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**Impact of Job Satisfaction on Employees' Performance in Berhanan
Selam Printing Enterprise**

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**A Thesis Submitted to the School of Mechanical and Industrial Engineering
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Science in Mechanical Engineering (Industrial Engineering Stream)**

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This is to certify that the thesis prepared by Kidanu Negash entitled: Impact of job satisfaction on employee Performance On Berhanna Selam Printing Enterprise and submitted in partial fulfillment of the requirements for the degree of, master of Science (Mechanical and Industrial Engineering) complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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DECLARATION

I, hereby, declare that this thesis entitled “Impact of Job Satisfaction on Employees’ Performance in Berhanan Selam Printing Enterprise” in partial fulfillment of the requirement of the Degree of Masters in Industrial Engineering, at Addis Ababa University, Institute of Technology School of Mechanical and Industrial Engineering with the guidance and support of the research advisor. This study is my original work and that has not been presented for any degree or diploma program in this or any other university/institution and that all sources of materials used for the thesis have been duly acknowledged. I further declare that all sources were cited, referenced, and acknowledged as highlighted in the bibliography

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Abstract

In Berhanna Selam Printing Enterprise, the extent of job satisfaction and job performance of employees have never been investigated while the issue is vital for the enterprise's success as there were performance gap and employee complaints. This study aims to analyze the impact of different factors of job satisfaction on the performance of employees in Berhanan Selam Printing Enterprise. Specifically, this study was designed to investigate the effect of the different factors of job satisfaction on employees' performance to identify the major factors affecting the perceived job performance of employees. The study used a survey questionnaire and focus group discussion to collect primary data from randomly selected employees. Moreover, secondary data was also consulted to complement and triangulate data collected from the primary data sources. Descriptive statistics, t-test, correlation, and regression analyses were employed to analyze the data. The result of the study showed that the overall job satisfaction of employees at BSPE is low. More than 80 % of the employees believed that job satisfaction affects the job performance of employees in BSPE. The result of this study also showed that there was statistical significance in the mean value of job autonomy, benefits, and job fit between male and female employees. The mean comparison test showed that there was a statistical significance mean difference of job autonomy, benefits, and job fit between female and male employees of the enterprise. Moreover, the result of the correlation analyses indicated that there is a strong and positive correlation between job satisfaction and performance of employees in BSPE. The correlation analyses indicated that the job fit of employees very strongly associated job satisfaction and strongly related to the job performance of employees. Similarly, pay, promotion, job security, benefit, working conditions, communications, management and employee relationship, supervision, and health and security were strongly related to job satisfaction of employees. However, pay, promotion, job autonomy, benefits, supervision, health and safety, communication, management, and employee's relationship were moderately associated with job performance of employees. As a concluding remark, the enterprise has to focus on job fit, pay, promotion, benefits, working conditions, communication, and management employees' relationship to enhance job satisfaction and performance of employees. The implication of this study is that job satisfaction has a significant impact on job performance of employees and employee performance can be increased by increasing job satisfaction.

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List of Abbreviations and acronyms

BSPE= Berhanan Selam Printing Enterprise

BPR= Business Processes Re-engineering

Stata =statistics and data

JS = Job Satisfaction

VIF= variance inflation factor

CHAPTER ONE

1. INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. Introduction

Employee satisfaction is the core issue enterprises have to focus to achieve their objectives. Every enterprise whether it is a service provider or production/ manufacturing of goods could not survive without human resources (Armstrong, 2009). Human resources are the main reason an enterprise could exist (Ezeamama and Ifeyinwa, 2019). Understanding, exploiting, and solving the reasons and implications of the factors or dimensions which can improve job satisfaction as well as performance is a very important issue for all enterprises (Cipta, 2019). Employees' satisfaction is considered as all-around part of an enterprise's human resource strategies (Ali 2016). Employee is the basis that makes other resources useful and directs the best yield out of them. But getting the best out of human resources requires enormous changes by an enterprise and its management. If employees are joyful and deal with the moves and actions of the employer they do their best for the best of the enterprise MdMuradMiah(2018). But if they are not in this condition they might cause enterprise damage. Harold Koontz said that understanding, solving, and managing the needs of employees have become an art and science, and Managers always have to try to satisfy their staff. The greater the level of job satisfaction of employees may have, the higher the achievement of the enterprise objectives will be and this has been understood by various researches, scholars, academicians, writers, and leaders like Samer M. Al-Sabi, (2019) and Adolf Halley, (2017).

To realize their business, enterprises have to set objectives, goals, mission and vision, policies, rules, and guidelines. Whether it is a service providing or manufacturing industries, the existence of the enterprise will depend on whether it is appropriately delivering on its objectives or not. In this regard, it's not the machines, methods, or other facilities and resources which understand and strive for the realization of enterprise objectives; it's only employees who can play a great role to achieve enterprise objectives (Armstrong, 2009). Also, for employees to strive towards achieving the objectives, they need to be satisfied about the

enterprise they are working for. Thus, the satisfaction level of employees determines their performance (Jitedra and Jain, 2013).

The mission of Berhanna Selam Printing Enterprise is ‘to meet the customers’ needs by providing quality products, charging a reasonable price and respecting the delivery time, equipping itself with timely printing technologies, trained manpower and strengthening itself with continual work methods to be competitive and profitable thereby to play its role in the development of the nation’s economy and its vision is ‘to be one of the best and competitive printing enterprises in Africa by the year 2028 (BSPE , 2015).

To achieve its business objectives the employees of the enterprise must be satisfied and happy with their jobs. However, in case of any complaint with their placement, employees may decrease their productivity, unwilling to communicate to solve problems in encounter the working process (Cipta, 2019). That is, dissatisfied employees can negatively affect an enterprise because they lack motivation, perform poorly, and possess negative attitudes. These symptoms have a way of spreading to other employees, spreading to the entire departments, and the enterprise’s bottom line. So, to achieve its objectives, vision, and its mission the enterprise should identify the reasons that affect the job satisfaction of its employees and set tactical solutions for the related problem as the employees are a crucial asset an enterprise that determines its overall performance and profitability. This indicates to be successful in a competitive market, managers must know how their employees feel at work and what they want. The amount of effort that an employee expends toward accomplishing the enterprise goals depends on whether the employee has enough confidence that, his/her effort will lead to the satisfaction expected needs and desires. More satisfaction among employees in an enterprise gets the higher performance they will perform (Mohammed, 2019).

Therefore, this study intends to evaluate employees job satisfaction and its impact on performance at BSPE.

1.2. Background of the Study

Berhanena Selam Printing Enterprise was founded in 1921 and located at Addis Ababa, Ethiopia. The Enterprise has two major printing production processes, the normal printing production process, and the security printing production process. Each production processes also have three production sections namely graphics design, printing, and finishing and packing section the enterprise provides major printing of books, magazines, and newspapers. Besides printing services, such as posters, cards, flyers, brochures, and agenda printing services in addition to these, security printing services, such as passport, lottery and bus ticket, bank cheque, passbook, driving license, national exam, and certificate are provided by the enterprise. The Enterprise has three branches, the main branch, MerhaTibeb branch, and Awasa Branches.

In 2017/18 BSPE implemented Business Processes Re-engineering (BPR) with the objective to improve processes, increase productivity, reduce costs, improve customer service, and provide a competitive advantage. But during the implementation process out of the total 861 employees, only 169 (19.60%) employees were assigned based on their first, second, and third choice, and the remaining employees were assigned by the enterprise's will (BSPE, 2018). Following this there was employee complain and decrease in performance in the enterprise. Although the enterprise made amendments of the established BPR, considerable number of employees is still complaining about their placement and dissatisfied about their job.

Studies conducted by different researchers like (Jitedra and Jain, 2013) and Sanyal et al. (2018), concluded that employee satisfaction has been among the major issue in enterprises that has to be considered. The same study showed that job satisfaction plays a vital role in the life of human beings because it affects positively on the personal and social adjustment of the individual. On the other hand, job dissatisfaction badly affects the physical, mental, health and performance of the individual (Renwarin, 2017) the same Employee satisfaction is a measure of how glad employees are with their job and working environment. Keeping morale high among employees can be of remarkable benefit to any enterprise, as happy employees will be more likely to produce more, take fewer days off, and stay loyal to the enterprise.

According to Anjad et al. (2016), there are many factors in improving or maintaining high employee satisfaction, which wise employers would do well to implement. The same

study indicates that, if employees are satisfied with their works, they incline to be stimulated and are ready to put more effort and perform better in their respective jobs. This helps ultimately to the achievement of the enterprise's overall performance which finally resulted in increased enterprise profitability. Employee satisfaction therefore should play a fundamental role in the fulfillment of enterprise objectives which is what the enterprise's aims to achieve. The relationship between job satisfaction and performance of both employees and the enterprise, in general, has been referred by many studies. Some of the studies which have been conducted to analyse job satisfaction and performance in different business enterprise across the globe Armstrong (2009) and Waleed et al. (2019) However, none of them had addressed the link between job satisfaction and performance of enterprises while it is an integral part of the success of a business enterprise.

Therefore, conducting a study on the link between job satisfaction and performance of employees is believed to be an indispensable part of a business enterprise to grow and meet its vision and mission. This research aims at measuring the relationship among the dimensions/factors of job satisfaction with job satisfaction of employees' and their impact on employee performance at BSPE.

1.3. Statement of the Problem

Job satisfaction of an employee is a subject that has received significant consideration by managers and researchers (Asghar, 2014). No business enterprise could last without its employees (Waleed et al., 2019). Attaining a high level of employee performance is considered the common aim for many enterprises and it is achieved when a satisfied employee exists (Yvonne et al., 2014).

BSPE had developed its five-year strategic plan covering the period of 2015/16 to 2019/20 and started measuring its performance in 2015/2016. The strategic plan for production based on its capacity utilization for the year 2015/116, 2016/17, 2017/18, 2018/19, and 2019/20 were planned to reach at, 37%, 68%,81%,86%, and 100% of its effective capacity respectively (BSPE, 2015). However, the actual production rate as compared to its strategic plan for the plan period years, 2015/116, 2016/17, 2017/18, and 2018/19 were found to be 51%,74%, 49%, 51%, and 40.5% respectively (BSPE, 2019).

In 2017/18 BSPE implemented BPR and during the implementation process out of the total 861 employees, only 169 (19.60%) employees were assigned based on their first, second, and third choice, and the remaining employees were assigned by the enterprise's will (BSPE, 2018). Following this, there is an indication that, many employees were not happy with their placement and decrease in their productivity. For instance, in the 2018/19 budget year, the expected productive hours for the production departments were 814,171 hours, actual productive hours were 639,348.12, and 174,822.88 hours were lost due to different downtime reasons. This indicates that the average performance of the employees was 79% (BSPE 2019). The same report indicated that the labor productivity of the enterprise for the last five years as compared to its strategic plan were almost showed decreasing trend, which was 110%, 123%, 83%, 86% and 64% respectively. All these indicated that there is a gap in the performance of the employees and the plan of the enterprise. In addition to this, BSPE had never measured its employees' self-reported job satisfaction and perceived job performance so far, on the other hand, there is employee complaint regarding their placement. These all ignited the researcher to raise the research question.

The overall aim of this study, therefore, is to analyze the major factors influencing job satisfaction and performance of employees in BSPE. Moreover, the study intends to examine the association between job satisfaction and performance of employees in BSPE.

1.4. Research Questions

The following research questions have been formulated to address the objective of the study:

- What is the level of employee job satisfaction and employee perceived performance at BSPE?
- What is the association or correlation between job satisfaction and employee performance?
- To what extent does each factor of job satisfaction impact employee's performance at BSPE?
- What factors are mainly influencing the job satisfaction and performance of employees at BSPE?

1.5. Objectives of the Study

1.5.1. General objective

The overall objective of the study is to analyse the effects of employees' job satisfaction on job performance at Brhanna Selam Printing Enterprise (BSPE).

1.5.2. Specific objectives

The specific objectives of the study are:

- To determine the level of employee job satisfaction and perceived performance at BSPE.
- To analyses the association between job satisfaction and employee performance at BSPE.
- To investigate the effects of factors of job satisfaction on performance at BSPE.
- To analysis the major factors affecting job satisfaction and perceived job performance of employees at BSPE.

1.6. Significance of the Study

The findings of the research are expected to employee job satisfaction guiding the management of BSPE about employees' performance and job satisfaction dimensions in such a way to formulate appropriate policies and strategies. Thereby, it will help BSPE to enhance employee job performance and enterprise profitability at large. Moreover, it will serve other researchers as literature on the dimensions of job satisfaction and their impact on employee performance. In Ethiopia's context, this research will enrich the existing literature hence giving a better understanding of employee job satisfaction and its impact on job performance.

1.7. Scope and Limitation of the Study

The research findings are limited to the factors and dimensions of job satisfaction and job performance of BSPE, at the time of the study. Due to time constraint, this study is limited to extrinsic factors of job satisfaction and performance of employees. Moreover, the conclusion generated from the study would be restricted and constrained to unique factors associated with the case enterprise. Due to time and financial constraints, the researcher chooses to focus the study on Brhanan Selam printing Enterprise. Besides, due to the geographical location, the study did not include the Awassa branch of the enterprise. Finally, there was limited recent literature that focused specifically on job satisfaction and its effect on job performance in Ethiopian manufacturing as well as printing industries.

1.8. Organization of the Study

This research covers five chapters that help in addressing the defined objectives. The first chapter covers the introduction and background of the study, problem statement, and the significance of the study. It also highlights the research question, objective of the study, scope, and limitation of the study. The second chapter consists of a review of related literature and concepts relevant to the study. This section also establishes a theoretical framework for the study. The third chapter presents the data sources, sample size, and sampling technique. The fourth chapter focuses on the data analyses, results, and discussion of the research findings. Finally, the fifth chapter covers conclusions and recommendations. Moreover, a list of reference materials, questionnaires used, and other annexes are listed at the end of this thesis.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

2.1. Introduction

This section deals with the review of related previous works on employee job satisfaction, employee performance, job satisfaction and its impact on employee performance, effects of job satisfaction, and dimensions or factors of job satisfaction. So, this section contains a theoretical literature review and findings on the dimensions of job satisfaction and impact on their performance which are related to this study.

