



**THE IMPACT OF JOB SATISFACTION ON EMPLOYEE
JOB PERFORMANCE
(A CASE STUDY OF AWASH BANK AT ADDIS- ABABA).**

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ID N°: GSE/9153/15

Advisor: DR. MEBAT

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**June 2025
ADDIS ABABA, ETHIOPIA**

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DECLARATION

I, Israel Ketsela, declare that the study entitled “Impact of Job Satisfaction on Employee Job Performance at Awash Bank, Addis Ababa” is the result of my own effort in research undertaking. The study has not been submitted for any Degree or Diploma in any college or university. It is submitted in partial fulfillment of the requirement of the Degree of Master of Business administration.

Name of Participant: Israel Ketsela **Signature** _____ **Date** _____

This Thesis has been submitted for examination with my approval as college supervisor.

Name of Advisor: MEBA T (PHD) **Signature**  _____ **Date** _____

APPROVAL

The undersigned certify that I have read and hereby recommend to the ADDIS ABABA UNIVERSITY to accept the Thesis submitted by ISRAEL KETSELA, and entitled “The Impact Of Job Satisfaction On Employee Job Performance At Awash Bank (A Case Study Of Awash Bank, Addis Ababa)”, In Partial Fulfilment Of The Requirements For The Degree Of Master Of Arts In Marketing Management.

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Acronyms

AB- Awash Bank

BSC- Balanced Scorecard

JS- Job Satisfaction

JP- Job Performance

HRM- Human Resource Management

OB- Organizational Behavior

CBE- Commercial Bank of Ethiopia

KPI- Key Performance Indicator

M&E- Monitoring and Evaluation

L&D- Learning and Development

TNA- Training Needs Assessment

PMS- Performance Management System

SPSS- Statistical Package for the Social Sciences

ABSTRACT

The study explored how job satisfaction influences the performance of employees at Awash Bank, located in Addis Ababa. The main objective of this paper was to understand the relationship between how satisfied employees are with their jobs and how well they perform in the workplace. The paper employed combined descriptive and exploratory research designs and utilized a structured questionnaire to collect data from employees, managers, and human resource personnel. To comprehensively address the study objectives and answers the study questions, the student researcher adopted a mixed research approach. In order to attain the objective of the study and answers the research questions, the researcher adopted a mixed research approach. The target populations of the study were staff members from various departments such as customer service, credit analysis, operations, and administration at Awash Bank, Addis Ababa. The target population of the study was 255 out of which 144 were samples in the study. The study made use of a mix of probability and non-probability sampling methods. The student researcher employed both primary and secondary data source tools. The refined data was analyzed using descriptive statistics involving percentages and frequency distribution, tables and charts were used to give a summary of data and displayed in a meaningful manner. To analyze the collected data in line with the objective of the research undertaking, statistical procedures were carried out using SPSS software. In light of the present findings, it can be concluded that job satisfaction plays in shaping employee performance at Awash Bank. The analysis of the questionnaire responses reveals that when employees feel fairly compensated, supported by supervisors, and offered opportunities for professional growth, their overall satisfaction improves, which in turn positively influences their job performance. On the other hand the research findings emphasized a lack of consistent recognition of employee efforts. Therefore Awash Bank is advised to adopt a formal recognition system that acknowledges individual and team achievements regularly. Recognition can take the form of awards, bonuses, career progression, or public acknowledgment, all of which significantly contribute to motivation and satisfaction and other pertinent recommendations are included in the study.

Key words: Job Satisfaction, Employee Performance, Employee Motivation

CHAPTER ONE

1. INTRODUCTION

1.1. Back ground of the study

In a competitive and dynamic banking sector, employee performance plays a pivotal role in achieving organizational success. Among the numerous factors influencing performance, job satisfaction remains one of the most critical. Satisfied employees are more likely to demonstrate higher productivity, maintain positive workplace behaviors, and commit to organizational goals. Conversely, dissatisfaction can lead to high turnover, absenteeism, and reduced efficiency.

According to Smith (2020), employees are one of the main resources and internal stakeholders critical to achieving these goals. By investing in their workforce, organizations can enhance productivity, foster innovation, and ensure long-term success. Recognizing the value of employees and integrating their development into strategic planning is essential for organizational growth and sustainability (Johnson, 2019). Therefore, creating a supportive and engaging work environment is paramount to harnessing the full potential of this vital resource (Brown & Taylor, 2018).

Many experts in organizational behavior, along with employees and managers, recognize job satisfaction as a critical factor for organizational success.

According to Levin Hoff (2020) highlights that job satisfaction influences various outcomes, including employee productivity, motivation, attendance, accident rates, and both physical and mental health. It can even impact a person's overall sense of life satisfaction. This emphasizes critical role of job satisfaction in fostering a productive and healthy work environment. Various studies indicate that that job satisfaction is influenced by a diverse set of elements. These include the nature of the work, organizational rules and procedures, opportunities for promotion, financial incentives, acknowledgment of achievements, the level of difficulty in tasks, team collaboration, employment type, interpersonal relationships, opportunities for innovation, ethical alignment, chances for personal growth, leadership style, the company's market image, appreciation, assigned responsibilities, job security, social recognition, quality of management, task diversity, workplace environment, and the clarity of internal communication.

According to Divya (2013), job performance is frequently discussed in the field of industrial and organizational psychology, though it often lacks a precise definition.

Generally, it refers to how effectively an individual fulfills their job responsibilities, Job satisfaction is widely regarded as a key indicator of organizational success. At the same time, job performance is acknowledged as a complex and multi-dimensional concept, where an individual's effectiveness can significantly influence overall organizational outcomes. Both job satisfaction and job performance are central themes in the study of organizational behavior and human resource management.

According to Alemnew (2014), the link between these two variables continues to spark discussion, with limited empirical evidence available, particularly within the Ethiopian context and the banking industry. Addressing this gap, the present study aims to investigate how job satisfaction impacts employee performance.

Tadesse (2022) also points out that competition in Ethiopia's banking sector has intensified recently due to the emergence of new banks and the rapid growth of branch networks by existing institutions. In this increasingly competitive environment, the banking sector heavily depends on its human resources. The dedication and performance of employees are critical to sustaining progress and ensuring institutional resilience. Although global interest in the relationship between job satisfaction and performance is on the rise, local research on this issue especially within Ethiopian banks remains relatively scarce.

1.2. Statement of the problem

Job satisfaction has been widely recognized as a critical element affecting employee behavior and the overall performance of organizations. Herzberg's Two-Factor Theory differentiates between hygiene factors (e.g., salary, work conditions) and motivators (e.g., recognition, achievement) as central to satisfaction. According to Locke (1976) described job satisfaction as a positive emotional condition that emerges when individuals evaluate their job or job experiences favorably. Research has consistently shown that employees who are satisfied with their work tend to be more productive, more engaged, and more likely to demonstrate behaviors that benefit the organization as a whole (Judge et al., 2001).

In the banking sector, job satisfaction is particularly relevant due to the high-pressure environment and performance-driven culture. Studies in developing countries, including those in Africa, have shown that job satisfaction directly influences service quality, customer satisfaction, and employee retention (Mwangi & Omondi, 2016).

Employees who experience job satisfaction tend to be more dedicated to their roles, contribute to delivering exceptional customer value, maintain high work standards, and demonstrate greater overall productivity. In contrast, those who are dissatisfied are more likely to be frequently absent, provide substandard service, and perform poorly factors that negatively impact the organization's overall efficiency. According to Berry (2024), a positive and enjoyable work environment significantly enhances employees' job satisfaction.

Abel (2014) carried out a related study examining how employee job satisfaction influences job performance at the Development Bank of Ethiopia. The findings revealed a positive relationship between job satisfaction and performance. However, there appears to be a lack of research specifically focusing on how employee job satisfaction affects organizational performance within Ethiopia's private commercial banking sector.

Within the Ethiopian context, research by Alemu (2018) found that in private banks, factors such as employee recognition and opportunities for career advancement significantly influenced job performance. Despite these insights, there is a noticeable gap in empirical studies focused specifically on Awash Bank. This paper aimed to address that gap by exploring the relationship between job satisfaction and employee performance within this local institution, with the goal of providing practical, context-based recommendations for both managers and policymakers.

Awash Bank, like many other private commercial banks, has faced challenges over the years in achieving its set objectives. One of the critical issues impacting the bank's performance is employee dissatisfaction, which can stem from several factors, including a lack of challenging job design, insufficient teamwork, unsupportive leadership, poor working conditions, poor communication among coworkers, and unclear promotion paths. These issues negatively affect employee productivity. The aim of this paper was to fill the gap in understanding how employee job dissatisfaction impacts organizational productivity and to identify ways to improve organizational productivity by enhancing employee satisfaction within Awash Bank. By addressing the root causes of dissatisfaction and implementing strategies to boost job

satisfaction, Awash Bank can improve employee performance and overall organizational success.

1.3. Research questions

The following are the research objectives rewritten as research questions:

1. What is the relationship between job satisfaction and employee job performance?
2. What are the key factors contributing to job satisfaction among employees of Awash Bank in Addis Ababa?
3. How does employee motivation influence job performance in the context of Awash Bank?
4. What strategies can management at Awash Bank implement to enhance employee satisfaction and improve performance outcomes?

1.4. Objectives of the study

1.4.1. General objective

The main objective of the study is to determine the impact of job satisfaction on employee job performance at Awash Bank.

