstandardized coefficients of 0.346 and standardize coefficient of 0.270. Job Satisfaction recorded a value of 0.340 and 0.089 for Unstandardized and Standardize coefficient respectively.

The regression coefficient result of the Models showed that (see table 16 above), job design has positive and significant effect on employee performance ( $a = 0.270$ ,  $p = .006$ ). The positive effect of job design on employee performance implies that job design have significant and positive effect.

When job satisfaction put as a mediator, it has a positive and significant effect on employee performance ( $a = 0.367$ ,  $p = 0.000$ ). In other words, the regression coefficient for job design as mediated by job satisfaction indicates change in job satisfaction lead to change in employees' performance.

#### **4.9. Discussion**

This research work presented a comprehensive overview of Job Design and Job performance with Job Satisfaction as a mediating variable among employees, at Joshua Multi-Purpose Cooperative Society Limited Liability and Awach Cooperative Society Limited Liability in Addis Ababa, Ethiopia. The findings have shown that all the employee

The study result indicated that the effect of job characteristics on employee job design is positive and significant. Hypothesis 1 stated that job characteristics have positive effect on employee job design. Thus, the study supports hypothesis 1 (H1). As a first correlation observation, the study analyses indicate that there is positive correlation between the two variables of job characteristics and job design. As it has been reported by numerous researchers' the significant association between job design and job satisfaction is positive and linear. Hence, the path of relation between job characteristics and job design, in fact with job satisfaction also positive and shall be expounded very carefully. It is, therefore, in agreement with the findings of Ali & Zia

(2014),Rehman (2014), Malkanthi & Ali (2016), Sokoya (2000), Hackman & Odham's, (1976), and Jex, (2002).

Hypothesis 2 stated that job design has positive effect on perceived job satisfaction. The study result also confirmed that the effect of job design on perceived job satisfaction is positive and significant. Thus, the study supports hypothesis 2 (H2). The relationship between the two constructs of job design and job satisfaction, analysis result indicates that there is positive relationship between the two variables. As job design boosted in one company, the level of job satisfaction will appreciate as indicated by researchers. Therefore, job design can guarantee or increases employee's satisfaction. In general, this finding is consistent with Studies involving professional and nonprofessional employees indicate a positive relationship between overall satisfaction and job design. Thus, it is in agreement with the findings of Aroosiya & Hussain (2014) Batchelor, John , Lawlor & Burch ( 2014) Pruijt (1997), Hackman & Odham's (1976), and Zareen, Razzaq, & Mujtaba (2013).

Similarly job satisfaction has positive and significant effect on employee job performance. Hypothesis 3 stated that job satisfaction has positive effect on employee job performance. Thus, the study supports hypothesis 3 (H3). In this study there exists strong relationship between job satisfaction and employee performance. The positive relation in overall performance resides on largely due to high satisfaction. Furthermore, this study found significant correlation between job satisfaction and employee performance. When analyzing the general and the two significant relationships, it alignedwith many researchers that found positive correlation between the two constructs. When we come to analyzing the implication, the specific aspects of relation, by the researcher level of understanding from review literature, job satisfaction and employee performance correlated due to the intrinsic connection between the two constructs. The finding is

in line with the study of Spector (1997), Andrew, Haris, Zakariah, & Athirah (2016), and Blanz (2017).

When the separate contribution of selected socio demographic variables (Age, educational level, years of experience, and gender), job design and job satisfaction is examined the findings of the study portrayed that all of these variables did contribute at the same rate to the variability of overall job performance. Thus, the expectation that selected socio-demographic and constructed variables will contribute the same to the prediction of job performance of employees was held true in the current study. (Abid et.al 2013), Al-Damen & Rula (2017), Ali & Hussain( 2010), Sokoya (2000), Park(2017).

The mediating role of job satisfaction between job design and employee job performance; the results showed that job satisfaction had a mediating role on the relationship between job design and employee job performance. Hypothesis 4 stated that job satisfaction mediates in the effect of job design on employee job performance. Thus, the study result supports hypothesis 4 (H4). So we can say that job design has effect on employee job performance. Therefore, it is in agreement with the findings of Ali & Rehman (2014), Malkanthi & Ali (2016), Ali & Aroosiya (2009), Braverman (1974), Parker & Wall (1998), and Sokoya (2000)

## CHAPTER FIVE

### 5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter presents and outlines brief summary of the research and its findings, followed by conclusion and forward recommendations based on the research findings for action as well as for future research based on objectives of the study mentioned in Chapter One.

#### 5.1. Summary of Findings

The objective of this study was to investigate the effect of job design on employee performance of cooperatives in Addis Ababa, the case of Joshua Multi-purpose cooperative and Awach Cooperative Society Limited Liability. In order to achieve the study objective and hypothesis standardize questionnaire (survey instruments) was designated from existing literature to measure the research variables.

The questionnaire was distributed and collected in both organizations. Based on this 135 questionnaires distributed, 135 (100%) valid questionnaires were collected and used for the analysis. The collected data was analyzed by SPSS 23. In order to use regression analysis reliability, correlation analysis and basic assumption of classical linear regression like normality, linearity test developed and turn out to be positive. Thus, Regression analyses were used for testing the hypotheses.