Nowadays, the aggressive competition in the business market, which emerged due to globalization, has forced enterprises to create a competitive advantage for their existence or to move away from the market. As a result of such evolving competition, the importance of manpower has also emerged as it is the vital source of competitive advantage (Masooma, 2014). According to Mohammed et al.(2019), enterprises can enjoy the benefits of such competitive advantage if their employees are performing up to the required levels which contributes positively to the business growth and goal achievement. Therefore, enterprises have to focus on the factors that may contribute positively and negatively to job satisfaction to enhance employees' performance.

2.2. Job Satisfaction

Defining and measure job satisfaction is a challenging issue. Because, it is influenced through the employee's attitude as well as the ability to settle down the required tasks, the communication in the enterprise, and how the management treats their employees among others. Armstrong (2009) described job satisfaction as the attitudes and feelings people have about their work. That is, people are satisfied if they feel good about their job and dissatisfied if the job does not bring any good feeling to the employee. According to Ali (2016) job satisfaction is the pleasure felt after a need of an employee is fulfilled. On the other hand, Abdulwahab, and Shmailan (2016) in their study indicated that factors such as job fit, good communication, appreciation, recognition, reward, and having clear objectives contributed to job satisfaction. Moreover, if employees are satisfied with such factors, their performance will be high and they will be creative and innovative to achieve their target. Mohammed (2019)

depicted that, there was a positive and significant relationship between job satisfaction and employee performance. Job satisfaction measures how people feel about their job and their various aspects. Job satisfaction has to do with the extent to which people like or dislike their job. Thus, the need for ensuring employee job satisfaction becomes a matter of necessity for every enterprise. MdMuradMiah (2018) explored the impact of job satisfaction toward enterprise performance on the private sector and found out that when employees are satisfied with their job, it enables them to encourage their job, in return, enterprises can get extraordinary results from their employees. Job satisfaction is associated with how expectations of the job are comparing with the actual outcomes. This means that employees are satisfied when their expectations of work are achieved according to what had been set to be attained.

Accordingly, it is beneficial for enterprises to provide a flexible working environment to employees where they feel their opinions are valued and treat them as part of the enterprise. Accordingly, Simatwa (2011), job satisfaction is a function that is positively related to the degree to which one's personal needs are fulfilled in the job situation. According to Naga (2017), job satisfaction is all about the mental state of how an individual feels towards work, in other words, it is people's feelings and attitudes about a variety of inherent and extrinsic elements towards jobs and the enterprises they perform their jobs. Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. Positive attitude towards the job and greater enterprise's commitment increases job satisfaction which in turn enhances the performance of the individual (Jitedra and Jain 2013). Yvonne, et al. (2014) studied the relationship between job satisfaction and job performance in a franchised retail chain enterprise. In the same literature job satisfaction was discussed in terms of nine factors; pay promotion, supervision, benefits, rewards, operating procedures, co-workers, nature of works, and communication. Accordingly, Yvonne, et al. (2014) concluded that achieving a high level of employee performance is considered a common goal for many enterprises. According to Naga (2017), the working environment has a positive impact on the job satisfaction of employees. The same literature confirmed that a bad working environment limit employees to show their capabilities and attain full potential. That is, Naga (2017) also ensured that employees working in a relaxed and free environment without burden that would perform to more. According to Jitedra and Jain (2013) job satisfaction is one of the most complex areas facing today's managers in managing their employees. Their findings also indicated that policymakers and managers have turned their

attention to provide different kinds of facilities to their employees to satisfy their employees. The same study further ensured that a good working environment and good work conditions increase employee job satisfaction and employees will try to give their best which can increase employee performance.

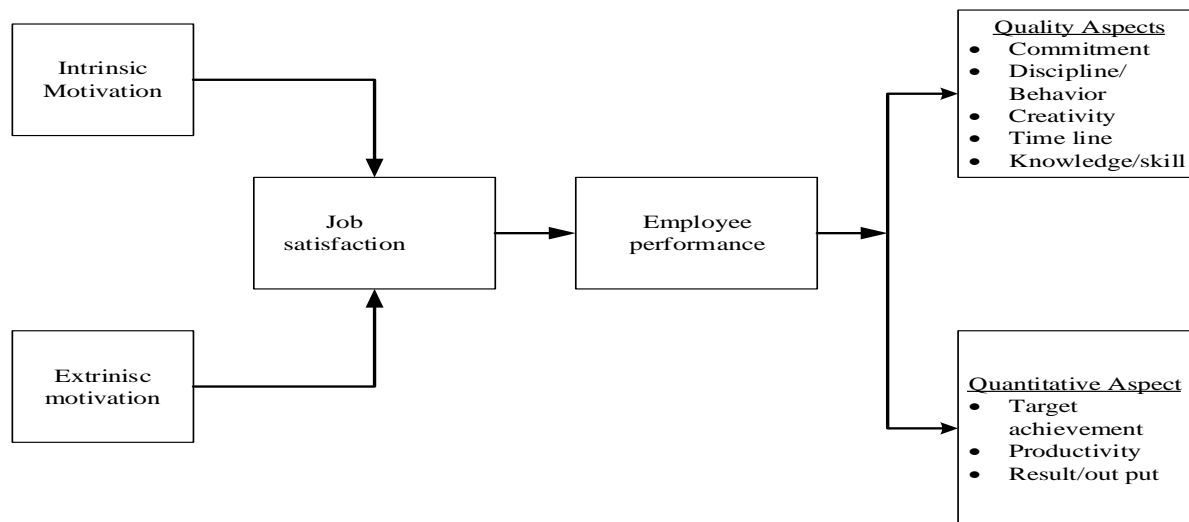
Jeremy and Aden (2018) revealed that job satisfaction variables include that, satisfaction with supervisor, pay, job itself, promotion, co-workers, and overall commitment in an enterprise, which could positively influence employees' intention to stay with the enterprise. This implies that employees' job satisfaction should be developed or enhanced; their psychological and emotional attachment and loyalty to the enterprise would be increased. The same study indicated that developing employees' level of positive affective orientation towards their employment might enhance not only their affective response, involvement with enterprise goals and values, loyalty, and attachment but also their intention to stay in the enterprise and their level of performance. Meithiana (2017) conducted studied enterprise culture, work environment, leadership style on job satisfaction, and performance. And concluded that there are significantly positive and significant correlations between enterprise culture, work environment, leadership style on job satisfaction, and performance. To develop job satisfaction, the employees need to give meaning to their work; employees should always perform their work duties with wholehearted enthusiasm and interest, whether they are employed in part-time jobs or full-time jobs (Muhammad 2019). The same study indicated that within one's job, there are several areas that in some cases arouse job dissatisfaction, but the individuals are required to develop positive feelings and bring about effective solutions to all kinds of problems and difficulties. Generally, employees who possess higher levels of job satisfaction are less likely to be absent from work, they are less likely to leave their jobs, are more productive, creative, and hard-working, more likely to display enterprise commitment and they are more likely to be satisfied with their lives (Cipta, 2019) and (Meithiana 2017).

2.3. Effects of job satisfaction on Job Performance

Job satisfaction is one of the most researched variables in the area of workplace psychology and has been associated with numerous ranging from leadership to job design. It is more of a journey, not a destination, as it applies to both employees and the employer. Armstrong (2009) found out that the level of job satisfaction and motivation affects employee's productivity. The high performer employees demand attractive packages from the employers (Armstrong 2009). Pandey and Khare (2012), confirmed the significant impact of job satisfaction on employee loyalty in the manufacturing industry. Further, Pandey and Khare (2012) indicate that there was a relationship between job satisfaction and enterprise commitment. At last, the underlying factors of loyalty that emerged from this study are commitment, motivation, sense of ownership, and career development. The low level of job satisfaction adversely effects on employee commitment and sequentially affects the achievement of enterprise objectives and performance. Jitedra and Jain (2013) in their study categorized the importance of employee satisfaction for various stakeholders like the enterprise and the employee. The importance of employee job satisfaction for the enterprise can be summarized as enhance employee retention, increase productivity, increase customer satisfaction, reduced turnover, recruiting, and training costs, reduced wastage and breakages, reduced accidents, reduced absenteeism, enhanced customer satisfaction and loyalty, more energetic employees, and improved teamwork (Jitedra and Jain, 2013). Moreover, if employees are not happy or satisfied with their jobs, several areas of their work are affected and their behavior can also affect other employees. Some of the possible effects of low job satisfaction are job stress, high employee turnover rates, lack of productivity, low profit, and low customer retention (Jitedra and Jain, 2013). Anitha and Pragadeeswaran (2016) indicated that many variables like intellectual and physical abilities of the employees, their qualification, experience, training, culture of the enterprise, reward systems, career progression opportunities, co-workers behavior, authority and responsibility, workload, and structure of enterprises, influence the performance of employees. Further, the study classifies the motivation in two categories namely extrinsic motivation and intrinsic motivation as shown in Figure.2.1. extrinsic motivation refers to behavior that is driven by external rewards such as money and recognition. This type of motivation arises from outside of the individual, as opposed to intrinsic motivation, which originates inside of the individual. Intrinsic motivation is the act of doing something without any obvious external rewards. Employees do

it because it's enjoyable and interesting, rather than because of an outside incentive or pressure to do it, such as a reward.

The aforementioned literature indicated that employees are an enterprise's number one resource and keeping employees happy and satisfied reinforce an enterprise in many ways, including, lower turnover rate, higher productivity, increased profits, higher sales, lower costs, increase the loyalty of employees, and a stronger bottom line.



Source: Anitha.S and Pragade Easwaran(2016)

Figure.2. 1. Relationship between Job Satisfaction and Employee

2.4. Job Performance of Employees

Every enterprise has been established with certain objectives to achieve. These objectives can be achieved by utilizing resources like men, machines, materials, and money. All these resources are important but out of these, the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources are utilized by manpower. Further, the business environment is changing drastically. Again the need for highly skilled and dedicated manpower is felt who can give the best output. Nowadays the markets are also very competitive and there is a cut-throat competition. For every enterprise, it is difficult to start, survive, stabilize, and excel in the business. The enterprise that gets the advantage over other competitors through their talented

and dedicated manpower can take the lead in the market. The contribution of employees on a job is the most important factor for development and excellence in business.

According to Yvonne et al. (2014) achieving a high level of employee performance is considered a common goal for many enterprises. Employee as a spine of every enterprise, without employee no work can be done (Yvonne et al. 2014). This indicates that employees perform their job correctly, the employee's job satisfaction is very significant.

The performance of employees on different jobs in close coordination is needed for the success of the unit. Employees are performing different jobs in an enterprise depending upon the nature of the enterprise. They mainly perform tasks like production, storage, manufacturing, transportation, marketing, purchasing, distribution, promotion of business, finance and accounting, human resource, research, and public relations. All these activities are inter-related to achieve the targets. These are to be performed by the employees properly so they can give their best output at the job. This will have a great impact on the total production, sales, profit, progress, and market position of the enterprise in the market. Various factors like skills, training, motivation, job fit, job security, management policies, fringe benefits, salary, promotion, and communication, etc. are responsible to encourage the people to work sincerely and give their best output. The importance of employees' performance must be understood by the management and sincere efforts must be put in that direction. The management of the enterprise taking timely steps in that direction will be in a position to develop and motivate the people to do so. Finally, the enterprise may take the lead the market and grab the opportunities available in the market. Armstrong (2009) had defined performance management as a systematic process for improving enterprise performance by developing the performance of individuals and teams. One of the overall objectives of performance management is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the enterprise. According to Manasseh (2013) Performance is the output obtained as a result of effort. It is a measure of effectiveness. It has to do with the general way and mode of employees at work and the degree to which such employees can realize the goals, objectives, and values set in the enterprise. According to this study, an employee performance determines how well or bad a person has performed by measuring activity concerning the weighed components.

According to Griffith (2003), performance measurement is used to increase the motivation of employees, provide on-time and quick feedback, provides fairness in the structure of the enterprise, and provides equal opportunities. The researcher defined job performance as how well aspects of a job are done against expectations. Ongori(2008) defined job performance as the total expected value to the enterprise of discrete behaviours that an individual carries out over a standard period. Further, the study by Ongori(2008) indicated that measurement of performance is determined through performance management systems.

Job performance measures how well someone performs at his or her work. That is, job performance is the total expected value to the enterprise of individual behaviours that are related to the job Armstrong (2009). It can be qualitatively and quantitatively determined during a performance appraisal process that gauges the level of performance against expectations. According to Shakti (2018) employee performance is the result of work in terms of quality and quantity attained by employees. Work performance is the result of one's work in performing his/her assignment given to him, the emphasis on skills, experience, dedication, and time. Ramona et al. (2017) defined work performance as real behaviour expressed by everyone as a work achievement produced by employees appropriate to their role in the enterprise. On the other hand, job satisfaction has been a seeming principal factor which is closely linked with enterprise output.

According to Yousef (2017), people feel emphatically or adversely about their jobs. According to this literature job satisfaction also demonstrates as a level of expectations in a person's psychological agreement is fulfilled. To Amjad et al. (2016), the effectiveness of employees indicated the fact that individuals are satisfied with their job and will have greater work performance, and thus greater job discharge than those who are not satisfied with their jobs. Further, it is stated that employees are more likely to turnover if they are not happy and less motivated to display better performance.

2.5. Effect of Job Satisfaction on Job Performance

According to Waleed et al. (2019) job satisfaction has a significant positive effect on job performance indicating that the higher the salary is reasonable for the amount of work in the enterprise, the supervisor praises people who do good work, relationships with other workers in an enterprise are very good, and current job offers the right professional development opportunities to be effective in the job tasks, the more employees perform well because they receive the recognition for my efforts and always reach the targets at work. Lai Chee Yee (2018) studied the relationship between job satisfaction, job satisfaction factors, and job performance among academic staff in Malaysia's private universities. Working condition, job security, remuneration, relationship with colleagues, recognition, and advancement are the six job satisfaction factors that would like to investigate whether there has a positive relationship on the job performance. Agustini et al. (2016) remuneration is an important factor that motivates supervision to perform better and do positive things for the enterprise. Furthermore, employee satisfaction can stimulate a person to behave pro-socially such as positive social behaviour, constructive and meaningful help. Thus, to improve employee performance to note some important variables that contribute to the achievement of optimal performance that remuneration, job satisfaction, and supervision. In detail, the results of this study can be concluded that remuneration has a significant and negative effect on supervision performance. This indicates that the higher the value of the remuneration received by supervision, the lower their performance will be. The negative effect occurs because there are some obstacles in the implementation process of supervision tasks, such as not optimal data accessibility and availability to support the supervision's main tasks in exploring tax potential.