1.4.2. Specific objective

The specific objectives of the study are:

- To examine the relationship between job satisfaction and employee productivity and performance level.
- To assess the key factors influencing employee contentment at Awash Bank in Addis Ababa.
- To analyze the relationship between employee motivation influence job performance in the context of Awash Bank?
- To identify possible strategies that management at Awash Bank can implement to enhance employee satisfaction and boost performance outcomes.

1.5 Significance of the study

This research paper will have the following practical significance:

This study is significant as it anchors the investigation within a defined organizational and geographical setting, facilitating an in-depth examination of how job satisfaction impacts employee performance within Awash Bank. By examining this relationship in a real-world banking context, the research provides valuable insights that may reflect broader trends in the country's financial sector and contribute to national development efforts. Job satisfaction, closely linked with effective feedback practices, plays a crucial role in employee engagement, helping individuals recognize their strengths and areas needing improvement. The outcomes of this study could inform policy development and performance management strategies at Awash Bank and other similar institutions. Improved employee performance through enhanced job satisfaction and feedback can translate into better service delivery, strengthening public trust in banks and supporting Ethiopia's goals for financial inclusion and economic progress. Furthermore, Findings of this study will go on to assist future researchers and academicians as an input for embarking upon similar researches in the future. In doing the research, the student researcher will develop her research skills and knowledge; cultivate critical thinking skills and improve analytical, research, and communication competencies.

1.6. Scope of the study

This study is limited in both geographical and thematic scope to ensure depth and manageability.

Geographically, the research is confined to selected branches of Awash Bank located within Addis Ababa, Ethiopia. The focus on Addis Ababa allows for easier access to data and closer monitoring of the data collection process. Although Awash Bank operates nationwide, the capital city was selected due to its concentration of branches and diverse employee roles, which are expected to offer a rich source of information. Thematically, this paper is centered on examining the association between employees' job satisfaction and their work performance. Key aspects of job satisfaction explored include working conditions, salary and benefits, recognition, chances for career advancement. This paper examined how these factors impacts on individual motivation, commitment, and productivity. The study population consists of both managerial and non-managerial employees from selected branches, thereby excluding outsourced workers and temporary employees whose job structures may differ significantly.

The study does not attempt to generalize findings to all banks in Ethiopia or to other sectors. Rather, it provides a focused analysis of Awash Bank as a case study, offering insights that may inform future research or organizational decisions within similar financial institutions.

1.7. Organization of the Study

This paper has five separate chapters. The first Chapter consists, introduction, background of the study, statement of the problem, research hypothesis/questions, objectives of the study, importance of the study, limitations and scope of the study. Chapter two includes important literature review. Chapter three is about data presentation, Analysis and Interpretation. Chapter Four presents the results and discussion, while Chapter Five provides a summary of the key findings, along with conclusions and practical recommendations.

1.8. Definition of Key Terms

Awash Bank: is a prominent private commercial bank in Ethiopia offering diverse financial services, has been selected as the case study institution for this research.

Motivation: Refers to the internal drive or external stimulus that influences an employee's willingness to act and perform job tasks effectively. Motivation is often influenced by factors such as rewards, recognition, work environment, and personal goals.

Job Performance: Describes how effectively an employee carries out their assigned tasks and responsibilities, often measured by output quality, efficiency, punctuality, and overall contribution to organizational goals.

Organizational Performance: Refers to the overall effectiveness and efficiency of an organization in achieving its objectives, often reflected through employee performance, customer satisfaction, and financial outcomes.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter examined existing literature relevant to the research topic, focusing on key concepts and findings related to job satisfaction and employee performance. It outlined the conceptual framework guiding the study and provided an in-depth analysis of relevant previous research. Additionally, the chapter highlighted gaps in the existing literature, emphasizing the importance of conducting this study within the specific context of Awash Bank in Addis Ababa.

2.1 Theoretical Literature Review

2.1.1 Job Satisfaction

Job satisfaction has been a central topic in organizational behavior, with several scholars offering varying perspectives on its nature. According to Locke (1976, p.1304), job satisfaction is defined as a pleasant emotional state that emerges when individuals assess their work experiences positively. While this definition is foundational and frequently referenced, it also opens up further questions about the underlying processes behind such evaluations.

Building on Locke's framework, George and Jones (2008, p.78) conceptualize job satisfaction as a mix of feelings and beliefs that individuals develop about their current job. They highlight that satisfaction is not a fixed state but exists along a continuum from strong dissatisfaction to strong satisfaction. Additionally, they note that employees may not only form general opinions about their jobs as a whole but also develop specific attitudes toward distinct job elements such as tasks, relationships with colleagues and supervisors, subordinate interactions, and compensation.

George and Jones contribute an important cognitive and attitudinal layer to Locke's emotionally centered view. In a similar vein, Robbins (2009, p.301) characterizes job satisfaction as an individual's overall attitude toward their job. High levels of satisfaction are associated with positive perceptions, whereas dissatisfaction reflects negative attitudes.

Taken together, these perspectives suggest that job satisfaction is a multidimensional concept that encompasses emotional reactions, thought patterns, and behavioral tendencies directed toward different aspects of one's work environment.

2.1.2 Job Performance

A study by Jex (2002, p.88) provides a broad interpretation of job performance, describing it as the full spectrum of behaviors employees display while at work. However, he notes that this definition lacks precision, as some behaviors in the workplace may not be directly related to specific job responsibilities. If performance were defined solely in terms of task execution, significant productive actions could be overlooked.

Citing Campbell, Jex (2002, p.89) notes that job performance encompasses workplace behaviors that contribute meaningfully to achieving organizational objectives. Based on this view, job performance can be seen as the outcome of one's capabilities, competencies, and exerted effort within the job environment.

According to Pushpakumari (2008, p.91) notes that, in the short term, an employee's skills and capabilities tend to remain consistent. As a result, job performance is often determined by the amount of effort an individual puts into their work, with greater effort typically leading to better outcomes. Therefore, job performance includes behaviors that are expected to help achieve organizational goals and is often viewed as a function of outcomes.

2.1.3 Factors Influencing Job Satisfaction

Scholarly research has identified a wide range of factors that shape job satisfaction, generally falling into two main categories: personal characteristics and organizational conditions. George and Jones (2008, p.85) outline four key factors that significantly impact how satisfied employees feel in their roles. These include aspects such as individual personality traits, the nature of the work itself, the level of compensation and benefits, and the quality of relationships with coworkers and supervisors. Personality, personal values, the work environment, and social interactions. Within the work environment, key components include the actual work performed, relationships with colleagues, supervisors, and subordinates, physical working conditions, work hours, salary, and job security with the nature of the work itself considered the most crucial factor in determining job satisfaction. Robbins (2009, p.323) points out that mentally stimulating work, fair compensation, supportive working conditions, and positive relationships with coworkers significantly contribute to satisfaction. Unlike George and Jones (2008), Robbins does not explicitly mention supervision as a factor, although other scholars such as Luthans (2005) and Opkara (2004) recognize the importance of supervisors.

Luthans (2005, p.212) categorizes five key job characteristics that evoke emotional responses affecting job satisfaction: the nature of the work itself, pay, opportunities for promotion, quality of supervision, and coworker relationships. For this study, the focus will be on the five work-related factors most frequently associated with job satisfaction: the work itself, pay, promotion opportunities, supervision, and coworkers, while acknowledging that other personal and organizational influences also play a role.

2.1.4 Dimensions of Job Performance

Milkovich and Widgor (1991, p.48) point out that scholars have offered diverse definitions of job performance, reflecting the complexity and multi-dimensional nature of the concept. These variations stem from different perspectives on what constitutes effective performance, ranging from task completion and goal achievement to broader behaviors like teamwork, adaptability, and organizational citizenship. Some focus on outcomes, others on specific job behaviors, and some examine personal traits like conscientiousness or leadership. They conclude that job performance is shaped by a complex interaction of factors related to the job, the individual, and the environment. Motowidlo (2003, p.40), however, emphasizes behaviors that directly impact organizational goals rather than focusing solely on outcomes, as external circumstances can affect results independently of individual effort.

According to Murphy (1989), as cited in Sulaiman, Alsafir, and Ahmad (2013, p.7), supports a behavioral approach to understanding job performance, cautioning that an overemphasis on results alone can encourage employees to meet targets at the expense of essential behaviors. This highlights the importance of considering not just outcomes but also the actions that lead to those results. In this context, Campbell (1990), referenced by Motowidlo (2003, p.43), identifies eight behavioral dimensions that together capture a broad picture of job performance. These include job-specific proficiency, general task proficiency, communication, sustained effort, personal discipline, promoting team effectiveness, supervision, and management. These dimensions encompass both core job responsibilities and additional behaviors that support the wider organizational environment. Sonnentag, Judith, and Spychala (2008, p.428) build on this by differentiating between task performance which involves completing primary job duties and contextual performance, which includes behaviors that enhance the workplace's social and psychological climate. According to them, five of Campbell's dimensions (job-specific

proficiency, general task proficiency, communication, supervision, and management) align with task performance. Expanding on the concept of contextual performance, Borman and Motowidlo (1993), as cited in Motowidlo (2003, p.45), describe five key behaviors: voluntarily taking on tasks outside formal responsibilities, putting in sustained effort, assisting colleagues, complying with rules even when inconvenient, and actively supporting organizational goals. For the purpose of this study, both task and contextual performance are considered essential components for evaluating employee performance.