Based on this the study result showed that the measure is reliable. In this study Pearson correlation was adopted and the result indicated that there is no problem of multi-collinearity. The normality test of the variables infers that the residual (disturbance or errors) are normally distributed for all the models. Further the stud indicated that no violation of homoscedasticity.

Generally, the entire basic preliminary tests indicate that acceptable, significance, and no major violation recorded.

The overall results of hypotheses testing indicated that the effect of job characteristics on job design is positive and significant. It is also confirmed that the effect of job design on employee job satisfaction is positive and significant. The effect of job satisfaction on employee performance is also positive and significant. The mediating role of employee job satisfaction in the relationship between job design and employee job performance the results showed a partial mediating role and significant. Thus, job design has effect on employee performance. Consequently, the results reported in this study support hypothesis H1, H2, H3 and H4.

## **5.2 Conclusion**

Based on the results of the study the researcher made the following conclusions:

- ✓ The results of the study established that the effect of the job characteristics on job design is positive and significant. This implies that when employees are provided with favorable job characteristics, job design will be improved.
- ✓ The results of the study confirmed that the effect of the job design on employee job satisfaction is positive and significant. This implies that when employees are provided with well-articulated job design, they satisfied that they are being part, contributor, and part of decision maker in their organization.
- ✓ The result of the study proved that job satisfaction partially mediates on the effect of job design on employee job performance. This implies that job satisfaction has indirect effect in the relationship between job design and employee job performance.

- ✓ The results of the study indicated that the effect of the job satisfaction on employee job performance is positive and significant. This implies that when employees satisfy their job performance level increases.

### **5.3 Recommendation**

It is more likely that an improvements of quality of job design for cooperative like Joshua multi-purpose cooperative and Awach cooperative society results in improvements of Employees' Performance through the attainment of employees' satisfaction. Therefore:

- ✓ Job characteristics have positive and significant effect on job design. Therefore cooperatives needs to reconsider and work on the job characteristics to have an effective and efficient job design that can yield a great employees performance among their work forces.
- ✓ Cooperatives in Ethiopia should revise their current job design, by considering their job characteristics. Periodically they need to revise job design depending on feedbacks, need assessments, and by studying current work environment of related competitors like bank and microfinance. Job design can be enhanced by formulating tasks which are identifiable enough and tasks that enable an employee to see his/her performance and significance of the tasks to the society at large.
- ✓ Job satisfaction has a positive and significant effect on employee performance. Therefore, cooperative need due attention to satisfy their employee job satisfaction level through an effective job design.

- ✓ Cooperatives can enhance their employee satisfaction by building and strengthening their job design. It can also improve their employee satisfaction by making them a part of decision maker, giving autonomy, and enhancing their skill.
- ✓ In general, since employee job performance is not a one time job, cooperatives should periodically revise and improve its job characteristics, job design, job satisfaction and check employee job performance levels regularly.

#### **5.4 Limitation and future research direction**

- ✓ Given the area is not that much deeply studied, it created a lack of up-to-date literature in the area.
- ✓ The literature on the subject matter, especially job satisfaction as a mediating role is not available in a sufficient amount.
- ✓ This research is cross sectional and limited to staffs of two cooperatives in Addis Ababa and hence can be extended to the entire work force of the cooperatives and related financial institutions so as to increase the sample size to further increase representativeness of the study.
- ✓ The scope of the study can further be enriched by incorporating different mediating variable into job design and employee job performance; like employee engagement, physiological perception, and other mediating variables.
- ✓ This study is performed only in Cooperative sector with a small sample size. In order to get a comprehensive picture and generalizations of the study findings, any future study can be carried out with a relatively larger sample size that should be taken from different cooperative sector and from different location of Ethiopia.
- ✓ The quality of the finding can be improved by using additional data collection instruments; like interview, focus group discussion and others.

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**Annex I**  
**Questionnaire**

**ADDIS ABABA UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGEMENT**

Dear Respondents:

I am an MSc student at Addis Ababa University College of Business and Economics, Department of Management. Currently, I am conducting research titled “**Effect of Job Design on Employee Performance, The Mediating Role of Job Satisfaction: the case of Joshua Multi-purpose cooperative Limited Liability Society and Awach Cooperative Limited Liability Society.**” as partial fulfillment of requirements for the award of Masters of Business Management.

Job design is the way to organize jobs to achieve organizational goals and increase employee performance. The study objective will be to investigate the effect of job design on employee performance of cooperatives in Addis Ababa, the case of Joshua Multi-purpose cooperative and Awach Cooperative Limited Liability Society.

The purpose of this questionnaire is to gather data for the proposed study, and hence you are kindly requested to assist the successful completion of the study by providing the necessary information. Your participation is entirely voluntary and the questionnaire is completely anonymous. I confirm you that the information you share will stay confidential and only used for the aforementioned academic purpose. So, your genuine, frank and timely response is vital for the success of the study. The questionnaire has two parts that are demographic information and five point Likert scale questions. I want to thank you in advance for your kind cooperation and dedication of your precious time to fill this questionnaire.