2.6. Factors of Job Satisfaction

Following previous empirical studies and literature, the major determinants of employee job performance are summarized below.

2.6.1. Age

Previous researches failed to conclude about the relationship between the age of the employee and the level of job performance. For instance, some studies found that age has a direct relationship to the level of job satisfaction and performance of employees (Ramona et al. 2017). Several reasons were accountable for that; older people have better jobs than younger people, due to a long profession. They had more chances to obtain a desirable job. Other

researches showed that there is no difference in the level of job satisfaction concerning age. Clarke (1996) discovered a U-shaped correlation between job satisfaction and lifespan. Job satisfaction starts reasonably high in young years, and then takes a descent in the twenties and thirties with the age of 36 as the lowest point on average, and then it rises back up again through the forties and further in the fifties and sixties.

2.6.2. Gender

Women's job satisfaction is on average lower than men counterparts (Lefkowitz, 1994). One explanation for this phenomenon could be that women have less invested in their work. Another, more likely, reason would be that women experience less job satisfaction because they tend to have less good jobs overall compared to men. However, McKenna (2000) confirmed the differences between men and women in the level of job satisfaction disappeared when variables such as age, education, and income status were kept equal.

2.6.3. Marital Status

The marital status of employees has an important role in job satisfaction and performance. Zihni et al. (2013) revealed that the married person feels dissatisfied in their job than unmarried counterpart employees. This could be because their wages were insufficient due to the increased cost of living and the cost of educations to children. However, a study by Mohammad (2013), confirmed that gender and marital status do not play any significant role in determining the level of job satisfaction.

2.6.4. Educational Status of employees

Previous studies revealed that most of the workers who had not completed their school education showed a higher satisfaction level. However, educated workers felt less satisfied with their job. For instance, Ghosh, (2013) revealed that the relationship between education level and job satisfaction is inversely related. While, (Gurbuz, 2007) demonstrated that there is a positive relationship between education level and job satisfaction of employees.

2.6.5. Payment

Payment is defined as the monetary benefit given to the employees by the enterprise in return for the services that the employees render towards the enterprise. Sonika and Cheshta (2018) indicated that it influenced the job performance of employees. The study propounded that

direct incentive has created a positive impact on the job satisfaction. That is, payment is considered to be the most vital areas that employees work for when they feel, their pay and benefits are sufficient enough to sustain their living and then they feel satisfied with their job.

2.6.6. Supervision

To an employee, supervision is equally a strong contributor to the job satisfaction as well as to the job dissatisfaction. The feelings of employees towards his supervisors are usually similar to employees' feelings towards the enterprise. Supervision is one of the principal factors which can impact employee on the level of job satisfaction. Danica (2013), expressed that supervision connects with technical knowledge, human relation, skill, and coordination of work activity. In an enterprise, the style of supervisory conducts driving the key part to accomplish enterprise objectives. Supervisory conduct extends massively imperious where all the choices made at the top level and to a great degree just way choice made by employees or subordinate in the lowest level. The role of a supervisor is a focal point for attitude formation. Bad supervision results in absenteeism and high labor turnover and poor employee performance. On the other hand, good supervision results in higher production, higher profit, better performance, and good industrial relations.

2.6.7. Job fit

job fit can be a reasonable predictor of job performance because individuals with high person-job fit had found to have positive work outcome (Edwards, 1991). Person-job fit had found to be positively related to job satisfaction, commitment, task performance and contextual performance, acceptance of job offer, tension reduction as well as intention to leave . Thus there is a need to carry out further investigation in order to further explore the relationship that may exist between job fit and the job performance of those employees who are currently working in the printing enterprise.

2.6.8. Working Condition

Working conditions are defined as circumstances such as working hours, stress, degree of safety, or danger that affect the workplace. Studies by Sageer et al. ,(2012) indicated that working condition is an important factor for job satisfaction as well as employee performance. Good working atmosphere and pleasant surroundings help to increase the production and productivity of the industry. Working conditions are important to all types of employees.

However, Danica (2013) indicated that working conditions as a factor of job satisfaction, do not considerably determine overall job performance to make a significant difference between workers who work in normal working conditions and workers who work in difficult conditions. George et al. (2017) conducted a study on the banking sector and revealed that satisfied employees ranked that to a large extent of satisfaction and the majority of the respondents indicated that they were fairly satisfied.

2.6.9. Communication

It is a process of communication between managers/supervisors and employees to create positive attitudes about products and services that lead to their favor in the process. Kulachai et al. (2018) indicated in their study that communication had a positive influence on employee job satisfaction and performance. This can be implied that internal communication would enhance employees to satisfy their job the more likely they are happy with their jobs. Similarly, the better the communication the greater the job performance they will have.

2.6.10. Promotion

Promotion is the transfer of an employee to a new position which commands higher pay, privileges, or status compared with the old. It is a vertical move in rank and responsibility. Sanyal et al. (2018), expressed that, there was a remarkable relationship between employee promotion and enterprise performance. That is, there is a strong positive relationship between employee promotion and enterprise performance. Promotion can be defined as the internal mobility within the enterprise by changing the position vertically. Many employees find that holding the same position and repeating the same daily tasks for many years is tedious, but that can be avoided if the employee expects to gain promotion to a higher position with new tasks and responsibilities (Mohammed, 2019).

2.6.11. Job autonomy

Job autonomy in the workplace refers to how much freedom employees have while they are working. A study conducted by Yoon Chun and Chiang-Soon Song (2019) focused on the relationship between job autonomy and job satisfaction. This empirical research indicated that job autonomy is positively related to job satisfaction of employees. For some enterprises,

autonomy means employees are allowed to set their schedules. In other enterprises, autonomy means employees can decide how their work should be done.

2.6.12. Job Security

Job security refers to the length of time employees can expect to remain in their job. Employees prefer to find a job that they can occupy in the long term, which works to the benefit of the enterprise and themselves. According to Sanyal et al. (2018), every employee looks for a degree of security and safety of his or her employment and this has been widely recognized as one of the key factors impacting employee performance and satisfaction. This implied that loss of job security leads to several other issues such as low motivation, low commitment, and even depression.

2.6.13. Health and safety

Occupational health and safety, occupational health, or safety, is a multidisciplinary field concerned with the safety, health, and welfare of people at work. According to Iheanacho and Ebitu (2016), there is a significant relationship between industrial safety and employee performance. That is, the higher the level of industrial health and safety, is inversely related to the higher the level of employee turnover. According to Naga and Satyavathi (2017), enterprises must give high preference to employees and should consider their health and safety, such a way that they should take measures in providing a good environment for the employees.

2.6.14. Benefits

Benefits refer to the part of the total compensation platform provided to the employee in entire or in part by payments from the employer and it's did not include the pay for time spent on work (Flot Man, 2018). Employees' benefits include pension, health insurance, fringe benefits, welfare and etc. (Inuwal, M., 2016). Same work indicated that, benefits are a crucial part of an employee's total compensation package. Besides, benefits can be treated as the payment or entitlement, such as one make under an insurance policy or employment agreement, or public assistance program or more generally, something of value or usefulness.

2.6.15. Management and employee relationship

Creating a positive management - employee relationship is one of the important objectives of every manager. When the relation is strong, the employees are found to be more satisfied and productive in their job (Adolf Halley, B. k., 2017). Employee relation helps in employee retention by strengthens employee motivation and commitment.

2.7. Conceptual Framework of the Study

To investigate employees' job satisfaction and its impact on performance in the printing enterprise, a conceptual framework that pulls together the concepts of job satisfaction and employee performance has been developed. The conceptual framework describes the underlying relationship between different factors as can be seen from figure.2.2. To construct the conceptual framework related literature of different sectors was reviewed and customized to the study context (Jeremy and Aden 2018). The literature indicates those dimensions such as pay, promotion, autonomy, job security, supervision, benefits, job fit, and working conditions, communication, health and safety, and management-employee relationship affect job satisfaction or dissatisfaction of employees. Job satisfaction is the result of a combination of different dimensions or factors of job satisfaction which have the potential to affect the performance of employees. Many factors affect employee performance that managers need to be aware of and should work to improve at all times. Based on the literature review, the relationship between job satisfaction and employee performance can be conceptualized as depicted in Figure 2.2. The framework shows that a satisfied worker feels a sense of ownership, is loyal to the enterprise, can take extra-responsibility, is creative, is punctual, better teamwork, better relationship with management, and satisfied employee will perform its activities better resulting in a better enterprise performance.

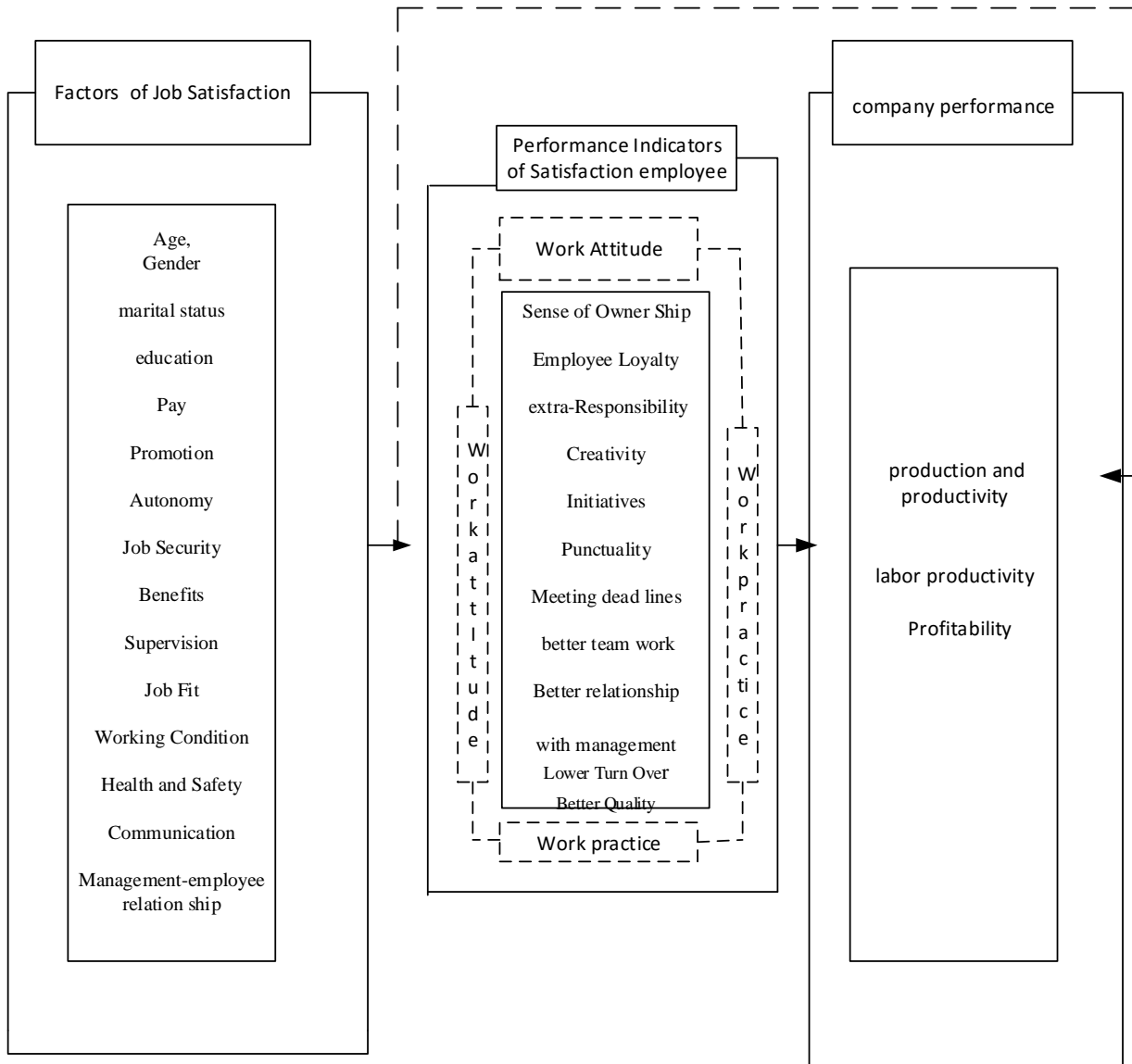


Figure.2.2 Framework: Relationship between Dimensions of job satisfaction and performance indicators

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design and Data Sources

The research approach for this study was a cross-sectional method to assess the relationship between the independent variables and dependent variables of job satisfaction and performance at BSPE. The predictor variables are pay, promotion, autonomy, job security, benefits, supervision, job-fit, working condition, health and safety, communication, and management-employee relationship. To investigate the relationship between the dependent and independent variable correlation design was used. The study used both primary and secondary data sources. The primary data were collected using a survey questionnaire and focus group discussions. Different official reports like labor productivity, downtime reports, employee complaints, labor performance reports, strategic plans, and other related documents were investigated in the case of secondary data.

3.2. Target Population and Sampling

The target population for this survey is the permanent employees of Brhanna Selam Printing Enterprise (BSPE). BSPE has three branches namely Awassa, Main branch, and Merha Tibebe. For this study, the target population comprises of all permanent employees in the main branch and Merha Tibebe branch in BSPE which has a total of 861 permanent employees. However, employees of Awassa branch, temporary employees of the main branch, and Merha Tibebe branch were not included in the study due to time and location reasons.