2.1.5 Determinants of Job Performance

Campbell (1990), cited in Motowidlo (2003, p.50), proposes that job performance is shaped by three core elements: declarative knowledge (awareness of relevant facts and concepts), procedural knowledge and skills (the practical ability and know-how to carry out tasks), and motivation (the willingness to apply effort, how much is applied, and for how long). Procedural knowledge encompasses a range of skill types, including cognitive, physical, interpersonal, and self-regulatory abilities.

Motowidlo (2003, p.50) expands this model by noting that cognitive ability is a stronger predictor of task performance, while personality traits such as conscientiousness, agreeableness, and extraversion are more strongly linked to contextual performance. Moreover, job-relevant knowledge, skills, and habitual behaviors all directly contribute to both forms of performance.

Ultimately, Motowidlo (2003, p.52) concludes that contemporary research supports a unified model in which knowledge, skills, motivation, and behavioral consistency are fundamental determinants of long-term job performance.

2.1.6 The Link between Job Satisfaction and Job Performance

In a comprehensive meta-analysis, Judge et al. (2001, p.377) explored seven theoretical models that explain how job satisfaction and job performance might be connected. These models propose different possibilities:

Job satisfaction leads to better performance.

Job performance contributes to job satisfaction.

A reciprocal relationship exists between the two.

Any observed link is coincidental or due to a third variable.

Other influencing factors may moderate the relationship.

There may be no actual link between the two.

Different conceptual frameworks might offer alternative explanations.

Judge et al. (2001, p.381) emphasized that if the correlation between satisfaction and performance is weak or insignificant, then the first four models may be of limited value. In such cases, models five through seven provide more explanatory power. Similarly, Iffaldano and Muchinsky (1985, p.269) concluded that the connection between the two variables is generally weak, based on their meta-analytic findings. Alf and Bassem (2003, p.374) also reported no statistically significant association between job satisfaction and employee performance. Contrary to these findings, Judge et al. (2001, p.385) revealed a moderate yet statistically significant correlation ($r = 0.30$) between job satisfaction and job performance. Other studies, such as those by Dizgah, Chegini, and Bisokhan (2012, p.1735), and Chen and Silvestrone (2008, p.577), further support the idea that a meaningful relationship does exist between the two variables.

2.1.6.1 Influence of Pay on Satisfaction and Performance

Luthans (2005, p.213) points out that monetary rewards not only help employees meet their basic needs but also support their aspirations for higher-level needs. Similarly, Robbins (2009, p.323) explains that when employees perceive their pay as fair relative to job complexity, skill requirements, and prevailing market standards they tend to feel more satisfied. Funmilola, Sola, and Olusola (2013, p.518) also assert that fair and transparent compensation systems have a strong impact on both job satisfaction and performance. Tesema and Soeters (2006, p.92) and Opkara (2004, p.82) both highlight that inadequate pay can lower morale and reduce performance, whereas fair pay boosts motivation and productivity.

2.1.6.2 Role of Promotion Opportunities

Promotion is often seen as a form of recognition and growth. Robbins (2009, p.324) notes that opportunities for advancement contribute to personal development, higher status, and a greater sense of responsibility all of which can enhance job satisfaction. Tesema and Soeters (2006, p.96) also found that promotion opportunities are significantly linked to satisfaction and

performance. Funmilola, Sola, and Olusola (2013, p.518) echo this by stating that fair and transparent promotion policies positively influence both variables.

2.1.6.3 Effect of Supervision

Effective supervision plays a key role in shaping employee experiences. According to Luthans (2005, p.213), the quality of supervision is a moderately important contributor to job satisfaction. Supervisors who adopt a participative, employee-centered approach tend to enhance both satisfaction and performance. This is supported by Funmilola, Sola, and Olusola (2013, p.518), who found a strong link between supportive supervision and improved employee outcomes.

2.1.6.4 Impact of Co-worker Relationships

Workplace relationships also influence job satisfaction. Robbins (2009, p.325) explains that supportive and friendly colleagues contribute to a more satisfying work environment. Luthans (2005, p.213) affirms that while the impact of coworkers may not be dominant, it is still a meaningful aspect of overall satisfaction. Khan et al. (2012, p.2703) further demonstrate that positive peer relationships can enhance both job satisfaction and performance.

2.1.6.5 Significance of the Nature of Work

The content of the work itself is one of the most critical factors in job satisfaction. Luthans (2005, p.212) emphasizes that the design and nature of work tasks are central to how employees evaluate their jobs. Robbins (2009, p.325) adds that employees are more satisfied when their roles allow them to utilize their skills, engage in varied tasks, exercise autonomy, and receive meaningful feedback. Funmilola, Sola, and Olusola (2013, p.518) also found that when employees find their work engaging and growth-oriented, their performance and satisfaction both improve.

2.2 Empirical Studies on Job Satisfaction and Job Performance

Funmilola, Sola, and Olusola (2013) examined how different dimensions of job satisfaction influence employee job performance within Small and Medium Enterprises (SMEs) in Ibadan Metropolis, South Western Nigeria. Their study aimed to provide empirical evidence regarding the effect of job satisfaction facets such as pay, supervision, promotion, the work itself, and working conditions on performance. Data were gathered via a self-developed close-ended

questionnaire from 105 employees selected through simple random sampling. Analytical methods included Pearson Product Moment Correlation Coefficient and Multiple Regression Analysis.

The results indicated that job satisfaction dimensions (pay, supervisor, promotion, work itself, and work condition) had a positive relationship with job performance and jointly and independently influenced job performance ($r = 0.087, 0.303, 0.552, 0.108, \text{ and } 0.352, df = 100, p < .05$). Multiple Regression Analysis also showed that these dimensions were joint predictors of job performance ($F(5, 100) = 9.930; R^2 = 0.33; p < .05$) and were significantly independent predictors of job performance, implying that job satisfaction dimensions have a significant effect on job performance.

The study concluded that job satisfaction dimensions jointly and independently predict job performance. However, the sample size was small and did not include co-workers as a job satisfaction dimension.

Alf & Bassem (2003) investigated the relationships between job satisfaction, individual job facets, socio-demographic variables, and job performance in the Lebanese commercial banking sector. The target population was non-managerial staff in 33 Lebanese commercial private banks, with 11 banks selected by stratified random sampling by region, resulting in a sample of 202 employees.

Data were collected through questionnaires that covered job satisfaction based on the Job Descriptive Index, self-evaluation questions regarding performance, and socio-demographic questions. The overall job satisfaction was derived from five job dimensions (work, pay, promotion, supervision, and co-workers). The results using the Spearman rank order correlation test indicated no significant relationship between job satisfaction and job performance ($r = -0.01, \rho = 0.90$).

In contrast, Alf and Bassem (2003) explored the relationship between job satisfaction, individual job facets, socio-demographic factors, and job performance in the Lebanese commercial banking sector. The study targeted non-managerial employees across 11 private banks, selected via stratified random sampling from a total of 33 banks, resulting in a sample size of 202. Using questionnaires based on the Job Descriptive Index alongside self-reported performance and

socio-demographic data, overall job satisfaction was assessed through five facets: work, pay, promotion, supervision, and co-workers.

Correlation analysis via the Spearman rank order test showed no significant relationship between job satisfaction and job performance ($r = -0.01$, $\rho = 0.90$). This outcome aligns with earlier findings by Petty et al. (1984) and Iaffaldano and Muchinsky (1985), suggesting that the association between satisfaction and performance may be minimal or non-existent. However, the study's reliance solely on correlation without regression analysis limits insights into causal effects, though the sample size was sufficient and job satisfaction facets were comprehensively covered.

Balasundaram (2010) conducted a case study at People's Bank in Sri Lanka's Jaffna Peninsula to identify factors influencing job satisfaction and employee performance. The research hypothesized that fair promotion, adequate pay, meaningful work, and good working conditions positively affect performance. Using stratified random sampling, 60 employees were interviewed through a five-point scale questionnaire. Correlation analysis revealed moderate positive relationships between the studied job satisfaction factors and performance.

The study concluded that job satisfaction significantly enhances employee performance and that improvements in promotion fairness, pay, work content, and conditions contribute to better performance outcomes. However, limitations include the small sample size and the use of correlation analysis without regression, which restricts causal inference and generalizability.

Similarly, Pushpakumari (2009) investigated the impact of job satisfaction on job performance among 237 employees from the private manufacturing and service sectors in Sri Lanka, including professionals, managers, and non-managers. Employing random sampling, data were collected through two questionnaires measuring job satisfaction and performance on a five-point Likert scale. The findings demonstrated a positive and significant relationship between satisfaction and performance for managers and non-managers, but not for professionals.

The study concluded that job satisfaction is an important determinant of performance within private sector organizations. However, like many studies, it relied primarily on correlation analysis and did not utilize regression techniques to explore causality, despite having a larger sample and assessing multiple facets of job satisfaction rather than focusing on a limited set of major factors.

2.3. Conceptual frame work

The conceptual framework for this study is to illustrate the relationship between **job satisfaction** (independent variable) and **employee job performance** (dependent variable). It also incorporates the **key factors that contribute to job satisfaction** as sub-variables influencing the main independent variable.

Independent Variable: Job Satisfaction

Job satisfaction is influenced by several key factors, including:

- Work Environment
- Recognition and Rewards
- Leadership and Supervision
- Interpersonal Relationships
- Job Security

These factors collectively determine the level of job satisfaction and its influence on employees' job performance.