Sincerely Yours;

Henok Chala  
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Addis Ababa/Ethiopia

**Note:**

1. No need of writing your name.
2. Put this ‘√’ or ‘X’ mark on the appropriate block/cell both for demographic and Likert Scale questions.
3. If you need further explanation you can contact me and discuss the matter freely at (Telephone No. 0911-802648 or 0910-903650, E-mail [hemoxr@yahoo.com](mailto:hemoxr@yahoo.com) or [hemoxr@gmail.com](mailto:hemoxr@gmail.com)).

**Part – I: Demographic Information**

1. Age:  18-25 years  26-35 years  36-45 years  above 45 years
2. Sex:  Male  Female
3. Educational Qualification:  Below college diploma  College diploma  
 First Degree (BSc, BA)  Second Degree (MSc, MA)  
 PhD and above
4. Year of service:  Below 1 year  1 to 5 years  
 6 to 10 years  11 to 15 years  
 Above 15 years

**Part – II: Five-Point Likert Scale questions**

The questions in this section concern the characteristics of the job itself. Using the scale below, please indicate the extent to which you agree with each statement.

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Please express your level of agreement in the following questions by putting ‘√’ or ‘X’ mark in the appropriate cell.

Sr. No.	Questions:	1	2	3	4	5
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>Job design</b>						
<b>Autonomy</b>						
Work Scheduling Autonomy						
1	The job allows me to make my own decisions about how to schedule my work.					
2	The job allows me to decide on the order in which things are done on the job.					
3	The job allows me to plan how I do my work.					
Decision-Making Autonomy						
4	The job gives me a chance to use my personal initiative or judgment in carrying out the work.					
5	The job allows me to make a lot of decisions on my own.					
6	The job provides me with significant autonomy in making decisions.					
Work Methods Autonomy						
7	The job allows me to make decisions about what methods I use to complete my work.					
8	The job gives me considerable opportunity for independence and freedom in how I do the work.					
9	The job allows me to decide on my own how to go about doing my work.					

<b>Task Variety</b>						
10	The job involves a great deal of task variety.					
11	The job involves doing a number of different things.					
12	The job requires the performance of a wide range of tasks.					
13	The job involves performing a variety of tasks.					
<b>Task Significance</b>						
14	The results of my work are likely to significantly affect the lives of other people.					
15	The job itself is very significant and important in the broader scheme of things.					
16	The job has a large impact on people outside the organization.					
17	The work performed on the job has a significant impact on people outside the organization.					
<b>Task Identity</b>						
18	The job involves completing a piece of work that has an obvious beginning and end.					
19	The job is arranged so that I can do an entire piece of work from beginning to end.					
20	The job provides me the chance to completely finish the pieces of work I begin.					
21	The job allows me to complete work I start.					

<b>Skill Variety</b>						
22	The job requires a variety of skills.					
23	The job requires me to utilize a variety of different skills in order to complete the work.					
24	The job requires me to use a number of complex or high-level skills.					
25	The job requires the use of a number of skills.					
<b>Feedback</b>						
26	The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance.					
27	The job itself provides feedback on my performance.					
28	The job itself provides me with information about my performance.					
29	I receive a great deal of information from my manager and coworkers about my job performance.					
30	Other people in the organization, such as managers and coworkers, provide information about the effectiveness (e.g., quality and quantity) of my job performance.					
31	I receive feedback on my performance from other people in my organization (such as my manager or coworkers).					

<b>Job Satisfaction</b>						
1	I have a high amount of job security					
2	The amount of pay and fringe benefits I receive is high.					
3	I have a high personal growth & development in doing my job.					
4	I satisfied with the people I talk to and work with on my job.					
5	The degree of respect and fair treatment I receive from my boss is high.					
6	High feeling of worthwhile accomplishment I get from doing my job.					
7	Wider opportunity to get to know other people while on the job.					
8	The amount of support and guidance I receive from my Supervisor/Superior is higher.					
9	The degree to which I am fairly paid for what I contribute to this organization is higher.					
10	The amount of independent thought and action I can exercise in my job.					
11	How secure things look for me in the future in this organization is higher.					
12	Higher chance to help other people while at work.					
13	The amount of challenge in my job is many					
14	The overall quality of the supervision I receive in my work is higher.					
<b>Employee performance</b>						

1	I planning and organizing to plan my work so that it was done on time					
2	I worked towards the end result of my work					
3	I know how to set the right priorities to accomplish a task					
4	I was able to perform my work well with minimal time and effort /efficiently/					
5	My quality of work is very high					
6	I started new tasks myself, when my old ones were finished.					
7	Customers/clients/ subordinate were satisfied with my work performance					
8	I came up with creative solutions to new problems.					
9	I high ability to cope well with uncertain and unpredictable situations at work.					
10	I easily adjusted to changes in my work.					

**Thank you**