The study used a multi-stage sampling technique. In the first stage, BSPE was purposively selected because it is one of the largest printing enterprises in Ethiopia, with a large number of employees and with labor-intensive tasks. And job satisfaction and employee performance have not been studied before, while the enterprise is long-serving. In the second stage, a representative sample was taken from each job position taking into account each department of the enterprise. The population of this study embraces many distinct categories or separate strata. Each stratum is then sampled as an independent sub-population, out of which individual elements were randomly selected. Every unit in a stratum had the same chance of being selected. Using the same sampling fraction for all strata ensures proportionate

representation in the sample. In this study, the population can be classified as top management, middle management, team leaders, supervisors, and blue-collar worker. the study uses a stratified sampling technique as an appropriate technique. Finally, get representative samples from each stratum a simple random sampling technique was employed in each stratum. To determine the sample size, this study employed Yamane (1967), a sample determination formula. He suggested a simplified formula for calculating of a reasonable sample size from a given population. According to him, the sample size is given by the formula

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

Where N, is the targeted population size, n stands for sample size, e is the level of precision expected (e =0.1), with a confidence level of 90%. Thus, given the targeted population size (N =861) and with ±10% precision. This implies that the representative sample size was 90 (10.5% of the total population) employees. The proposed sample size falls in the range of 5-20% which Amedeho (2002) called it an ideal sample size to represent the entire population. BSPE as in most of the manufacturing industries consists of top management, middle management, supervisors, and blue-collar workers. During the study period, out of 861 total permanent employees, 20 were top management, 25 were middle management, 33 were supervisors and 783 were blue-collar workers (BSPE HRM report,2019/20). To account for population distribution among different job categories of the enterprise, the researcher took 4 from top management, 5 from the middle management, 7 from supervisors, and finally, 74 blue-collar workers which makes 90 respondents in total.

Table.3 1 Sample size determination and distribution

Job Categories	Population	Sample Taken
Top management	20	4
Middle management	25	5
Supervisors	33	7
Blue-collar worker	783	74
Total	861	90

Data Source: researchers own source

3.3. Data Collection Methods

Data collection was undertaken using both primary and secondary sources. The primary data were collected through survey questionnaires and focus group discussions. A structured questionnaire was distributed to 90 randomly selected employees from each department and each job category considering the number of employees. As job satisfaction is something that individuals perceive in an enterprise, the measuring instrument used in this research is therefore designed in such a way that data on an individual's perceptions were gathered. The measuring instrument was described as a self-report questionnaire, which the participants had to indicate the degree to which they agreed or disagreed with each statement in every dimension in the questionnaire. The questionnaire comprises of three sections. The first section consists of a total of 8 questions that are designed to gather information about personal data. The second section comprises of 56 questions that are designed to measure job satisfaction of the employees and the third section includes 20 questions that are designed to measure employee performance. The questionnaire put 5 questions for each dimension or factors that were used to assess the variables payment, promotion, job fit, job security, job autonomy, benefits, working condition, health and safety, supervision, communication, and management-employee relationship. In the questionnaire, respondents were requested to indicate the extent to which they agree or disagree on the given statements on the job satisfaction and performance. The responses were rated on a five-point Likert scale where 5 stands for strongly agree; 4 represents to agree; 3 signifies neutral; 2 denotes for disagree and 1 means strongly disagree. The questionnaire was designed (with English and Amharic language) with the intent of measuring the extent of job satisfaction and perceived job performance of employees at BSPE (See annex 2 and 3).

Following Zaidaton & Bagheri (2009) if the mean score is below 3.39, it is considered as low; if the mean score lies in the range of 3.40 up to 3.79, it is called moderate and if the mean value is above 3.80, it indicates high performance or satisfaction. four focus group discussions consisting 4 employees each from different department and job categories were conducted to explored more information about the major dimension of employees satisfaction like payment, promotion, job fit, working conditions, working environment, supervision, communication, job security, and health and safety and triangulate the data collected through a survey questionnaire.

The secondary data were obtained from a review of related literature from published journals, books, magazines of BSPE, internal records, the internet, and relevant documents related to the study, which were extensively reviewed as references. Particularly, labor hour's performance, Labor productivity, employee complaints, machine downtime reports, production performance of BSPE for the past five years were collected to supplement the data generated through employees' survey and focused group discussion owing to the availability of the reliable secondary data. These data were used because it helps improve an understanding of the importance of factors affecting employees job satisfaction and their impact on performance.

3.4. Validity and Reliability of Data

Validity and reliability in data collection relate not only to the accuracy of the data items that are measured but also its accuracy concerning the purpose for which it is collected. The validity and reliability are two factors that any researcher should be concerned about while designing a study, analyzing results, and judging the quality of the study (Patton, 2002). Validity estimates show accurately the data obtained in the study represents a given variable in the study (Mugenda, 2008). In this study to ensure the validity of the questionnaire, a pilot survey was conducted and on top of the comments found from the advisers, the result of the pilot survey was used to increase the clarity of the questionnaire. The researcher addressed the validity of the data collected by taking adequate samples that can represent the population. Reliability is the degree to which results are consistent over time and an accurate representation of the total population under study (Perry, 2000). The study used Cronbach's alpha to measure the reliability and internal consistency of the data (Cronbach, 1951) Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. That is, it measures the inter-correlations among test items with a measure of being higher in terms of internal consistency and reliability.

The mathematical representation of Cronbach's alpha is given in equation 2.

$$\alpha = \frac{k \bar{c}}{(k-1) \bar{v} + \bar{c}} \quad (2)$$

Where: k is the number of test items, \bar{v} is the average variance, and \bar{c} is the average of all co-variance between the components across the current sample. The values of Cronbach's alpha around 0.9 is considered excellent, around 0.8 is good, around 0.7 is acceptable. While,

Cronbach's Alpha around 0.6 is questionable, and finally alpha value less than 0.5 is unacceptable (Cronbach, 1951).

3.5. Data Collection Procedure

The researcher has obtained an introduction letter from Addis Ababa University to enable him for identification by the employee of the enterprise when approaching respondents to provide relevant information for achieving the research objectives. A cover letter was attached to the questionnaire to introduce the respondents to the research topic and avoid any suspicion or mistrust respondents might have about the study. Moreover, the cover letter also helped motivate respondents to participate in the study and assured the privacy and confidentiality of their responses. The period for data collection was span for one month. The questionnaire was prepared in English. Finally, it was transcribed into Amharic language to include the lower levels of employees or respondents of the enterprise.

3.6. Method of Data Analysis and Presentation

The study employed both descriptive and inferential statistics methods for presenting and summarizing data. The descriptive analysis used mean, percentage to summarize the demographic and socioeconomic of respondents. Inferential statistics were also used to draw inferences about the population from a sample as well as to conduct statistical tests of correlation. The inferential statistics include correlation matrix and multiple linear regressions. The correlation research method is suitable for identifying the type of link, explaining difficult relationships of multiple features that explain an outcome, and predicting an outcome from one or more predictors (Leedy and Ormrod 2010). Following Evans (1996) the strength of the correlation coefficient can be categorized into five classes depending on the absolute value of the correlation coefficient. The correlation coefficient can be labeled very weak if it lies between 0.0 - 0.19; weak if it is in the range of 0.2 - 0.39; moderate if the value lies between 0.40 - 0.59; strong if it is between 0.60 - 0.79 and finally, it is considered very strong if the value of correlation coefficient is greater than 0.80. Besides, the influence of independent variables on the dependent variable would be undertaken through regression analysis (Muhammad 2019). Stata version 14 was used to conduct the data analyses.

3.7. Model Specification

For this study, the variables of interest are mainly the job performance of employees in BSPE. To estimate the major factors influencing the job performance of employees at BSPE; the researcher applied multiple linear regression models. The dependent variable (job performance) is measured using a Likert scale whereby respondents asked to rank their level satisfaction from 1, lowest, to 5, the highest level of satisfaction. The independent variables included in the job performance model are pay, promotion, autonomy, job security, benefits, supervision, job fit, working conditions, health and safety, and communication and management-employee relationship. Stata version 14 was used to conduct the data analyses.

$$Y = \beta_i X_i + \mu_i \quad (3)$$

Where Y stands for the dependent variable (employee's job performance), X represents explanatory variables, β stands to the partial coefficient of regression, and μ_i stands for error term of the model.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

4.1. Introduction

This chapter explains the information gathered from the survey through the use of questionnaires, secondary data and focused group discussion. The responses of respondents have been analyzed and results have been presented in the form of tables.

4.1.1. Profile of Respondents

Demographic and job characteristics of the respondents like gender, age, marital status, educational status, work experience in the enterprise, the department they work in, and job position of respondents are summarized in Table 4.1. The age of respondents were categorized into five age categories. Accordingly, about 18 % of the respondents were in the age group of 18-28 years old, nearly 39 % percent of the respondents were in the age category of 29-38 years old, about 20 % of the respondents were in the age bracket of 39-48 years old, 19% of the respondents in the age group of 49-58 years old, and nearly 4 % of the respondents were above 58 years old. With regards to the gender of the respondents, about 52 % and 48 % are male and female respondents respectively. The marital status of the respondents indicated that about 38% of the respondents are single and 62% are married employees.

Table.4. 1 : Summary of Demographic and Job Characteristics of Respondents

Variables	Description of variables	Frequency	Percentage
Gender	Female	43	47.8%
	Male	47	52.2%
Age	18-28	16	17.8%
	29-38	35	38.9%
	39- 48	18	20.0%
	49- 58	17	18.9%
	>58	4	4.4%
Marital status	Single	34	37.8%
	Married	56	62.2%
Job position or grade	Labor 2,5,6 & 7	22	24.44%
	Expertise 8,9,10	50	55.56%
	Supervisors 11	8	8.89%
	Team leaders 12&13	6	6.67%
	Managers 14,15,16 &17	4	4.44%
Work Experience	0- 5 years	30	33.3%
	6-10 years	21	23.3%
	11-15 years	18	20.0%
	16-20 years	5	5.6%
	21- 25 years	8	8.9%
	>25 years	8	8.9%
Educational Status	Elementary (grade 1-8)	2	2.2%
	High school (grade 9-12)	2	2.2%
	Level1,2 &3	12	13.3%
	Diploma &Level 4	41	45.6%
	Degree &above	33	36.7%
Department	Printing departments	43	47.8%
	Human Resource department	9	10.0%
	Finance department	4	4.4%
	purchasing and supplying department	4	4.4%
	marketing and research department	4	4.4%
	customer service and graphics design department	7	7.8%
	change management & quality	7	7.8%
	Audit, Law, R&D and Technical College	12	13.3%

Data Source: Own Survey Data, 2020

Concerning the educational qualification of the respondents about 37% were degree and above holders, 45.6% were diploma and level-4 holders, nearly 13.3% were level 1, 2, &3, about 2% of were high school graduates while the remaining 2% were elementary graduates. This indicates that about 82.3. % of the respondent's were degree and diploma holders.

The respondents were asked to indicate the duration they had stayed in the enterprise. Accordingly, about 33 % of the respondents had experience of less than five years. Almost 23% of the respondents experience lies between 6-10 years. Nearly 20% of the respondents had 11-15 years. Close to, 6% of the respondents had 16-20 years of experience. About 9% of the respondents served about 21-25 years and the remaining 9% of respondents had more than 25 years of service year in the enterprise. This indicates that about 66.7% of the respondents have work experience of greater than or equal to 5 years in the case company.

The summary of the job position of the respondents indicated that close to 56 % of the surveyed individuals were experts with job grade 8,9, and 10. Almost 24% of the respondents were with job grades of 2,5, 6, and 7. Nearly 9% of the respondents were supervisors with job grades 11 and close to 7% are team leaders with job grades 12&13. The remaining 4% of respondents were at a managerial level with a level of 14, 15, and 16. &17. This indicates that the respondents are taken from all positions in the enterprise.

On the department where the respondents are placed; the majority of the respondents 48% work in printing departments, 10% of the respondents work in human resources, about 4% work in the finance department, 4% served in the purchasing and supply department, almost 4 % work in marketing and research department, close to 8% respondents work in customer service and graphics design department, 8% respondents work in change management and quality department and the rest 13% respondents work under different departments like audit, law, communication and public relation, research and development, and technical college of the enterprise. This indicates that the respondents are taken from all departments in the enterprise.

4.1.2. Reliability Test

There are different methods of reliability tests. To check the reliability of the questionnaire in this study a pilot test was conducted with 15 respondents and their comments were included in

the final questionnaire. Moreover, the study used Cronbach's alpha¹ test to measure the reliability and consistency of the structured questionnaire. Accordingly, Cronbach's Alpha coefficient for the overall scale was calculated to be 0.95. This indicates that the questionnaire is overall reliable and consistent. The individual Cronbach's Alpha coefficients for the scales are presented in table 4.2. Following (Cronbach, 1951)) the values of Cronbach's alpha around 0.9 are considered excellent, around 0.8 is good, around 0.7 is acceptable. While Cronbach's Alpha around 0.6 is questionable and finally alpha value less than 0.5 is unacceptable. The alpha values obtained in this study fall in the range of 0.6 to 0.95 which indicates that overall the questionnaire is consistent and reliable.

Table.4. 2. Reliability statistics

Variables	Cronbach's Alpha	Number of items	Remarks
Overall scale of alpha	0.95	76	Excellent
pay	0.91	5	Excellent
Promotion	0.85	5	Good
Autonomy	0.80	5	Good
Job Security	0.60	5	Questionable
Benefit	0.70	5	Acceptable
Supervision	0.80	5	Good
Job fit	0.70	5	Acceptable
Working Condition	0.63	5	Questionable
Health and Safety	0.80	5	Acceptable
Communication	0.80	5	Good
Management-employee relationship	0.85	5	Good
Job Satisfaction	0.94	56	Excellent
Job Performance	0.90	20	Excellent

Data source: Own survey, 2020

4.2. Summary of Dimensions of Job Satisfaction and Employees Performance

Table 4.3 indicated that some dimensions of job satisfaction like pay (mean =3.59), job autonomy (mean =3.56), benefit (mean= 3.53) and job fit (mean =3.41) were considered as

¹ Cronbach's alpha is the most common measure of reliability test.

moderate, Zaidaton & Bagheri (2009) Similarly, dimensions like promotion (mean=3.01), job security (mean=3.25), supervision (mean=3.38), working condition (mean=3.31), health and safety (mean=3.18), communication (mean=3.17), management-employee relationship (mean=3.16) and job satisfaction (mean=3.32) were classified as low following the same source. According to the survey result, the average perceived job performance of employees in the enterprise is 3.80. Based on the mean results, it can be concluded that most of the employees are satisfied with their perceived job performance.

In terms of promotion, management-employee relationship, communication, and health and safety, the study showed that the level of employee job satisfaction is “neither satisfied nor unsatisfied”. In terms of relationships with immediate supervisors, job security, and working condition, the level of job satisfaction is in between neutral and agree somewhat less satisfied. That is, employees are not satisfied with the aforementioned dimensions. On the other hand, the study indicated that pay, autonomy, benefit, and job fit of the employees are moderately satisfied. This implies that the enterprise has to invest more resources to increase the mean value of the basic dimensions of job satisfaction so that its employee's' revenue and job performance would be improved. Specifically, the study indicated that there is a critical need from the enterprise side to address those gaps so that the existence and competitiveness of the enterprise in the market will be ensured. Furthermore, participants in the focused group discussion confirmed that employees did not satisfy with some dimensions especially, promotion, job security, working condition, communication, supervisor, and management-employee relationship.