Independent Variable (IV):

Dependent Variable (DV)

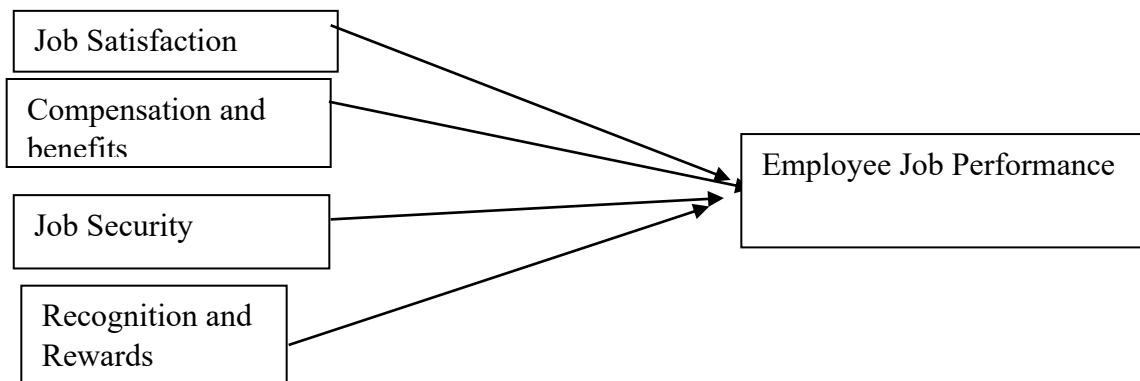


Figure 2.1: Conceptual framework of the study representd the relationship between Employees' job Performance and Job Satisfaction

Source: Modified by the student researcher adopted from the studies by Herzberg's Two-Factor Theory (1959).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Research methodology is the path of finding answers to the research questions (Woldemichael, 2012, p.28). In this chapter, the study provided a brief explanation on how the study was conducted and it included: the study design, area of the study, sample size, sampling techniques, data collection methods, data analysis, data reliability and validity and ethical issues.

3.2. Research Design

This paper used both exploratory and descriptive research design and designs a questionnaire survey instrument aimed to explore how job satisfaction affects the way employees perform their jobs at Awash Bank in Addis Ababa. A survey method was adopted to select a sample from a defined population. As Robson (1993) noted, the term ‘survey’ commonly refers to a research methodology aimed at collecting data from a specific population or a representative sample, typically using a questionnaire or interview as the primary data collection instrument.

Descriptive survey research design is a procedure in quantitative research in which a study administers a survey to a sample or to the entire population of people to numerically describe the attitudes, opinions, and characteristics of the population (Cresswel, 2012, p.30). In this procedure, data was collected using questionnaires and interviews and statistically analyze the data to describe the trends about responses to the questions and to test research questions and then the meaning of data were present and interpret.

3.3. Research Approach

The study adopted a mixed research approach, incorporating both quantitative and qualitative methods to gather comprehensive data from the target population. This approach was chosen because the primary aim of the paper was to assess the effect of job satisfaction on employee job performance at Awash Bank, Addis Ababa. By combining numerical data with qualitative insights, the study aimed to give information about the relationship between the dependent and independent variables. The research method is used to examining the relationship among

variables. These variables, in turn, can be measured, typically on instruments, so that numbered data was analyzed using statistical procedures (Cresswel, 2012, p.25).

To explore this relationship, the influence of independent variables on the dependent variable was analyzed through regression analysis. Creswell (2005) asserted that regression is used to explain relationships among variables, allowing researchers to determine whether one or more variables influence another variable.

To effectively address the research objectives and answer the study's questions, the researcher employed a mixed-methods approach. This approach was chosen because relying on just one method wouldn't have provided a complete picture of the topic (Creswell, 2003). By combining both qualitative and quantitative methods, the study was able to offset the limitations that might arise from using a single research strategy, especially given the diverse nature of the research questions.

3.4. Sample Design

A sample design is a structured plan for obtaining a sampling frame. It outlines the technique or procedure that the researcher uses to select sampling units, from which inferences about the population are made (Kothari, 2004).

3.4.1. Target population and Sampling

According to Malhotra and Birks (2007), the target population refers to the group of elements or individuals that possess the specific information sought by the researcher and about which generalizations or inferences are intended to be made.

The target population for this study comprised employees of Awash Bank working in selected branches within Addis Ababa. This included staff members from various departments such as customer service, credit analysis, operations, and administration. These employees were chosen because they have direct experience with job satisfaction factors and performance expectations in the banking sector.

The total population includes employees from the bank's 255 branches, four districts, and head office in Addis Ababa. Senior officials including top-level executives, departmental heads, and process supervisors were deliberately excluded from the scope of this research to maintain focus on non-managerial and mid-level staff.

A stratified random sampling technique was used to ensure representation across departments and job levels. A total of 156 questionnaires were distributed.

3.4.2. Sampling Unit

The primary sampling unit for this study consisted of individual employees working at various branches of Awash Bank within Addis Ababa. Each selected employee served as a respondent for the data collection process. This sample design ensured the inclusion of varied experiences and perceptions, which contributed to the overall reliability and depth of the research findings.

3.4.3. Sampling technique and Procedure

A sampling frame refers to the structured source or guideline used to identify members of the target population, typically presented as a list or criteria that outline how to reach the intended respondents (Malhotra & Birks, 2007). It serves as the foundation for selecting a sample that is representative of the broader population under study. In this paper, the sampling frame for this study comprised middle-level supervisors, clerical, and non-clerical employees of Awash Bank located in Addis Ababa. These groups were selected to ensure a representative of employees from different functional roles and levels of responsibility within the bank. The workforce categorized into distinct groups according to their job functions (e.g., management, clerical, and operational staff), and participants were randomly selected from each stratum. This method helped capture a diverse range of perspectives and minimized sampling bias.

3.4.4. Sample Size Determination

According to Malhotra and Birks (2007), sample size refers to the number of elements to be included in a study. For more critical decisions, more precise and comprehensive information is required. The total population for the sample size was determined with consideration of representativeness. The sample size for the study was calculated using Taro Yamane's (1967) formula, applying a 95% confidence interval and a 0.05 margin of error.

The formula is given by:

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

$$n = 255 / (1 + 255(0.05)^2)$$

$n \approx 156$

where n is the desired sample size, N is the population size, and 'e' is the level of precision. According to the above formula, the study's sample size was approximately 156. Therefore, the researcher used a sample of 156.

3.5. Sources of Data

To achieve the objectives of this study, both primary and secondary data sources were utilized.

3.5.1. Primary Data Sources:

Primary data refers to firsthand information collected directly from participants to address the research problem. In this study, primary data were gathered through structured questionnaires administered to employees of Awash Bank.

The questionnaire included both closed-ended and Likert-scale items designed to capture both the level of satisfaction and the extent to which it affects employee effectiveness at Awash Bank. Semi-structured interviews conducted with selected human resource HR personnel and team leaders to gain more in-depth understanding into internal practices and perceptions regarding employee satisfaction and productivity. These tools provided rich quantitative and qualitative data essential to understand the correlation between job satisfaction and performance within the organizational context.

3.5.2. Secondary Data Sources:

Secondary data were collected from recently found sources to supplement and validate the findings. These included: Internal documents and reports from Awash Bank, such as HR policies, performance evaluation frameworks, and employee engagement surveys. Additionally, published literature from academic journals, prior research studies, books, and credible websites was reviewed to provide both theoretical insights and practical perspectives on job satisfaction and employee performance, both globally and within the Ethiopian banking sector.

3.6. Data collection instruments

The common data collection instruments include interviews, questionnaires; documentary analysis and observation were tools used by the student researcher to collect data in this research process.

3.6.1 Interviews

To complement the quantitative data collected through questionnaires, the student researcher additionally utilized semi-structured interviews to collect qualitative data. Interview In-depth interviews used to get the relevant information from the respondents' in the selected area. Rubbin and Babbie (2012:19) describe in-depth interviews as being questions which are open-ended and fairly specific in their intent Ludwig, (2013:15). They are flexible and allow the interviewer to probe so that he or she may go into more depth to clear misunderstandings. The interviews are one direct way to find out a phenomenon from people who are involved in a study, and consequently, their answers reflect each individual's perception and interests on a particular phenomenon under study Creswell, (2009:64). Moreover, the interviews allowed the researcher to get the understanding of a person's behavior through eyes and voices, which questionnaires cannot provided.

3.6.2. Questionnaires

(Kirklees Council) describes "a questionnaire is simply a "tool" for collecting and recording information about a particular issue of interest". Mcleod (2014) states that, "the method is effective in measuring the behavior, attitudes, preferences, opinions and intentions of a relatively large number of subjects quickly and economically than other methods".

The questionnaire was the primary tool used for gathering quantitative data in this study. It was designed to collect detailed information from employees of Awash Bank regarding their levels perceived job performance and levels of job satisfaction. The student researcher utilized a Likert scale to measure the key variables related to job satisfaction and employee performance. The scale allowed respondents to express their level of agreement or disagreement with a series of statements, facilitating the quantification of attitudes and perceptions. The questionnaire items were carefully designed and adapted by the researcher based on relevant literature to fit the context of Awash Bank.

The questionnaires were distributed to all selected sample respondents, ensuring broad coverage across various departments and job roles.

Questionnaires were prepare in English language and translated into Amharic language in order to understand easily the ideas for the respondents.

3.7. Methods of data analysis

Once the data was checked for completeness and become ready for analysis, the data from the field was first coded according to the themes researched on the research. This enabled the use of computer in the summarizing of data in tables. The study employed both quantitative and qualitative data analysis techniques, consistent with its mixed-methods design.