Table.4 .3. Summary statistics of major factors of job satisfaction and performance

Variables	Mean	Std. Dev.	Min	Max
pay	3.59	0.79	1.8	5
Promotion	3.01	0.73	1.4	4.8
Autonomy	3.56	0.63	1.8	5
Job Security	3.25	0.55	1.8	4.8
Benefit	3.53	0.53	2	4.8
Supervision	3.38	0.87	1	5
Job fit	3.41	0.61	1.8	4.8
Working Condition	3.31	0.66	2	5
Health and Safety	3.18	0.66	1.8	4.6
Communication	3.17	0.73	1	5
Management and employee relationship	3.16	0.75	1.4	5
Job Satisfaction	3.32	0.46	2.24	4.46
Job Performance	3.81	0.41	2.7	4.95

Source: Own survey, 2020

4.2.1. Demographic Characteristics of Employees and Job Satisfaction

Table 4.4 summarizes the association of the demographic factors with the job satisfaction of employees in BSPE. Accordingly, the study confirmed that employees within the age group of 49-58 were weakly and positively correlated with the level of job satisfaction of employees in BSPE. However, employees with an age group of 39-48 years old were weakly and negatively associated with employee satisfaction. This is maybe because employees with relatively old age are more likely to have experience which will be reflected their satisfaction level. This study also indicated that employees with experience of less than 5 years were very weak and negatively correlated with job satisfaction. In contrast, employees with experience levels greater than 25 years old were weakly but positively associated with the level of job satisfaction. This is perhaps because employees with long years of experience in the enterprise, the more they are satisfied with the job they are assigned in.

Moreover, the educational status of the employees was also found to be correlated with the level of job satisfaction. Employees with the educational status of the level of 1,2 and 3 were weakly and positively associated with the level of job satisfaction. While respondents with the educational status of grades 9 through 12 were very weak and negatively associated with job

satisfaction in BSPE. The finding of this study implies that employees with the educational status of levels-1, levels-2, and levels-3 are more satisfied with their job than those with high school level educational status.

Table.4.4. Demographic characteristics of employees and job satisfaction

Variables	Description of variables	r	P-value
Gender	Gender of respondent (male =1, 0= otherwise)	0.10	0.3591
Marital status	Marital status (married=1, 0= otherwise)	-0.03	0.8092
Age_Dm1	Age =1 if age is 18-28 and 0= otherwise	-0.01	0.9523
Age_Dm2	Age =1 if age is 29-38 and 0= otherwise	0.01	0.9011
Age_Dm3	Age =1 if age is 39-48 and 0= otherwise	-0.26	0.0135
Age_Dm4	Age =1 if age is 49-58 and 0= otherwise	0.28	0.0071
Age_Dm5	Age =1 if age greater than 58 and 0= otherwise	-0.05	0.6332
Exp_Dm1	Experience=1 if experience is 0-5 & 0 otherwise	-0.20	0.0633
Exp_Dm2	Experience=1 if experience is 6-10& 0 otherwise	-0.11	0.3002
Exp_Dm3	Experience=1 if experience is 11-15 & 0 otherwise	0.11	0.3220
Exp_Dm4	Experience=1 if experience is 16-20 & 0 otherwise	0.11	0.3184
Exp_Dm5	Experience=1 if experience=21-25 & 0 otherwise	0.11	0.4582
Exp_Dm6	Experience=1 if experience > 25 & 0 otherwise	0.18	0.0960
Edu_DM1	Education= 1 if First degree & above&0 otherwise	0.01	0.9240
Edu_DM2	Education= 1 if diploma and 0 otherwise	-0.08	0.4385
Edu_DM3	Education= 1 if level 1,2,3 and 0 otherwise	0.24	0.0206
Edu_DM4	Education= 1 if grade 9-12 and 0 otherwise	-0.18	0.0889
Edu_DM5	Education= 1 if grade 1-8 and 0 otherwise	-0.12	0.2816

Data source: Own survey, 2020

4.2.2. Demographic Characteristics of Employees and Job Performance

The correlation analysis of selected demographic characteristics of employee visa viz employees job performance is presented in Table 4.5. Consequently, employees within the age bracket of 39-48 years old were weakly and negatively associated with job performance of employees in BSPE. Moreover, employees with primary school (1-8 grade) educational status were very weakly but negatively related to the job performance of employees in BSPE. Concerning work experience, employees with experience less than 5 years were found to be weakly and negatively correlated with perceived job performance. However, employees with experience in the range of 11 -15 years were weakly and positively related to employees perceived job performance.

Table.4. 5. Demographic characteristics of employees and job performance

Variables	Description of variables	r	P-value
Gender	Respondent gender (male=1& 0 otherwise)	0.16	0.1379
Marital status	Marital status (married=1 & 0 otherwise	-0.17	0.1161
Age_Dm1	Age =1 if age=18-28 & 0 otherwise	0.11	0.3191
Age_Dm2	Age =1 if age=29-38 & 0 otherwise	-0.02	0.8707
Age_Dm3	Age =1 if age is 39-48 & 0=otherwise	-0.23	0.0341
Age_Dm4	Age =1if age is 49-58 & 0= otherwise	0.13	0.2187
Age_Dm5	Age=1 if age > 58 & 0= otherwise	0.03	0.7819
Exp_Dm1	Experience=1 if experience 0-5 & 0 otherwise	-0.22	0.0374
Exp_Dm2	Experience=1 if experience 6-10 & 0 otherwise	-0.08	0.4806
Exp_Dm3	Experience=1 if experience 11-15 & 0 otherwise	0.23	0.0299
Exp_Dm4	Experience=1 if experience 16-20 & 0 otherwise	0.09	0.3447
Exp_Dm5	Experience=1if experience 21-25 & 0 otherwise	0.01	0.9284
Exp_Dm6	Experience=1 if experience > 25 & 0 otherwise	0.07	0.5040
Edu_DM1	Education=1 if first degree or above &other wise	-0.06	0.5629
Edu_DM2	Education= 1 if diploma & 0 otherwise	0.05	0.6661
Edu_DM3	Education= 1 if level 1,2,3 & 0 otherwise	0.15	0.1720
Edu_DM4	Education= 1 if grade 9-12 & 0 otherwise	-0.10	0.3336
Edu_DM5	Education= 1 if grade 1-8 & 0 otherwise	-0.19	0.0799

Source: Own survey, 2020

4.2.3. Overall Job Satisfaction and Perceived Employees Job Performance

To measure the overall self-reporting job satisfaction level and perceived job performance of employees in BSPE, the researcher presented two questions. First, respondents were asked to rate their overall job satisfaction in the enterprise where they are hired in. The result of the summary statistics of the overall job satisfaction of BSPE is presented in Table 4.6. Accordingly, the overall job satisfaction of employees at BSPE was found to be 3.34. This implies that the overall job satisfaction of employees at BSPE is low as compared to the empirical findings of Zaidaton & Bagheri (2009) who categorized satisfaction level in three main classifications. That is, if the mean score is below 3.39, it is considered as low; if the mean score lies in the range 3.40 up to 3.79, it is designated as moderate and if the mean score value is greater than 3.8, it is assumed as high satisfaction level Zaidaton & Bagheri (2009).

Table.4.6. Overall job satisfaction and perceived impact on job performance in BSPE

Variable	Mean	Std. Dev.	Min	Max
Overall job satisfaction in the enterprise	3.34	1.01	1	5
Variable	Job satisfaction affects my performance		Job satisfaction does not affect my performance	
Perceived job performance level	81%		19%	

Data source: Own survey, 2020

Moreover, respondents were consulted to reveal their opinion if the level of job satisfaction affects job performance in the enterprise they are working in. The result of their responses to this question is summarized in Table 4.6. Accordingly, about 81% of the respondents agreed that their job satisfaction level affects their job performance in BSPE. While the rest 19 % of the respondents did not believe that their job satisfaction level does affect their job performance in the enterprise. This implies that a significant number of the respondents believed that job satisfaction contributed to the employee's performance in particular and enterprises' performance at large.

4.2.4. Relationship Dimensions of with Employees Job Satisfaction and Performance

Table 4.7 shows that the correlation analyses of extrinsic dimensions *visa viz* employees job satisfaction and perceived job performance. Following D.Evans (1996) the strength of the correlation coefficient can be categorized into five classes depending on the absolute value of the correlation coefficient. The correlation coefficient can be labeled very weak if it lies between 0.0 - 0.19; weak if it is in the range of 0.2 - 0.39; moderate if the value lies between 0.40 - 0.59; strong if it is between 0.60 - 0.79 and finally, it is considered very strong if the value of correlation coefficient is greater than 0.80. The employee payment is getting in the enterprise was strongly and positively correlated with the job satisfaction of employees. Similarly, it was also moderately and positively correlated with the perceived job performance of employees. This implies payment moves parallel with job satisfaction and perceived job performance in BSPE. This study indicated that payment is strongly associated with employee's job satisfaction than perceived job performance. This finding is consistent with the empirical results of kashyap and Cheshta (2018) who indicated that payment positively influenced the job satisfaction of employees.

The promotion of employees is getting also strongly and positively associated with job satisfaction of employees. However, promotion is moderately and positively related to the perceived job performance of employees. This study, therefore, confirmed that the promotion of employees and perceived performance also goes together in BSPE. This signifies that employees who obtained promotion also obtained better job satisfaction levels and perform more than those with low levels of promotion. This result implies that promotion is strongly related to employee's job satisfaction than with perceived employee's performance. The result of this study is congruent with the empirical findings of Jain, J. K. (2013). reported that there was a strong positive relationship between employee promotion and enterprise performance. Thus, there was a remarkable relationship between employee promotion and the enterprise's performance.

Employees who perceived that they have job autonomy were moderately and positively related to job satisfaction and perceived performance of employees. Similarly, this result signals that employees with more job autonomy are more likely to be associated with better job satisfaction and performance. That is, employees who believed that they have better job

autonomy in their workplace are more likely to have more job satisfaction and better job performance. The result of this study is consistent with the empirical findings of Chung (2017) who documented that job autonomy is positively associated with job satisfaction of employees.

Employees who feel that they have job security were strongly and positively correlated with job satisfaction. However, an employee with job security was weakly but positively related to job performance in BSPE. This implies that employees with a better perception of their job security are more likely to have job satisfaction and better job performance in BSPE. The result of this study is consistent with the empirical findings of Sanyal et al. (2018) who reported that every employee looks for a degree of security and safety of his or her employment and concluded that loss of job security leads to several other issues such as low motivation, low commitment, and even depression. Employees' benefits and job satisfaction were found to be strongly and positively correlated. Similarly, the benefits of employees and job perceived performance were weakly and positively correlated. This implies that increasing the benefit packages to the employees will improve the employee's satisfaction level and job performance in BSPE during the study period.

Table.4.7. Correlation of extrinsic dimensions with job satisfaction and performance

Factors/dimensions	Job Satisfaction		Perceived Performance	
	r	P-value	r	P-value
Pay	0.6766	0.0000	0.4357	0.0000
Promotion	0.7797	0.0000	0.4845	0.0000
Autonomy	0.4102	0.0001	0.4532	0.0000
Job security	0.6597	0.0000	0.3254	0.0017
Benefits	0.7004	0.0000	0.4370	0.0000
Supervision	0.5680	0.0000	0.4341	0.0000
Job fit	0.8066	0.0000	0.6218	0.0000
Working condition	0.6741	0.0000	0.3616	0.0005
Health and Safety	0.6660	0.0000	0.4074	0.0001
Communication	0.7410	0.0000	0.5183	0.0000
Management and employees relationship	0.7761	0.0000	0.4398	0.0000

Source: Own survey,2020

Supervision was moderately and positively correlated with the extent of job satisfaction in the enterprise. Likewise, supervision and job performance were also moderately and positively correlated. That is, supervision by the immediate supervisors will create satisfaction to the employees as they get frequent support whenever they feel it is necessary for their job. Similar reports have been documented by George et al. (2017), who highlighted that supervision

connects with technical knowledge, human relation, skill, and coordination of work activity among employees. Likewise, the existence of good management and employee's relationship is also strongly and positively associated with employees' job satisfaction. The existence of good management and employees relationship also moderately and positively associated with employees perceived job performance. This means management and employees relationship contributes to the existence of job satisfaction and performance. This result is somehow related with empirical findings of Aiken et al. (2002) who documented that managerial support for nursing had a pronounced effect on nurse dissatisfaction and burnout, and both enterprise support for nursing and nurse staffing were directly, and independently, related to nurse assessed quality of care.

Besides, communication among employees was also strongly and positively related to employees job satisfaction. Moreover, communication among employees was also moderately and positively associated with employees job performance. This since communication among employees also encourages them to share ideas and solve their business problems. The result of our finding is consistent with the empirical result of Kulachai et al. (2018) who documented that communication has a positive influence on employee job satisfaction and performance. This indicated that internal communication among employees enhances employee satisfaction and thereby contribute to the employee's job performance.

The job fit of the employees was also very strongly and positively correlated with employees job satisfaction in BSPE. This implies employees assigned at their appropriate place feel more satisfied with what they do and feel satisfied in the enterprise. Likewise, the job fit of employees was also strongly and positively related to the job performance of employees. Thus, job fit moves in the same direction with job satisfaction and performance in BSPE. This is perhaps because employees who believed that they are assigned in the job they perceived fit to their profession are more likely to be more satisfied. Similarly, the working condition, health, and safety of employees were also strongly and positively linked with the job satisfaction of employees in BSPE. However, the working condition was weakly but positively related to employees job performance. The Health and safety of employees were also moderately and positively related. That is, a good working condition makes employees more satisfied with the work they are assigned in and encourage them to perform more. This is maybe because working conditions, health, and safety of the employees are important factors influencing the level of employee satisfaction. The result of this study is in line with

the empirical findings of George et al. (2017) who reported that working conditions positively contributed to the job satisfaction and performance of employees. However, the result of our finding is consistent with the empirical findings of Danica, (2013) indicated that working conditions as a factor of job satisfaction, do not considerably determine overall job satisfaction to make a significant difference between workers who work in normal working conditions and workers who work in difficult conditions. Furthermore, Naga (2017), also reported that the working environment has a positive impact on the job satisfaction of employees. Similarly, a study by Murad (2018) indicated employees' remuneration and promotion are positively and significantly related to job satisfaction of employees. Moreover, Murad (2018) indicated that remuneration, quality workers life, promotion, supervision, teamwork, and enterprise performance were positively and significantly correlated with employee job satisfaction.

4.2.5. Relationship between Job Satisfaction and Performance in BSPE

To measure the extent of the overall association between self-reporting job satisfaction and perceived job performance in BSPE, the researcher conducted correlation analyses between job satisfaction and performance. The result of the analyses is presented in Table 4.8. The result of this study confirmed that there is a strong and positive correlation between job satisfaction and performance in BSPE. This implies that employees who have more job satisfaction are more likely to perform better in their job according to this finding. A study by Yvonne, W.a. (2014) also supported the result of this study in the sense that job satisfaction and job performance were strongly correlated to each other and their relationship is significant. Similar findings have been reported by Shmailan, (2016) Hans, (2015) that satisfied employees do perform better and contribute to the overall success of an enterprise. While employees who are not satisfied do not perform well and become a barrier to success. A study by Mohammed et al. (2019) concludes that there was a positive and significant relationship between job satisfactions on the performance of non- academic staff of the University. Moreover, a study by Ramona et al. (2017) reported that better job satisfaction and motivation of employees lead to a higher level of the performance of employees and vice versa. Besides, the result of this study is also congruent with the empirical findings of Masooma, j. a. (2014), who documented that job satisfaction is positively related to employee's job commitment. This is in line with the empirical findings of Waleed et al. (2019) who

attested that job satisfaction has a significant positive effect on job performance. Thus, it can be argued and concluded that employee’s job satisfaction contributed to the success of business enterprise which could be explained in terms of best performance. However, the result of this study is somehow against the empirical findings of Ezeanyim (2019) who underscored that job satisfaction is not a contributor to employee productivity as the case companies do not indicate their plans towards satisfying the needs of the employees.

Table.4. 8. Correlation between job satisfaction and performance in BSPE

Variable	Job Performance	
	Correlation Coefficient	P-value
Job Satisfaction	0.66	0.0000

Data source: Own survey, 2020

4.2.6. Gender difference in extrinsic dimensions of job satisfaction

To examine whether there is a gender difference in the dimensions of job satisfaction in BSPE, the researcher made a meaningful comparison between the two groups, that is male and female employees. Accordingly, the mean difference of job autonomy, benefits, and job fit showed statistical significance in the two groups (Table 4.9). For instance, the mean job autonomy of male and female employees was 3.65 and 3.456 respectively. This means the mean difference between male and female employees in BSPE was statistically significant at a 10% significance level. That is, the mean job autonomy of male employees is greater than the mean job autonomy of female employees in BSPE. Similarly, the mean benefits of male and female employees of BSPE were found to be 3.613 and 3.456 respectively. The mean difference between the two groups is statistically significantly different at the 10 % significance level. This indicates on average female employees receive less benefit than male counterparts in BSPE. This is perhaps because most team leaders and supervisors are male employees in the enterprise who get more benefits because of the position they assumed. The mean job fit of male and female employees was 3.494 and 3.326 respectively. Therefore, the mean difference of job fit of male and female employees is statistically significant at the 10 % significance level. This means on average female employees are assigned in the job position they did not fit most in comparison to male counterparts. This means female employees in BSPE perceived that they are assigned in the job posts which is not convenient and fits them very well.

Moreover, Table 4.9 indicated that there is a statistically significant difference in the perceived job performance of male and female employees at a 10% significance level. That is, male employees perceived the perform more than their female counterparts. This is perhaps because female employees perceived that they are disadvantage in job autonomy, benefits, and job fit which adversely could negatively influence the job performance of employees. The result of the study is against the empirical findings of Mckenna (2000) who confirmed that the differences between men and women in the level of job satisfaction disappeared when variables such as age, education, and income status were kept equal.

Table.4 . 9. Gender of respondents and dimensions of job satisfaction in BSPE

Factors/Dimensions	Male		Female		t-value	P-value
	Mean	SD	Mean	SD		
Pay	3.67	0.79	3.51	0.79	-0.936	0.1758
Promotion	3.04	0.78	2.97	0.67	-0.432	0.3334
Job autonomy*	3.65	0.54	3.46	0.70	-1.487	0.0703
Job security	3.27	0.52	3.23	0.59	-0.344	0.3658
Benefits*	3.61	0.55	3.44	0.50	-1.576	0.0594
Supervision	3.32	0.94	3.45	0.79	0.742	0.2301
Job fit*	3.49	0.60	3.33	0.61	-1.516	0.0958
Working Condition	3.37	0.65	3.25	0.67	-0.889	0.1881
Health and Safety	3.23	0.64	3.11	0.68	-0.881	0.1903
Communication	3.16	0.81	3.19	0.64	0.216	0.4149
Management & employee relationship	3.21	0.82	3.10	0.68	-0.696	0.2443
Job Satisfaction	3.37	0.47	3.28	0.46	-0.922	0.1796
Job Performance*	3.89	0.43	3.74	0.39	-1.497	0.0690

Source: Own survey, 2020

Note that * denotes for statistical significance at a 10 percent significance level.

4.2.7. Factors Influencing Job Performance of Employees in BSPE

Tests of multi co-linearity and hetero-scedasticity were undertaken before conducting regression analysis. Accordingly, the result of the variance inflation factor (VIF) verified that there is no problem with multi-co-linearity as its value is 2.35 (see annex.1). Moreover, to account for the effect of heteroscedasticity, the researcher used robust regression.

The result of the F test indicated the overall significance of the model. That is, all the explanatory variables included in the regression explained the model very well. Furthermore, the value of R-squared in the model indicated that more than 56 % of the variation in the job performance of the employees is explained by the explanatory variables included in the model (Table 4.10).

The dependent variable of the model is the job performance of employees which takes any value in the range of 1 to 5. The explanatory variables included in the model are pay, promotion, job autonomy, job security, benefit, supervision, job fit, working condition, health and safety, communication and management, and employee relationship. The result of this study shows that job autonomy, supervision, and job fit were found to be significantly and positively affecting job performance of employees in BSPE. Specifically, job autonomy was found to be positively and significantly influencing employee's job performance at a 1% significance level. That is, as the employee job autonomy increases by one unit, the level of job performance also increases by 0.175 units. This means increasing the level of job autonomy leads to enhancing the productivity and job performance of employees. The finding of this research is somehow consistent with the empirical result of Swarnalatha and Sureshkrishna (2012) who reported that a significant relationship was approved between employee empowerment and teamwork. Moreover, supervision was also found to be positively and significantly affecting the level of job performance of employees in BSPE at a 1% significance level. This implies that close supervision also contributes to the job performance of employees in the enterprise. Moreover, the job fit of the employees was also positively and significantly determining the level of the job performance of employees in BSPE at a 1% significance level. Thus, assigning employees in the job post where he or she is trained and interested in also contributed to the performance of employees in BSPE.

Table.4.10. Regression result of factors influencing job performance at BSPE

Factors/Dimension	Coeff.	Robust Std. Err	t-value	P-value
Pay	0.061	0.051	1.20	0.235
Promotion	0.004	0.067	0.06	0.953
Job Autonomy	0.175	0.055	3.19	0.002***
Job security	-0.084	0.065	- 1.29	0.203
Benefits	0.001	0.079	0.01	0.992
Supervision	0.085	0.049	1.72	0.089*
Job Fit	0.294	0.094	3.13	0.002***
Working Condition	-0.085	0.061	- 1.39	0.168
Health and Safety	0.074	0.059	1.25	0.213
Communication	0.129	0.081	1.59	0.116
Management employees relationship	-0.045	0.082	-0.54	0.589
Constant	1.713	0.265	6.48	0.000
Model summary:				
Number of observation = 90 F(11, 78) = 13.86 Prob > F = 0.0000 R-squared = 0.5646				

Source: Own survey, 2020

Note that *** and * stand for statistical significance at 1 % and 10 % significance level.

4.3. Performance of Brhanna Selam Printing Enterprise

BSPE had a five-year strategic plan for the period of 2015/16 to 2019/2020. In the planning period production was expressed in two ways, in terms of money and square-meter of printed papers. Table 4.11 shows the monetary value of actual production, sales, and labor productivity (in terms of birr per hour) and their performance expressed in percentage terms. The actual labor productivity and sales performance for the last five years showed that 110%, 123%, 83 %, 86%, and 64% respectively in a row. Productivity is a standard measure often used to assess enterprises' performance. In BSPE, the satisfaction of its employees and their commitment to do the job will lead to enterprises' effectiveness and ensure a high employee performance. On average, labor productivity in BSPE was showing a declining trend in the last five years. This evidence contradicts the results found from the survey questionnaire which indicated that the perceived job performance of the employees was about 81 %. Therefore, it indicates that there is a wide gap between what the employees perceive about their performance and what exactly is happening.

Table. 4 .11. Five years performance report from 2015/16 to 2019/2020

Plan and Actual	2008	2009	2010	2011	2012
	2015/16	2016/17	2017/18	2018/19	2019/2020
Planned Production	205,595,000	500,000,000	358,126,608	345,426,660	309,399,000
Actual Production	456,392,893	593,202,251	334,146,889	302,865,318	226,172,000
Production Performance	221.99%	118.64%	93.30%	87.68%	73.10%
Planned Sales(Revised)	426,834,000	500,000,000	613,283,000	639,679,000	595,000,000
Actual Sales	468,631,475	615,116,186	510,588,005	547,062,828	383,732,000
Sales Performance	110%	123%	83%	86%	64%
Planned labor productivity	162.74	190.64	233.06	244.70	234.55
Actual labor Productivity	178.68	234.53	194.03	209.27	151.27
Total Working hours	2,622,768	2,622,768	2,631,424	2,614,112	2,536,800
Labor productivity performance	110%	123%	83%	86%	64%
Planned profit	145,219,000	140,377,000	184,000,000	209,500,000	200,256,000
Actual profit	191,896,000	257,349,000	203,756,000	210,467,000	127,294,000
Profit performance	132.14%	183.33%	110.74%	100.46%	63.57%

Data source: Annual Reports of BSPE 2014/15 to 2019/20

4.4. Labor Performance of Berhanna Selam Printing Enterprise

Productivity can be defined as the ratio between a measure of output and a measure of input. The productivity of employees, thus, could be measured as an output for instance sales or unit output produced. It can also be relative to an input for example the number of hours worked or the cost of labor. BSPE employees are expected to work effectively about 6.5 hours per working day. In each shift, the rest half an hour is considered as a personal time lost due to different personal reasons. Based on the enterprise's standard the reasons for labor downtime are mainly classified into two categories namely controllable and none controllable.

The controllable reasons include waiting for material, plate defect, waiting for job, make ready, set up time, planned maintenance, and meeting. On the other hand, the non-controllable include unplanned maintenance, breakage of machines, annual leave, maternity leave, and absence of operators, sick leave, and mourning leave, and power failure.

Table 4.12 summarized one year and eleven months planned and actual labor hour performance in BSPE. Accordingly, the study verified that the total expected working hours were 1,463,394.45 hours while the actual worked hours were 943,702.59 hours. This implies that the overall employee's performance in terms of labor hours was 64.50%. Similarly, about 24.90% of the total expected working hours were lost due to controllable reasons of labor down times and nearly 10.60% were lost due to uncontrollable reasons.

On the other hand, results from focus group discussion indicate that the reasons for controllable and non-controllable down times can be minimized or reduced to some extent, if there is committed management and close supervision. That is down times which are caused due absence of operators, waiting for material, plate defect, waiting for job, meeting, unplanned, make ready, set up time, planned maintenance, breakage of machines, and power failure can be minimized by implementing good internal control and communication systems, close supervision and existence of good management-employee relationship in the enterprise.

Thus, the result of this study verified that perceived employees performance in BSPE is about 81 %. However, labor productivity data for the last five years indicated that there is a declining trend in performance in terms of productivity and sales volume. On top of that in terms of actual working hours of employees, the performance is about 64 % which is again less than the perceived performance (81%) of employees in the fiscal year 2018/19 and 2019/20 for the last two years. Therefore, there is inconsistency in terms of perceived employees job performance and labor hours and performance in the enterprise.

Table.4. 12. Labor hours performance report

Labor hours performance report date to 1/11/2010 to 30/09/2012EC (One year and Eleven months report summary)							
s.n	Department	Expected Time	Actual Time	Down Time			Performance
				Controllable	Uncontrollable	Total down Time	
1	Lekema	13,758.50	5,915.00	7,130.50	713	7,843.50	42.99%
2	Photo lithography	31,305.00	12,504.37	16,515.74	2,284.89	18,800.63	39.94%
3	Cliché	9,483.00	5,519.50	3,907.40	56.1	3,963.50	58.20%
4	CTP	48,448.50	31,199.90	16,213.30	1,035.30	17,248.60	64.40%
5	offset (Labor)	64,112.00	25,401.15	13,249.65	25,461.20	38,710.85	39.62%
6	wave offset (Labor)	39,244.95	7,929.03	17,464.66	13,851.26	31,315.92	20.20%
7	Binding and Finishing	530,721.00	381,366.10	81,542.80	67,812.10	149,354.90	71.86%
8	Compassion	11,266.00	7,421.70	2,709.80	1,134.50	3,844.30	65.88%
9	Letter press	42,202.00	21,994.52	4,772.19	15,435.29	20,207.48	52.12%
10	Karnie	193,395.00	100,162.50	92,816.00	416.5	93,232.50	51.79%
11	Graphics and Design/sec -	16,041.00	3,177.64	11,861.15	1,002.21	12,863.36	19.81%
12	Printing/Sec	88,024.00	53,381.98	8,777.69	25,864.33	34,642.02	60.64%
13	Binding and Finishing /sec	375,393.50	287,729.20	86,901.8	762.5	87,664.3	76.65%
Total		1,463,394.45	943,702.59	363,862.68	155,829.18	519,691.86	64.49%
Performance			64.50%	24.90%	10.60%	35.50%	

Data source: Annual Reports of BSPE 2017/18 to 2018/19

4.5. Discussion

This study attested that the age of the employees, work experience, and educational status were among the demographic characteristics which strongly and positively correlated with employee's job satisfaction in BSPE. This implied that employees in the age group 49 -58, were more satisfied in their job. Moreover, experienced employees were more likely to be satisfied than those with few years of experience in the enterprise. About the perceived job performance of employees, the study confirmed that employees' age, experience, and educational status were strongly associated with perceived job performance of employees.