Qualitative data were collected using structured questionnaires with both open-ended and closed-ended questions to gather primary responses from employees. Semi-structured interviews and secondary data was complement of this approach. The findings analyzed descriptively.

Quantitative data were collected using structured questionnaires, with results presented through tables and graphs. Data analysis involved calculating percentages and identifying patterns using SPSS software. Descriptive statistics summarized the data, and inferential statistics, such as Pearson correlation and multiple linear regression, tested relationships between variables. Open-ended responses were analyzed thematically.

The combined use of these analytical methods ensured a comprehensive understanding of how job satisfaction influences employee performance within Awash Bank. The empirical analysis incorporated both descriptive statistics and an econometric regression model

3.8. Data Validity and Reliability

3.8.1. Validity

The content validity of the data collection instruments were established through expert review and feedback whereas the reliability was measured using Cronbach Alpha statistical measures. To ensure reliability, the researcher adopted a dynamic sampling and data collection technique ensuring that the study is relevant and measurable throughout the duration of the research. Triangulation techniques of the interview and observation used to address credibility (Bryman, 2008).

3.8.2. Reliability

Reliability refers according to Bisschoff and Koebe (2005), to whether the findings of the research would be consistent if the study were repeated with same participants in a similar context. It requires the researcher to have a thick description of the research process. It was

addressed by overlap methods (interview and observation) and ensures that the researcher properly provided and explained them. Conformability offers freedom from bias from the procedures and results. This concept is achieved by the researcher being reflexive, i.e., reveal assumptions or biases that may have affected initial questions or interpretations Guba, E. (1981). Rigor in research relates to researchers keeping clear and accurate records and describes the research process in detail in order to produce a convincing account (Cooper and Endacott, 2007). The rigor addressed by keeping clear and accurate records according to the research objectives.

3.9. Ethical Consideration

According to Cant (2005:11), ethics refers to the commonly accepted standards of right and wrong behavior. All participants were selected voluntarily, and interviewed, and their identities were kept confidential. The responses provided remained confidential, as respondents were not be required to include their names or any identifying information. The researcher also informed the participants about how the information collected from them would be used. Curry (2010:56) asserts that good researchers should respect the right of participants to choose whether or not participation to take part in the study was completely voluntary, ensuring that no one was compelled or influenced to join at any time. During data collection, the researcher was used both English and Amharic languages to ensured that the issues and questions were clearly understood by the participants.

To ensure the validity and reliability of the translated instrument, this paper focused on both the linguistic accuracy of the translation and the consistency of the instrument's measurement across the two language versions. As a result, the researcher employed a systematic translation process, which included forward and backward translation, to ensure accuracy.

CHAPTER FOUR

RESULTS AND DISCUSSION

In this chapter, the data gathered from respondents was analysed and interpreted using quantitative methods. This included the use of descriptive and inferential statistics to test the hypotheses and investigate how the independent variables affect the dependent variable. Statistical procedures were carried out using SPSS version 22 to analyse the collected data in line with the overall objectives of the study.

4.1. Response Rate

Table 4.1. Response of Respondents

No	Description of Respondents	Respondents Profile	percentage
1	Sample size	156	100
2	Questionnaires Distributed	156	100
3	Returned Questionnaires	144	92
4	Did not Respond	12	8

Source: Field Survey, 2025

Table 4.1 above summarized the response rate of participants involved in the survey. A total of 156 questionnaires were distributed to the selected sample of Awash Bank employees, out of 156 questionnaires that were distributed, 144 (87%) were returned and properly filled for analysis purposes. The remaining 12 (8%) questionnaires were not returned for various reasons, resulting in a response rate of $(144/156 * 100 = 92\%)$. Fincham (2008) suggested that researchers should strive to achieve response rates of approximately 60% for the majority of their studies. This target is considered ideal, as it is also the standard expected by the Editor and Associate Editors of the journal in question. Achieving a response rate of this magnitude is often seen as a reflection of the study's quality and the consistency of the data obtained, as it indicated a sufficient level of participant engagement and response to the questionnaire used in the research.

4.2. Demographic profile of Respondents

This section provided a detailed overview of the respondents' demographic information including aspects such as gender, age, educational background, and years of experience.

4.2.1. Gender of respondents

Table 4.2: Gender of Respondents

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Male	81	56.2	56.2	57.2
Valid Female	63	43.8	43.8	100.0
Total	144	100.0	100.0	

Source: SPSS Result

From Table 4.2 , above presented the gender distribution of the respondents who participated in the study. Out of a total of 144 respondents, 81 participants (56.2%) were male, while 63 participants (43.8%) were female. Therefore, the study's results indicated that the majority of respondents were male, highlighting a gender imbalance in the sample. This indicated that male employees constituted a slightly larger proportion of the sample compared to their female counterparts.

The data suggest that both genders are well represented in the study, which helps ensure that the findings reflect perspectives from both male and female employees. The balanced representation also supports a more comprehensive picture of how job satisfaction and performance vary between genders at Awash Bank

4.2.2 Age level Distribution

Table 4.3. Age-level Distribution

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-29 YEAR	35	24.3	24.3	24.3
30-39	64	44.4	44.4	44.4
40-49	27	18.8	18.8	18.8
ABOVE 50	18	12.5	12.5	12.5

Total	144	100.0	100.0	100.0
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Source: SPSS Result

From Table 4.3 showed the age distribution of the respondents who participated in the study. Among the 144 valid responses: 64 (44.4%) were between the aged 30-39 years, 35 (24.3%) were between the ages of 18-29 years, 27 (18.8%) were between 40-49 years old, and the remaining 18 (12.5%) were over 50 years old. Therefore, the study's findings suggested that the majority of the workforce at Awash Bank falls within the 30–39 age range. This indicated that the balanced mix of age groups in the sample enhances the credibility of the study by capturing perspectives across different career stages.

Table 4.4. Educational level Distribution

No	Description	Characteristics	percentage
1	Diploma/ certificate holder	37	26
2	First Degree	83	58
3	Master’s Degree and Above	24	16

Source: SPSS Result

As can be seen from Table 4.4, reveals that most of the respondents 58% were Bachelor of Degree making this the dominant educational qualification among respondents, 26% of the total sample, were Diploma /certificate holder, indicated a smaller proportion with mid-level academic credentials and the remaining 16% % of them were a Master’s Degree or higher, suggested a notable minority with advanced education.

As shown in the table, the educational qualifications of employees at Awash Bank in Addis Ababa vary across three main categories. A significant proportion of the staff, representing 58%, possesses a bachelor’s degree, suggesting that most employees have attained at least undergraduate-level education. Another 26% hold either a diploma or certificate, indicating the presence of personnel with technical or vocational training backgrounds. Meanwhile, 16% respondents indicated that they hold a master’s degree, pointing to a smaller group of employees with advanced academic qualifications.

This suggested that the banking sector is benefits from a highly educated workforce, which serves as a significant asset

The data implies that the majority of the workforce has at least a first degree, which may contribute positively towards job satisfaction and performance. Staff members with diverse academic credentials might influence how they perceive their work environment, responsibilities, and opportunities for growth all of which are relevant to the core focus of this research.

Table 4.5. Respondents’ Work Experience

Description	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 3 years	22	15.2	15.2	
3-5 years	31	21.5	21.5	
Valid 6-10	53	36.8	36.8	
Above 10 years	38	26.3	26.3	
Total	144	100.0	100.0	

Source: SPSS Result

As shown in Table 4.5 above, presented the work experience distribution of the respondents, Out of the total 144 participants, 22 (15.2%) respondents have less than 3 years of work experience, 31 (21.5%) respondents have between 3 and 5 years of experience, 53 (36.8%) respondents fall within the 6 to 10 years category and the remained 38 (26.3%) respondents have more than 10 years of experience.

This distribution suggested that the sample includes a balanced mix of junior, mid-level, and senior staff. The presence of experienced employees enhanced the reliability of the study, as these individuals are likely to provide informed views on job satisfaction and performance. Additionally, the diversity in experience levels allowed the study to explore how job satisfaction may vary across different career stages.

4.3. Results of the Study

This section analyzes the responses collected from the selected participants to evaluate different aspects of job satisfaction influence employee job performance at Awash Bank, Addis Ababa. It examined the tools and strategies that contribute to enhancing satisfaction levels among staff, as well as the challenges that may limit their effectiveness. Additionally, the section explores how

employees perceive various dimensions of job satisfaction and how these perceptions relate to their overall performance. Lastly, it investigates the connection between job satisfaction and key performance indicators within the bank.

The responses of the respondents for the variables indicated below were measured on five-point Likert scale with: 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. Descriptive statistics were employed to summarize the fundamental characteristics of the data gathered from respondents, including frequencies, distributions, mean and standard deviation were provided for the characteristics of respondents. The descriptive analysis was made separately for categorical and continuous variables using frequency count and mean and standard deviation respectively.

4.4. To examine the connection between job satisfaction and employee job performance.

4.4.1. I feel that my overall job satisfaction positively influences the job performance.

Table 4.6. Overall, my job satisfaction positively influences the job performance.

Respondents' Decision	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
Strongly disagree	9	6.3	6.3	6.3	3.47	1.313
Disagree	16	11.1	11.1	17.4		
Neutral	4	2.8	2.8	20.2		
Agree	78	54.2	54.2	74.4		
Strongly Agree	37	25.7	25.7	100		
Total	144	100.0	100.0			

Source: SPSS Result

As can be seen from the Table 4.6, showed that most of the respondents, 78 (54.2%) indicated that they agreed and 37 (25.7%) of the total sample, strongly agreed that they feel that the overall job satisfaction positively influences their job performance. While, 16 (11.1%) disagreed and 9 (6.3%), strongly disagreed. Therefore, from the findings of the study we can conclude that nearly 80% of participants were recognized that there is a positive relationship between how satisfied they feel at work and how well they perform their duties at Awash Bank.

This finding aligns with previous research showing that job satisfaction significantly influences employee performance. The findings are consistent with Herzberg's Two-Factor Theory, which posits that job satisfaction can act as a motivator, encouraging employees to perform better (Herzberg, Mausner, & Snyderman, 1959). Similarly, Judge et al. (2001) argue that satisfied employees are more engaged and motivated, which enhances their job performance. A meta-analysis by Ricketta (2008) also confirms a positive and meaningful correlation between job satisfaction and performance outcomes.

4.4.2. Feeling satisfied with my job increases my motivation to fulfill performance goals.

Table 4.7. Feeling satisfied with my job increases my motivation to fulfill performance goals.

Respondents' Decision	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	Std. Deviation
Strongly disagree	4	2.8	2.8	2.8	3.46	1.313
Disagree	8	5.8	5.8	8.8		
Neutral	15	10.4	10.4	19		
Agree	49	34.0	34.0	53		
Strongly Agree	68	47.2	47.2	100.0		
Total	144	100.0	100.0			

Source: SPSS output/results.

As shown from the Table 4.7, it can be explained that most of the respondents 68 (47.2%) strongly agreed and 49 (25%) agreed that feeling satisfied with their job increases their motivation to fulfill performance goals. Therefore, from the findings of the study we can conclude that most of the respondents (81.2%) agreed and strongly agreed that job satisfaction enhances their motivation to achieve performance goals. This suggested that there is a strong connection between satisfaction and performance-related behavior among employees at Awash Bank.

This aligns with earlier studies such as Herzberg's Two-Factor Theory, which posits that intrinsic factors like recognition and satisfaction with one's role are key drivers of motivation

and performance. Similarly, Judge et al. (2001) found that employees who are satisfied with their jobs typically show greater commitment and exhibit increased levels of productivity.

In the context of Awash Bank, this finding suggested that improving job satisfaction through supportive supervision, recognition, fair compensation, and growth opportunities can lead to more motivated employees who are better positioned to meet their performance targets.

4.4.3. When I'm happy with my job, I tend to put in extra effort beyond what's expected.

Table 4.8. I tend to put in extra effort beyond what's expected.

Respondents' Decision	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	11	7.6	7.6	7.6
Disagree	28	19.4	19.4	27.0
Neutral	9	5.0	6.2	33.2
Agree	61	42.3	42.3	75.5
Strongly Agree	35	24.3	24.3	100.0
Total	180	100.0	100.0	

Source: SPSS Result

As shown from the Table 4.9, It can be explained that most of respondents 61 (42.3%) agreed and 35 (24.3%) strongly agreed that when employees are satisfied with their job, they are more likely to contribute extra effort beyond what is required. While 28 (19.4%) disagreed and 11 (7.6%) strongly disagreed and the remained 9 (5.0%) were neutral on the issue. Therefor, from the findings of the study we can conclude that, there is a strong tendency among employees to exceed performance expectations, which may be linked to intrinsic motivation and a sense of organizational commitment.

This finding aligns with previous research. According to Organ (1988), job satisfaction plays a key role in encouraging organizational citizenship behaviors (OCBs), which include voluntary efforts like going above and beyond one's formal duties. Similarly, Podsakoff et al. (2000) concluded that employees who are satisfied with their roles are more likely to engage in discretionary behaviors that support organizational success. Moreover, the outcome aligns with the social exchange theory, which suggests that when employees feel valued and supported, they

reciprocate by investing additional effort into their work (Cropanzano & Mitchell, 2005). This supports the idea that a positive work environment nurtures behaviors that exceed formal job descriptions.

4.4.4. I feel more motivated to perform well when my I receive recognition and support from the Bank.

Table 4.9. I feel more motivated to perform well

Respondents' Decision	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	8	5.6	5.6	5.6
Disagree	18	12.5	12.5	18.1
Neutral	6	4.1	4.1	22.2
Agree	71	49.3	49.3	71.5
Strongly Agree	41	28.4	28.4	100.0
Total	144	100.0	100.0	

Source: SPSS Result

From Table 4.9, above most of respondents 71 (49.3%) agreed and 41 (28.4%) strongly agreed that employees more motivated to perform well when they receive recognition and support from the Bank. While, 18 (12.5%) disagreed and 8 (5.6%) strongly disagreed and the remained 6 (4.1%) neutral on the issue. Therefore, from the findings of the study we can conclude that, that a significant majority of employees recognize the motivational value of workplace recognition and support and receiving recognition and support from the bank increases their motivation to perform well.

This finding is supported by Eisenberger et al. (1986) found that perceived organizational support significantly affects employees' commitment and willingness to exert extra effort.

The data clearly indicate that recognition and support are key motivators for employee performance at the bank. These findings align with established motivational theories and prior empirical studies, reinforcing the need for organizational practices that acknowledge employee contributions and provide a supportive work environment.

4.4.5. My level of job satisfaction influences on how well I perform my duties.

Table 4.10. My level of job satisfaction influences on how well I perform my duties.

Respondents' Decision	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	10	6.9	6.9	6.9
Disagree	20	13.9	13.9	20.8
Neutral	12	8.3	8.3	29.1
Agree	76	52.7	52.7	81.8
Strongly Agree	26	18.1	18.1	100.0
Total	144	100.0	100.0	

Source: SPSS Result

Table 4.10 shown that the majority of respondents 76 (52.7%) agreed and 26 (19.1%) strongly agreed that the level of job satisfaction influences on how effectively they carry out their responsibilities. While, 20 (13.9%) disagreed and 10 (6.9%) strongly disagreed and 12 (8.3%) remained neutral on the issue. Therefore, from the findings of the study we can conclude that, when employees experience satisfaction with their roles and workplace environment, they are more likely to approach their responsibilities with greater dedication and effectiveness.

This result underscores the strong role that job satisfaction plays in influencing employees' work quality and efficiency.

The findings are in line with those of Locke (1976), who proposed that satisfied employees tend to demonstrate greater focus and effectiveness in task execution. The positive correlation found in this study further supports the premise that when employees experience satisfaction with their roles and workplace environment, they are more likely to approach their responsibilities with greater dedication and effectiveness. This reinforces the broader principle that job satisfaction is not just a personal emotional outcome but a strategic factor in workforce productivity.

4.5. To assess the main elements influencing job satisfaction for employees at Awash Bank in Addis Ababa.

Table 4.11. Assess the main elements influencing job satisfaction for employees

S.N		Level of Agreement											
		S.D		D.A		N		A		S.A		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
6	I am satisfied with the fairness and transparency of the promotion system at Awash Bank.	17	11.8	33	22.9	14	9.7	49	34.0	31	21.5	144	100.0
7	The working conditions provided by the bank contribute positively to my job satisfaction.	9	6.3	16	11.1	7	4.8	59	40.9	50	34.7	144	100.0
8	I believe that the bank adequately compensates me for the work I perform.	23	15.9	32	22.2	13	9.0	55	38.2	21	14.6	144	100.0

9	I consistently receive support from my supervisors that contributes positively to my job satisfaction.	11	7.6	23	15.9	8	5.6	65	45.1	37	25.7	144	100.0
10	Awash Bank provides certain opportunities for career growth and skill development, which enhance my job satisfaction.	10	6.9	25	17.4	12	8.3	70	48.6	27	18.8	144	100

Source: SPSS Result

From Table 4.11, it can be explained employees are satisfied with the fairness and transparency of the promotion system at Awash Bank, concerning this, 49 (34.0%) and 31 (21.5%) from the sample respondents were agreed and strongly agreed respectively. While 33 (22.9%) and 17 (11.8%) from the respondents were disagreed and strongly disagreed respectively on the given issue, but the remained 14 (9.7%) were neutral on the issue. Therefore, from the findings of the study we can conclude that, there is moderate satisfaction with the promotion system but also indicates

room for improvement. Transparency in promotions is linked to higher job satisfaction, which in turn influences employee performance.

This result is also supported by Robbins & Judge (2019), perceived fairness in promotion and recognition processes significantly enhances job satisfaction, which boosts motivation and performance.

With respect to working conditions contributing positively to job satisfaction from the above Table 4.11, showed that majority of respondents 59 (40.9%) agreed and 50 (34.7%) strongly agreed. While 16 (11.1%) and 9 (6.3%) were disagreed and strongly disagreed respectively on the given issue, but the remained 7 (4.8%) from the respondents were neutral on the give issue. Therefore, from the findings of the study we can conclude that, Awash Bank provides conducive working conditions, which is a strong driver of employee satisfaction and performance.

With respect to the bank's Adequacy of compensation from the above Table 4.11, showed that majority of respondents 55 (38.2%) agreed and 21 (14.6%) strongly agreed. While, 33 (22.2%) and 23 (15.9%) were disagreed and strongly disagreed respectively on the given issue, but the remained 13 (9.0%) were neutral. Therefore, from the findings of the study we can conclude that there is a general sense of fairness in pay but highlights a noticeable portion of dissatisfaction that could impact retention.

This finding align with the previous research in the literature, a study by Locke's Range of Affect Theory, equitable compensation is a core component of job satisfaction. Equity Theory also suggests employees compare their input-to-outcome ratio with peers.