The research also showed that there was a strong association between job satisfaction and performance of employees in BSPE. This is partly because most satisfied employees might strive to achieve the target performance of the enterprise. This finding is in line with Masooma, (2014) who documented that there was a positive association of employees' job satisfaction and job performance in the sense that satisfied employees will spare their time and energy to realize the objectives of enterprises. Similarly, Waleed et al. (2019) also proved that job satisfaction has a significant positive effect on job performance. Moreover, Yuen et al. (2018) also showed that job satisfaction is considerably correlated with job performance of seafarers in maritime transport. Also, Muna et al. (2017) reported that there is a dual-direction between job satisfaction and job performance. Thus, satisfaction leads to performance and performance leads to satisfaction through many mediating factors. However, the result of this study is not consistent with the empirical findings of Habib et al. (2010) who reported a weak relationship between job satisfaction and performance in advertising agencies of Pakistan. This finding of this research is in line with the empirical findings of Ezeanyim et al. (2019), documented that employees who feel dissatisfied with the nature of the job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an enterprise.

This study also confirmed that the mean difference of job autonomy, benefit, and job fit do differ significantly across gender of the employees in BSPE. That is, the mean difference of job autonomy, benefit, and job fit of male employees is greater than the female employees in BSPE. This implies that male employees are better off in terms of job autonomy, benefit and job fits in the enterprise. Thus, it can be concluded from this perspective that female employees are worse off in terms of job autonomy, benefits, and job fit in BSPE.

Moreover, the study revealed that the job performance of employees in the enterprise also do differ between male and female groups. This is perhaps since female employees perceived that they are disadvantaged in job autonomy, benefit, and job fit which could be reflected in their job performance. This makes sense that female employees have more work burden at their home which might also influence their job performance.

This study also confirmed that job autonomy, supervision, and job fit were found to be significantly and positively affecting job performance of employees in BSPE. Job autonomy may create a sense of freedom for the employees so that they can work diligently and wholeheartedly to meet the enterprise's objective. On the other hand, supervision also helps employees to solve immediate job bottlenecks so that they will do their job on time. In the case of job fit, employees who are assigned in the job they believe technical fit contribute more to the performance of the enterprise. A similar report has been documented by Chung,(2017)who indicated that job autonomy is positively associated with job satisfaction which will have its effect on the job performance of employees. Moreover, the same study indicated that supervision connects with technical knowledge, human relation, skill, and coordination of work activity which will be reflected in the level of job satisfaction and employee performance. This result is also similar to the empirical finding Ezeanyim et al. (2019) reported that there is a linear relationship between job satisfaction (Pay, Promotion, job security, and working condition) and employee's performance. Moreover, a study by Masooma, (2014), confirmed that there was a significant relationship between working conditions, Job Safety and security, training and development, and employee empowerment on employee satisfaction and job performance.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusions

This study examined the relationship between employee satisfaction and performance. It confirms that satisfied employees do perform better and contribute to the overall success of an enterprise. On the other hand, employees who are not satisfied do not perform well and become a barrier to success.

It can be concluded from this study that extrinsic factors of job satisfaction such as pay, promotion, benefits, job security, health and safety, working condition, communication, and management-employees relationship were strongly and positively related to job satisfaction of employees.

The implication of this study is that job satisfaction has a significant impact on job performance of employees and employee performance can be increased by increasing job satisfaction. Furthermore, the study shows that there is a strong correlation between job satisfaction and performance of employees in BSPE. Employee job satisfaction has a significant positive relationship with employee performance. Thus, the result of the study shows that employee job satisfaction impacts on employee job performance.

Participants of the focused group discussions also revealed that satisfied employees have positive attitudes towards their jobs and will have better performance. That is, satisfied workers tend to attend to work on time, gave more concern about targets, work speedily, work free of error, loyalty and commitment to the job, less dependability, suggest new ideas, tend to improve their knowledge level, and willing to accept more responsibility.

Finally, this study was cross-sectional and employed questionnaires with closed-ended questions. It is thus probable that changes in behavior over time are not monitored. Further, close-ended questions limit a respondent's freedom to fully express his or her opinion. There is, therefore, a need for future research to be employed a mixed-methods design to gain an in-depth understanding of the subject matter. Moreover, given that this study concentrated on BSPE, there is a need for further research in other printing industries within Ethiopia.

5.2. Recommendations

This study recommends the following measures to help employees of BSPE improve their job satisfaction and performance. The management of the enterprise shall work on improving the extrinsic factors of job satisfaction like promotion, job security, job autonomy, benefit, job fit, supervision, working condition, health and safety, and communication.

Moreover, female employees shall get more attention in terms of job fit, benefit, and job autonomy dimensions of job satisfaction in BSPE to increase the productivity of female employees.

BSPE should be more concerned about the job satisfaction of employees, in order to get better job performances, because the relationship between satisfaction and job performance is positive and significant.

More importantly, the management should appreciate the ideas of dis-satisfied employees and should involve them in their decision-making process. In addition to this, BSPE must take extensive steps to enhance the level of job satisfaction of its employees and to eliminate their sense of insecurity about their jobs so that their morale of working will rise and to secure better performance.

Creating communication among employees is vital to improve collaboration and thereby increase productivity and stimulate idea sharing among employees of BSPE. To have Good internal communication, BSPE should provide employees the information they need to do their jobs effectively and Make sure they know about anything that concerns them.

The relationship with the immediate supervisor has always been a strong indicator of job satisfaction. One way to help with this is to provide adequate training and a change plan for employees who are promoted to a supervisor role.

Management of BSPE needs to establish trust with employees at all levels. BSPE Employees need to be able to trust those who have been placed in a position of authority. This is because Employees can handle bad news when it is shared.

Finally, most employees come to work to do a good job. However, it is the enterprises' responsibility to communicate effectively, let employees know what is expected of them, give

them the tools and suitable conditions they need, to do their job, and reward them for a job well done. These management strategies can take an enterprise a long way toward development satisfied employees, improving employee engagement, and achieving business objectives and better performance.

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Appendices

Appendix: 1 variance inflation factor

Table 13. VIF

Variable	VIF	1/VIF
Management-employee relationship	3.19	0.313100
Promotion	3.14	0.31137
Job fit	3.05	0.327658
Communication	2.92	0.341960
Healthy and safety	2.23	0.447754
Benefits	2.22	0.451222
Working condition	2.12	0.471672
Pay	2.07	0.483737
Job security	1.78	0.561938
Supervision	1.74	0.574413
Autonomy	1.33	0.753069
Mean VIF	2.35	

Appendix: 2

Questionnaire in English language

ADDIS ABABA INSTITUTE OF TECHNOLOGY

SCHOOL OF MECHANICAL AND INDUSTRIAL ENGINEERING



POSTGRADUATE PROGRAM IN INDUSTRIAL ENGINEERING

I would like to bring to your kind notice that I am doing a Masters's thesis on the topic 'Employee Job satisfaction and its impact their performance: A Case Study at Berhanna Selam Printing Enterprise. This is solely an academic exercise and in partial fulfillment of the requirement for the award of Masters in Industrial Engineering by Addis Ababa University, Addis Ababa Institute of Technology.

This questionnaire has also been agreed by the Human resource management of BSPE, to be filled, as it is essential for the same study to be conducted by the Enterprise and provided as a resource for further study.

So, please read each statement carefully and answer them as honestly as you can. Your responses will be given the extreme confidentiality they need. Your maximum support is highly sought. I request to you to spend your precious few minutes to fill the questionnaire. Your cooperation in this regard will be highly appreciated. Please tick where appropriate and supply information where necessary.

A. Part one: Biographic Information

1. Which Gender Do you belong to?

Male

Female

2. Please write your age -----

3. What is your educational level?

First degree and above

High school (grade 9-12)

Diploma and level-4

Elementary school (grade 1-8)

Level 1,2,&3

4. Marital status of respondents

Single

Married

5. What is your position or grade in the enterprise?------(1,2,5,7,.....17)

6. How many years you have worked in this enterprise? -----

7. Please write your department-----

B. Part Two: job Satisfaction and Performance-related information

8. Do you think that your job satisfaction level affects your job performance?

Yes

No

9. In this section, there is no right or wrong answers; you are requested to put your opinion on a 5 point scale. Where 5=strong agree, 4=agree,3= neutral, 2=disagree,1=strongly disagree. Please tick(✓)only one option that best describes your option in each of the statements.

S.no	Response items	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Overall I am satisfied to work in BSPE?					
2	BSPE preserves a competitive pay and benefits to its employees.					
3	The pay offered by BSPE is very competitive as compared to others.					
4.	The BSPE payment policy attracts and retain high performing employees					
5.	I am satisfied with the level of payment and benefits I receive.					
6.	I recognize that the pay I receive is fair.					
7.	I am satisfied with the opportunities in BSPE to promote to a better position.					
8	Promotion in BSPE is fair and it is based on an individual's performance.					
9	Promotion in BSPE is based on knowledge and skills.					
10	The BSPE's promotion policy is based on qualification					
11	BSPE provides opportunities for career development.					
12	I involve in decision making that affects my job					
13	My current job gives me a chance to use my initiative and judgment in carrying out the job.					
14	My current job provides me with significant autonomy in making decisions					
15	My current job allows me to make decisions about what methods I use to complete my job					

16	My job gives me considerable opportunity for independence and freedom in how I do the job					
17	I feel I have job security					
18	I feel free to express my opinions without worrying about negative actions/responses.					
19	A benefit offered by BSPE is enough to provide security for me and my family.					
20	I do not feel stress in my job.					
21	I never think about looking for a new job in another enterprise.					
22	I am satisfied with my health insurance plan.					
23	Benefits available in BSPE are appropriate for my needs and those of my family.					
24	The information that I receive about employee benefits is easy to understand.					
25	The current benefit systems have a positive effect on my productivity.					
26	I am satisfied with my retirement plan.					
27	I feel my supervisor is supportive of my work.					
28	My Supervisor is willing to listen to my ideas and suggestions.					
29	There is good communication between me and my supervisors.					
30	I receive adequate supervision from my supervisors.					
31	My Supervisor gives me constructive feedback.					
32	My job enables me to make use of my skills and abilities					
33	I get a sense of personal accomplishment from my job					
34	I know how BSPE measures my					

	performance.					
35	I have all the equipment and resources I need to do my job.					
36	My job description accurately reflects what I do daily.					
37	The job occurs in a clean and comfortable environment					
38	My current job has a low-risk level of accident.					
39	I have all the tools and technologies needed to do my job well.					
40	The seating arrangements on the job are adequate(e.g. sufficient working areas, comfortable chairs, and working tables and space)					
41	I get the information I need to fulfill my duties or responsibilities.					
42	I believe BSPE's approach to occupational health and safety is creating a safe working environment					
43	BSPE is committed to the health and safety of employees.					
44	My direct supervisor/leader and supervisors regularly meet with employees to discuss the safety issue.					
45	BSPE leaders pay attention to workplace safety and health.					
46	I am satisfied with the treatments and insurance provided for injures.					
47	Managers keep me informed and up-to-date every day.					
48	My supervisor keeps me informed about important issues					
49	BSPE supports honest two-way communication between Managers and Employees.					
50	Employees at BSPE regularly share and exchange ideas					
51	Open and honest communication is culture and working habit in BSPE.					
52	The management treats employees					

	with respect.					
53	BSPE management communicates goals and objectives to employees					
54	BSPE management creates an open and trusting environment where people feel safe to discuss concerns, ideas, opinions					
55	Managers communicate frequently and honestly about issues affecting employees and the enterprise					
56	BSPE management provides the necessary training, guidance, and motivation to help employees meet and exceed their job responsibilities.					
57	I kept in mind the work result I need to achieve					
58	I enjoy offering help to others in the workplace.					
59	I actively participate in meetings and consultations I am aware of that are important for BSPE.					
60	I can set priorities					
61	I can carry out my job efficiently					
62	I managed my time well					
63	I always meet deadlines.					
64	I see positive results from my work.					
65	I have the desire and willingness to work outside official working hours for fast delivery.					
66	On my initiative, I started a new task when my previous tasks are completed.					
67	I take on challenging tasks when they are available					
68	I work on keeping my job- related knowledge up to date					
69	I work on keeping my work skills up to date					
70	I use my potential fully in my work					
71	I come up with creative solutions for					

	new problems.					
72	I take on extra responsibilities.					
73	I meet my daily plan or target.					
74.	I learn new things while doing my work at BSPE.					
75.	I am highly committed to BSPE.					
76.	I manage to play my work so that I finish it on time					

Thank you for your time and attention.