With respect to consistently received support from their supervisors that contributes positively to their job satisfaction from the above Table 4.11, showed that most of respondents 65 (45.1%) agreed and 37 (25.7%) strongly agreed. While 23 (15.9%) and 11 (7.6%) were disagreed and strongly disagreed respectively, but the remained 8 (5.6%) were neutral. Therefore, from the findings of the study it can conclude that, supervisors provide supportive interactions, which is crucial in fostering an environment built on trust and improving employee engagement. Supervisor support is a key contributor to job satisfaction at Awash Bank and is likely a significant enabler of employee performance.

This finding align with the previous research in the literature, a study by Eisenberger et al. (2002) emphasize the importance of perceived supervisor support in fostering commitment and

satisfaction. Transformational leadership styles are particularly effective in enhancing these perceptions.

With respect to Career growth and skill development from the above Table 4.11, showed that majority of respondents 70 (48.6%) agreed and 27 (18.8%) strongly agreed. While 25 (17.4%) and 10 (6.9%) were disagreed and strongly disagreed respectively, but the remained 12 (8.3%) were neutral. Therefore, , from the findings of the study it can conclude that, employees view Awash Bank as providing opportunities for skill enhancement and career advancement, indicating strong institutional support for long-term growth and satisfaction. Investment in employee development is a strategic asset for the bank and is closely associated with higher satisfaction and retention levels.

The responses reveal that key factors such as working conditions, supervisor support, compensation, promotion fairness, and career growth opportunities are all moderately to strongly contributing to job satisfaction at Awash Bank in Addis Ababa. These findings are consistent with established motivational theories and empirical studies, highlighting that employee satisfaction is a multifaceted construct. Improving the weaker areas like perceived fairness in promotion and compensation equity can yield further improvements in job performance and organizational commitment.

4.6. To analyze the relationship between employee motivation and job performance within the context of Awash Bank

Table 4.12. Analyze the relationship between employee motivation and job performance within

S.N		Questionnaire item		Level of Agreement											
				S.D		D.A		N		A		S.A		Total	
				F	%	F	%	F	%	F	%	F	%	F	%
11	I perform my tasks more efficiently when I feel motivated.	6	4.2	18	12.5	11	7.6	52	36.1	57	39.6	144	100		

12	Incentives and recognition programs at Awash Bank enhance my work performance.	26	18.1	73	50.7	9	6.3	21	14.6	15	10.4	144	100
13	My motivation levels directly impact how much effort I put into my job.	17	11.8	44	30.6	7	4.9	57	39.6	19	13.2	144	100
14	There are challenging but achievable tasks keeps me motivated to perform better.	14	9.7	39	27.0	12	8.3	50	34.7	29	20.1	144	100
15	I feel more productive when I receive regular feedback on my performance.	10	6.9	30	20.8	14	9.7	60	41.7	30	20.8	144	100

Source: SPSS Result

As shown in the Table 4.12, it can be explained that majority of the respondents 57 (39.6%) respondents strongly agreed, and 52 (36.1%) agreed that they perform their tasks more efficiently when they feel motivated. On the contrary, 18 (12.5%) disagreed and 6 (4.2%) were disagreed. Therefore, from the findings of the study it can conclude that, there is a strong perception among employees that motivation significantly influences their efficiency. The data indicated that motivation plays a vital role in task efficiency at Awash Bank, validating its importance as a key performance enhancer.

This aligns with the findings of Deci and Ryan’s Self-Determination Theory, intrinsic motivation serves as a key factor that drives strong and effective performance. Similarly, studies by

Herzberg (1968) reveal that motivated employees tend to show greater productivity and engagement.

With respect to incentives and recognition programs at Awash Bank enhance my work performance from the above Table 4.12, showed that most of respondents 73 (50.7%) disagreed and 26 (18.1) strongly disagreed. While 21 (14.6%) agreed and 15 (10.4%) were strongly agreed. Therefore, from the findings of the study it can conclude that a significant proportion of employees are dissatisfied with the current reward and recognition systems. It suggested a serious disconnect between what the bank offers and what employees perceive as valuable. The data signals a clear area for improvement at Awash Bank. The current incentives and recognition programs are not widely seen as impactful. Management should revisit these systems considering employee input to ensure they are equitable, performance-linked, and publicly celebrated.

Implementing transparent recognition criteria and diversifying incentive types e.g., bonuses, certificates, and growth opportunities could restore faith in these programs and enhance both motivation and job performance.

Related Research Insight: According to Vroom's Expectancy Theory, motivation increases when employees are confident that their efforts will result in successful performance, that this performance will be rewarded, and that the rewards are desirable. In this light, a high level of disagreement might indicate a disconnect between employees' achievements and the recognition they receive. Similarly, Herzberg's Two-Factor Theory identifies recognition as a core "motivator." If lacking, it can result in demotivation, even if other hygiene factors like salary are adequate.

With respect to the motivation levels directly impact how much effort they put into my job from the above Table 4.12, showed that majority of respondents 57 (39.6%) agreed and 19 (13.2) strongly strongly agreed. While 44 (30.6%) disagreed and 17 (11.8%) strongly disagreed on the given issue. Therefore, from the findings of the study it can conclude that a mixed view that may be influenced by external factors like workload, supervision, or organizational climate. Effort levels at Awash Bank are generally influenced by motivational factors, although a substantial portion of employees feel demotivated or unengaged, requiring targeted motivational strategies.

With respect to Challenging but achievable tasks keep me motivated to perform better from the above Table 4.12, showed that majority of respondents 50 (34.7%) agreed and 29 (20.1) strongly

strongly agreed. While 39 (27.0%) disagreed and 14 (9.7%) strongly disagreed. Therefore, from the findings of the study it can conclude that, Challenging but attainable tasks can drive performance, but task design at the bank may need recalibration to better engage employees without causing undue stress.

With respect to I feel more productive when I receive regular feedback on my performance, from the above Table 4.12, showed that majority of respondents 60 (41.7%) agreed and 30 (20.8%) strongly agreed. While 30 (20.8%) disagreed and 10 (6.9%) strongly disagreed on the given issue. Therefore, from the findings of the study it can conclude that, Awash Bank could greatly enhance productivity by implementing a structured feedback mechanism that supports continuous improvement.

4.7. To identify possible strategies that management at Awash Bank can implement to enhance employee satisfaction.

Table 4.13. Identify possible strategies that management can implement

		Level of Agreement											
S.N	Questionnaire item	S.D		D.A		N		A		S.A		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
16	I believe that management communicate more frequently with staff to improve job satisfaction.	16	11.1	33	29.9	3	2.0	36	25.0	56	38.9	144	100
17	There is enough training and development programs that enhance my performance and	24	16.6	58	40.3	14	9.7	27	18.8	15	10.4	144	100

	satisfaction.												
18	There is a Flexible working options that contribute positively to my overall job satisfaction.	19	13.2	37	25.7	7	4.9	49	34.0	32	22.2	144	100
19	There is consistently recognition and acknowledgment of employee achievement at Awash Bank.	12	8.3	55	38.2	8	5.6	46	31.9	23	16.0	144	100
20	I believe that the management involves employees in decision-making to improve job satisfaction and performance.	33	13.9	58	40.3	10	6.9	29	20.1	14	9.7	144	100

Source: SPSS Result

As shown in the Table 4.13, it can be explained that majority of the respondents 56 (38.9%) respondents agreed, and 36 (25.0%) respondents strongly agreed that they believe that management should communicate more frequently with staff to improve job satisfaction. On the contrary, 33 (29.9%) disagreed and 16 (11.1%) strongly disagreed on the given issue. Therefore, from the findings of the study it can conclude that, a strong need for improved internal communication and staff engagement at Awash Bank. Management should implement regular meetings, updates, and feedback loops to enhance openness and transparency, ultimately leading to better job satisfaction.

As shown in the Table 4.13, it can be explained that majority of the respondents 58 (40.3%) disagreed, and 24 (16.6%) strongly disagreed that, there is enough training and development programs that enhance my performance and satisfaction. On the contrary, 27 (18.8%) agreed and

15 (10.4%) agreed on the given issue. Therefore, from the findings of the study it can conclude that, Awash Bank needs to strengthen its training and career development programs to improve both satisfaction and performance outcomes.

As shown in the Table 4.13, it can be explained that majority of the respondents 49 (34.0%) agreed, and 32 (22.2%) strongly agreed that there are flexible working options that contribute positively to my overall job satisfaction. On the contrary, 37 (27.5%) disagreed and 19 (%) disagreed. Therefore, from the findings of the study it can conclude that, there is a moderate but growing interest in flexible arrangements. Awash Bank could explore flexible work schedules to improve morale, especially for roles that permit such adjustments.

This finding is consistent with flexible work is associated with improved work-life balance and reduced burnout (Allen et al., 2013). Organizations offering such options typically report higher satisfaction and retention.

As shown in the Table 4.13, it can be explained that majority of the respondents 46 (31.9%) agreed, and 23 (16.0%) strongly agreed that, there is consistent recognition and acknowledgment of employee achievement at Awash Bank. On the contrary, 55 (38.2%) disagreed and 12 (8.3%) disagreed on the given issue. Therefore, from the findings of the study it can conclude that, there is a gap in effective acknowledgment practices, which are essential for morale and satisfaction. Awash Bank should develop a structured recognition system that consistently celebrates individual and team achievements.