Appendix:3

Questionnaires in Amharic language

አዲስ አበባ ቴክኖሎጂ ኢንስቲትዩት

መካኒካል እና ኢንዱስትሪያል ኢንጅነሪንግ ትምህርት ቤት



ድህረ-ምረቃ መርሃግብር በኢንዱስትሪያል ኢንጅነሪንግ

የዚህ መጠይቅ አላማ በብርሃንና ሰላም ማተሚያ ድርጅት የሰራተኛ የሥራ አርካታ እና አፈፃፀም ላይ ያተኮረ ጥናት ለማከናወን ነው። ጥናቱ በአዲስ አበባ ዩኒቨርሲቲ የቴክኖሎጂ ኢንስቲትዩት በኢንዱስትሪያል ኢንጅነሪንግ ማስተርስ ሰሚሳት የሚያስፈልገውን የብቃት ደረጃ በከፊል ለማሟላት ነው ። ስህተተኛ ደግሪ መመሪያ መጽሐፍ ለማዘጋጀት ይህ መጠይቅ በድርጅት ውስጥ እንዲሞላ እና ጥናቱ ለተጨማሪ ቀጣይ ጥናቶች እንደ ግብአት ስለሚጠቅም መጠይቁ እንዲሞላው በብ.ሰ.ማ.ድ የሰው ኃይል አስተዳደር በኩል ጥያቄ ቀርቦ እንዲፈድ ተደርጓል።

በዚህ ጥናት የዕርስዎ ተሳትፎ ሙሉ በሙሉ በፈቃደኝነት ላይ የተመሰረተ ነው። የእርስዎ ትብብርና እውነተኛ መልስ ለዚህ ጥናት ስኬታማነት አስፈላጊ ነው። የሚሰጡት ምላሾች ከፍተኛ ምስጢራዊነታቸው የጠጠበቀ ነው። መጠይቁን ስመሙላት ውድ የሆነ ጊዜው ስለሰጡ በቅድሚያ አመሰግናለሁ ።

ሀ. ክፍል አንድ አጠቃላይ መረጃዎች

1. ጾታ

ወንድ

ሴት

2. ዕድሜ -----

3. የትምህርት ደረጃ

ድግሪና ከዛ በላይ

ዲፕሎማና ሴቭል-4

ሴቭል1፣2 ወይም 3

ሁለተኛ ደረጃ(ከ 9ኛ -12ኛ)

አንደኛ ደረጃ(ከ1ኛ -8ኛ)

4. የትዳር ሁኔታ

ያላገባ

ያገባ

5. የስራ ደረጃ(ይምረጡ) -----(1፣2፣5፣6፣7፣8፣.....17)

6. በብ.ሰ.ማድ ያሉት የስራ ስምድ ቢጠቅሙን -----

7. የሚሰሩበት የስራ ሂደት(ቢያስቀምጡ) -----

8. የሥራ እርካታ የስራ አፈጻጸም ላይ ተጽዕኖ አሰጠው ብሎ ያምናሉ

አዎ አሰጠው

አይ የሰጠም

ለ. ክፍል ሁለት የሥራ እርካታና የአፈጻጸም ደረጃዎች

9. በዚህ ክፍል ትክክለኛ ወይም የተሳሳተ መልስ የሚባል የሰም፡፡ አስተያየትዎን በ5 ነጥብ ሚዛን ላይ ቢያስቀምጡ፡፡ 5=በጣም እስማማለሁ፣ 4=እስማማለሁ፣ 3=መካከል አልችልም፣ 2=አልስማማም፣ 1=በጣም አልስማማም ሲሆን ከእያንዳንዱ መግለጫ ውስጥ ያለዎትን አስተያየት በተሻለ ሁኔታ የሚገልጽ አንድ አማራጭ ብቻ በመምረጥ ምልክት(√) ያድርጉ፡፡

ተ. ቁ.	ዝርዝር ጥያቄዎች	በጣም አስተማማኝ	አስተማማኝ	መካከለኛ አስተማማኝ	አስተማማኝ	በጣም አስተማማኝ
1	በብ.ሰ.ማ.ድ ውስጥ መስራት በመቻሉ ረክቻለሁ።					
2	በብ.ሰ.ማ.ድ ሰራተኞች አጥጋቢ ክፍያ እና ጥቅማ ጥቅሞችን ያስጠብቃል።					
3	ክሌሎች ደርጅቶች ጋር ሲነፃፀር ብ.ሰ.ማ.ድ የሚሰጠው ክፍያ ተወዳዳሪ ነው።					
4.	የብ.ሰ.ማ.ድ የክፍያ ፖሊሲ ክፍተኛ አፈፃፀም ያሳቸውን ሰራተኞች ይማርካል እንዲሁም ይይዛል።					
5.	ብ.ሰ.ማ.ድ በሚሰጠኝ የክፍያ ጥቅማጥቅም መጠን ረክቻለሁ።					
6.	የሚከፈለኝ ክፍያ ከምሰራው ሰራተኛው መሆኑን እንደሚያረጋግጥኝ					
7.	በ ብ.ሰ.ማ.ድ ውስጥ ባሉት የደረጃ እድገት ሰራተኞችና አገልግሎቶች ረክቻለሁ።					
8	በ ብ.ሰ.ማ.ድ ውስጥ የደረጃ እድገት በሠራተኞች አፈፃፀም ላይ የተመሠረተና አግባብነት ያለው ነው።					
9	በብ.ሰ.ማ.ድ የደረጃ እድገት የሚከናወነው እውቀትና ችሎታ መሠረት በማድረግ ነው።					
10	የብ.ሰ.ማ.ድ የደረጃ እድገት ፖሊሲ በትምህርት ላይ የተመሠረተ ነው።					
11	ብ.ሰ.ማ.ድ የሙያ ልማት ሰራተኞችን ሰራተኞች ያመቻቻል።					
12	ሥራዬን በተመለከተ የውሳኔ አሰጣጥ ሂደት ላይ እሳተፋለሁ።					
13	ሥራዬን ለመፈፀምና ተነሳሽነቴ እና ሃሳቤን ለመጠቀም እድል ይሰጠኛል።					
14	አሁን ያሉበት የሥራ ደረጃ በራስ ውሳኔዎች የመመሰን እድል ይሰጠኛል።					

15	አሁን ያሰቡበት ስራ የአሰራር ዘዴዎችን የመወሰንና የማሻሻል ዕድል ይሰጠኛል።					
16	የተሰጠኝ ሥራ እንዴት እንደምሠራ የስራ ነፃነት እና የመወሰን ትልቅ ዕድል የሚሠጥ ነው።					
17	ለሥራ ሞስትና እንዳለኝ ይሰማኛል።					
18	ያስምንም መጨናነቅና መስጋት የመሰለኝን ሃሳብ በነፃነት እንገልጻለሁ።					
19	ከብ.ሰ.ማ.ድ የማገኘው ጥቅም ስእኔ እና ለቤተሰቦቼ ደህንነትና ፍላጎት ለሚሟላት በቂ ነው ።					
20	ስራዬ ያስምንም ጭንቀት አሰራለሁ ።					
21	ከብ.ሰ.ማ.ድ ለመስቀቅ አስቤ አላውቅም ።					
22	ብ.ሰ.ማ.ድ ባለው የጤና መድን ዕቅድ ረክቻለሁ ።					
23	ከ ብ.ሰ.ማ.ድ የማገኘው ጥቅማጥቅም ስእኔና ለቤተሰቤ ፍላጎቶች በቂ ነው ።					
24	የሰራተኛ ጥቅማ ጥቅሞች ለማግኘት የሚያስችሉ ቅድመ ሁኔታዎች ለመረዳት ቀላል ናቸው ።					
25	አሁን ያለው የጥቅም ጥቅም ሥርዓት በሠራተኛ ምርታማነት ላይ በጎ ተጽዕኖ አለው።					
26	ብ.ሰ.ማ.ድ ባለው የጠረታ አቅድ ረክቻለሁ።					
27	የቅርብ አስቃድ ሥራዬን በአግባቡ እንደሰራ ደጋፊ ያደርግኛል።					
28	የቅርብ አስቃድ ሃሳቤን እና ምክርቼን ለመስማት ፈቃደኛ ነው።					
29	በእኔ እና በቅርብ ጋላፊዎ መካከል ስራን በተመለከተ ጥሩ የሃሳብ ልውውጥ አለን።					
30	ከጋላፊዎች በቂ ክትትልና ደጋፊ ይደረግኛል።					

31	የቅርብ ኃላፊዎ ገንቢ ገብረ መስሰ ይሰጠኛል።					
32	ሥራዬ ችሎታዬን እና ደስኝን አቅም እንደጠቀም አስችሎኛል።					
33	ከስራዬ የገልገልገሎትና ሰነድ የማግኘት ስሜት ይሰማኛል።					
34	ብ.ሰ.ማ.ድ የሥራ አፈፃፀሜን እንዲያስተዳድር እንደሚሰካ አውቃለሁ ።					
35	ሥራዬን ለማከናወን የሚያስፈልገኝ መሣሪያዎች እና ቀሳቀሶች ተሟልተውልኛል።					
36	የተሰጠኝ የስራ ዝርዝር በየቀኑ የማድረግወገንና የምሰራውን በትክክል ይገልጻል።					
37	የሥራ አካባቢው ንጹህ እና ምቹ ነው።					
38	አሁን ያለኝ ሥራ አነስተኛ የአደጋ ተጋሳጭነት ያለው ነው።					
39	ሥራዬን በጥሩ ሁኔታ ለማከናወን የሚያስፈልገኝ ሁሉም መሣሪያዎች እና ቴክኖሎጂዎች አሉኝ።					
40	በሥራ ጋራ ላይ ያሉ መቀመጫዎች (ለምሳሌ በቂ የሥራ ጋራዎች ፣ ምቹ ወንበሮች እና የስራ ጠረጴዳዎች) በቂና ስራ አመቺ ናቸው።					
41	ኃላፊነቶቼን ለማከናወን የሚያስፈልገኝን መረጃዎች በአግባቡ አገኛለሁ።					
42	ብ.ሰ.ማ.ድ የጤና እና ደህንነት ሙያ አቀራረብ ደህንነቱ የተጠበቀ የሥራ ሁኔታ አየፈጠረ መሆኑን አምናለሁ።					
43	ብ.ሰ.ማ.ድ ስራተኞች ጤና እና ደህንነት ቀርጠኛ ነው።					
44	የድርጅቱ ኃላፊዎችና ሠራተኞች ስራ ደህንነት ጉዳይ ይወያያሉ።					
45	የድርጅቱ ኃላፊዎች ለሥራ ደህንነት እና ጤና ጉዳይ ትኩረት ይሰጣሉ።					

46	ጉዳት ስደረሰባቸው ሰዎች በሚሰማቸው ሕክምና እና መድን ሽፋን ደስተኛ ነኝ።					
47	የድርጅቱ ኃሳፊዎች ሰሠራተኞች ወቅታዊ መረጃ ይሰጣሉ።					
48	ኃሳፊዎች ስለ ስራዎቻቸው ጉዳዮች ያሳውቁኛል።					
49	ብ.ሰ.ሚ.ድ በኃሳፊዎችና በሠራተኞች መካከል እውነተኛ የሁለትዮሽ መንገድ ወይም ይደግፋል።					
50	በብ.ሰ.ሚ.ድ ውስጥ ያሉ ሰራተኞች በመደበኛነት ሀሳቦችን ይጋራሉ እንዲሁም ይሰጥዋል።					
51	ግልፅ የሐሳብ ስውውጥ በBSPE ውስጥ ባህሪና ስምድ ነው።					
52	ኃሳፊዎች ሠራተኞቻቸውን በአክብሮትና በአግባቡ ይደዛሉ።					
53	ኃሳፊዎች ሰሠራተኞች የድርጅቱ ግቦችና ዓላማዎችን ያስተሳልፋሉ።					
54	የብ.ሰ.ሚ.ድ፣ ኃሳፊዎች፣ ሠራተኞችን ያስ ስጋት፣ ሀሳቦችን፣ አስተያየቶችን ለመወያየትና የሚሰማቸውን በግልጽ እድል ያመቸቻልና ይፈጥራል።					
55	የድርጅቱ ኃሳፊዎች የሠራተኞችንና ድርጅቱን ስለሚመሰክቱ ጉዳዮች አዘውትው ያወያያሉ።					
56	የብ.ሰ.ሚ.ድ ኃሳፊዎች፣ ሠራተኞች የሥራ ኃሳፊነታቸውን እንዲወጡ አስፈላጊውን ሥልጠናና መመሪያ ይሰጣል።					
57	ለማሳካት የሚፈልገውን የሥራ ወጤት አስቀድሞ አውቀዋል።					
58	በሥራ ቦታ ስራዎች ደጋፊ መስጠቱ ያስደስተኛል።					
59	በድርጅቱ በሚደረጉ ስራዎች ስብሰባዎችና ምክክሮች በንቃት እሳተፋለሁ።					
60	በስራዬ ቅድሚያ የሚሰማቸውን ነገሮች መወሰን እችላለሁ።					

61	ሥራዬን ወጪ ቆጣቢ በሆነ መንገድ ማክናወን እችላለሁ ::					
62	የስራ ጊዜዬን በአግባቡ እጠቀማለሁ					
63	ሁልጊዜ ሥራዎች በቀን ገደቦች አደርጋለሁ::					
64	ከሥራ አዎንታዊ ውጤቶችን አገኛለሁ::					
65	ከሥራ ሰዓት ውጭ ስመስራት ፈቃደኛና ደስተኛ ነኝ::					
66	የቀደሙት ስራዎች ሳጠናቅቅ አዲስ ሥራ እጀምራለሁ::					
67	ፈታኝ ሥራዎች ሲገኙ እሰራለሁ::					
68	እውቀቴን ለማሳደግ ጥረት አደርጋለሁ::					
69	የሥራ ችሎታዬን ለማሳደግ ጥረት አደርጋለሁ::					
70	ችሎታዬ ሙሉ በሙሉ ስስራዬ እጠቀማለሁ::					
71	አዳዲስ ችግሮች ሲከሰቱ አዳዲስ መፍትሄዎችን እሰጣለሁ::					
72	ተጨማሪ ኃላፊነቶችን እወስዳለሁ::					
73	የዕለት ተዕለት ዕቅድን አሳክባለሁ::					
74	ሥራዬን ስሠራ አዳዲስ ነገሮችን እማራለሁ::					
75	ለብ.ሰ.ማ.ድ ለማገልገል ቁርጠኛ ነኝ::					
76	ስራዬን በሰዓቱ መጨረስ እጨርሳለሁ::					

ስለ ጊዜዎ እና ትኩረትዎ እናመሰግናለን::

Appendix:4

Focused group discussion

1. Are you satisfied with your overall Job?
2. Do you think that your job satisfaction level affects your job performance?
3. Of the dimension or factors of job satisfaction (pay, promotion, autonomy, job security, benefits, supervisor, job-fit, working condition, communication, health and safety and management-employee relationship) which one(s) do you think most affects your
 - a. Your job satisfaction level
 - b. Your performance
4. What factors have the greatest impact on the performance of printing industry employees? Why?
5. What other factors determine the job satisfaction of printing industries' employees?
6. How will your current position fit in your career plan?
7. Do your seniors, managers, or supervisors encourage you to give your best effort?
8. Do you feel that your opinions are heard and valued by your superior?
9. Do you think the enterprise has fair policies for promotion, pay, and transfer system for all employees?
10. What do you consider are the causes of job dissatisfaction of employees in BSPE?

Thank you for your time and attention.