As shown in the Table 4.13, it can be explained that majority of the respondents 58 (40.3%) respondents disagreed, and 33 (13.9%) disagreed that, the management involves employees in decision-making to improve job satisfaction and performance. On the contrary, 29 (20.1%) agreed and 14 (9.7%) strongly agreed. The remained 10(6.9%) were neutral. Therefore, from the findings of the study it can conclude that, to enhance satisfaction and performance, Awash Bank should include staff input in strategic and operational decisions wherever possible.

CHAPTER FIVE

CONCLUSTION AND RECOMMENDATION

5.1. Summary of the major Findings

This chapter presented a summary of the results in relation to the main objectives of the study. Based on these findings, conclusions were drawn and several recommendations were put forward. The primary aim of this study was to examine how job satisfaction influences employee job performance at Awash Bank.

In order to attain the objective of the study and answers the research questions, the researcher adopted a mixed research approach. Both quantitative and qualitative approach were used which contained opened and close-ended questions, semi-structured interviews were also conducted. The data gathered from respondents were analyzed and interpreted through quantitative methods, including both descriptive and inferential statistical techniques.

To arrive at the percentages and tabulations, the researcher has used both Excel and SPSS as a tool in order to incorporate into a document or research presentation. This research explored how job satisfaction affects employee performance at Awash Bank, located in Addis Ababa. The findings revealed that job satisfaction plays a crucial role in shaping employee performance outcomes.

5.2. Conclusions

The main objective of this paper was to examine the effect of job satisfaction on employee job performance at Awash Bank. The findings revealed important insights into how employee satisfaction levels are linked to their work effectiveness and overall productivity. Based on the analysis of Likert scale survey responses, indicated a positive and a meaningful relationship between job satisfaction and employee performance. Employees who reported higher levels of satisfaction particularly in areas such as recognition, compensation, work environment, and supervisory support also demonstrated higher levels of job performance.

The data suggested that while job satisfaction is generally moderate to high among employees, there is still room for improvement in specific areas such as timely feedback, career development opportunities, and employee involvement in decision-making. Overall, the results confirmed that

job satisfaction is a key driver of employee productivity and effectiveness within the banking sector.

Enhancing satisfaction through targeted strategies can lead to improved performance outcomes, ultimately benefiting both employees and organizational efficiency at Awash Bank.

Based on the major findings, the following conclusion has drawn:

In light of this finding, it can be concluded that job satisfaction plays in shaping employee performance at Awash Bank. The analysis of the questionnaire responses reveals that when employees feel fairly compensated, supported by supervisors, and offered opportunities for professional growth, their overall satisfaction improves, this, in turn, positively influences their job performance. In line with this, the presence of motivating factors such as challenging yet achievable tasks, recognition of achievements, and flexible work arrangements further enhances both satisfaction and output. Employees who perceive their working conditions and feedback mechanisms as supportive are more likely to perform efficiently and show higher levels of engagement.

In line with this, the study confirmed taht a strong and direct link between job satisfaction and employee performance. It underscores the importance of implementing strategic human resource practices that prioritize employee well-being, motivation, and professional development. Strengthening these areas can lead to increased productivity, improved morale, and sustained organizational growth within Awash Bank.

From the findings of the study we can conclude that most of respondents (81.2%) agreed and strongly agreed that, job satisfaction enhances their motivation to achieve performance goals. This suggested that there is a strong connection between satisfaction and performance-related behavior among employees at Awash Bank.

The data clearly indicated that recognition and support are key motivators for employee performance at the bank. These findings align with established motivational theories and prior empirical studies, reinforcing the need for organizational practices that acknowledge employee contributions and provide a supportive work environment.

The positive correlation found in this study further supports the premise that when employees experience satisfaction with their roles and workplace environment, they are more likely to

approach their responsibilities with greater dedication and effectiveness. This reinforces the broader principle that Job satisfaction is not merely a personal emotional state but also a strategic factor that significantly impacts workforce productivity.

In light of this finding, it can conclude that, a strong need for improved internal communication and staff engagement at Awash Bank. Management should implement regular meetings, updates, and feedback loops to enhance openness and transparency, ultimately leading to better job satisfaction.

5.3. Recommendations

Based on the findings, conclusions were made, and the student researcher forwards the following recommendations:

5.3.1. Recommendations for Enhancing Job Satisfaction and Performance at Awash Bank

In light of the research findings and aligned with the stated objectives of the study, the following recommendations are proposed to help Awash Bank improve employee job satisfaction and, consequently, enhance overall job performance:

- ✓Strengthening Communication between Management and Staff, most of respondents emphasized on the need for more frequent and transparent communication from management.
- ✓The research findings emphasized a lack of consistent recognition of employee efforts. Awash Bank is advised to adopt a formal recognition system that acknowledges individual and team achievements regularly. Recognition can take the form of awards, bonuses, career progression, or public acknowledgment, all of which significantly contribute to motivation and satisfaction.
- ✓The data suggested that current training initiatives may be insufficient in addressing employees' professional growth needs. It is therefore recommended that the bank should design more targeted and practical training programs, aligned with both individual career goals and organizational objectives.

- ✓ Encouraging employee participation in planning, problem-solving, and decision-making processes can enhance their sense of ownership and commitment. Inclusive management practices lead to higher satisfaction levels and improved collaboration across teams.
- ✓ The bank should prioritize designing and delivering comprehensive training and professional development programs that align with the specific roles and growth needs of employees. Such efforts will not only improve individual competencies but also increase overall job satisfaction and performance.

5.3.2. Future Research Studies:

This study explored how job satisfaction affects employee performance at Awash Bank in Addis Ababa. The findings indicate that job satisfaction significantly contributes to improved employee performance, particularly when supported by effective feedback systems and supportive work environments. To build on these findings, future research could explore the long-term effects of different dimensions of job satisfaction such as recognition, career development, and supervisory support on employee motivation and retention. Expanding the sample size and including multiple branches or regions of Awash Bank, or comparing with other financial institutions, may offer more generalizable and context-specific insights. Further, utilizing advanced measurement tools and qualitative approaches could help uncover deeper psychological and organizational factors influencing satisfaction and performance.

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APPENDIX I



COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF EXECUTIVE BUSINESS ADMINISTRATION

Dear respondents,

This is an academic survey questionnaire prepared to collect data, which is aimed to evaluate how various elements of job satisfaction influence employee job performance at Awash Bank in Addis Ababa. Thus, your free willingness and cooperation in giving reliable information is very important and the information you provide is totally used for academic purposes and shall be kept strictly confidential.

This Questionnaire has two parts, Part one contains the Personal profile

(Demographic characteristics of respondents) and Part two enclosed specific questions related to "The Impact of Job Satisfaction on Employee Job Performance: A Case Study of Awash Bank at Addis Ababa" .

Thank you in advance for your kind cooperation!

Yours Sincerely,

Part 1: General Information

1. Gender: Male Female
2. Your Age: 18-29 years 30- 39 years 40- 49 years above 50 years
3. Educational background: Diploma Degree Masters other
4. Work experience in years: A. < 3 years B. 3-5 years C.6-10 D.> 10 years

Part 2: Research Questions to be filled by the employees for the study on the Impact of Job Satisfaction on Employee Job Performance. The instrument used for this questionnaire was adapted from previous research on the Impact of Job Satisfaction on Employee Job Performance. Specifically, the Likert-scale items were drawn from established surveys and instruments commonly used in organizational studies, such as those developed by scholars like Locke (1976) for job satisfaction and others like Kluger and DeNisi (1996) for performance feedback.

Directions: This questionnaire aimed to evaluate how various elements of job satisfaction influence employee job performance at Awash Bank in Addis Ababa. Respondents were asked to indicate their level of agreement with each statement using a 5-point Likert scale.

Level of Agreement: 1= strongly disagree 2=Disagree 3=Neutral 4=Agree 5=Strongly Agree

No	Questions	Level of Agreement				
		1	2	3	4	5
A	To identify the relationship between job satisfaction and employee job performance					
1	I feel that my overall job satisfaction positively influences the job performance.					
2	Feeling satisfied with my job increases my motivation to fulfill performance goals.					
3	When I am satisfied with my job, I am more likely to contribute extra effort beyond what is required.					
4	I am more motivated to perform well when I receive recognition and support from the Bank.					
5	My level of job satisfaction influences on how effectively I carry out my responsibilities.					
B	To Assess the key factors contributing to job satisfaction among employees of Awash Bank in Addis Ababa					

6	I am satisfied with the fairness and transparency of the promotion system at Awash Bank.					
7	The working conditions provided by the bank contribute positively to my job satisfaction.					
8	I believe that the bank adequately compensates me for the work I perform.					
9	I consistently receive support from my supervisors that contributes positively to my job satisfaction.					
10	Awash Bank provides certain opportunities for career growth and skill development, which enhance my job satisfaction.					
C	To analyze the relationship between employee motivation and job performance within the context of Awash Bank					
11	I perform my tasks more efficiently when I feel motivated.					
12	Incentives and recognition programs at Awash Bank enhance my work performance.					
13	My motivation levels directly impact how much effort I put into my job.					
14	There are challenging but achievable tasks keeps me motivated to perform better.					
15	I feel more productive when I receive regular feedback on my performance.					
D	To identify possible strategies that management at Awash Bank can implement to enhance employee satisfaction.					
16	I believe that management communicate more frequently with staff to improve job satisfaction.					
17	There is enough training and development programs that enhance my performance and satisfaction.					

18	There is a Flexible working options that contribute positively to my overall job satisfaction.					
19	There is consistently recognition and acknowledgment of employee achievement at Awash Bank.					
20	I believe that the management involves employees in decision-making to improve job satisfaction and performance.					