



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

**FACTORS AFFECTING EMPLOYEE PERFORMANCE IN DH GEDA TRADE AND  
INDUSTRY P.L.C**

**BY:**

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**GSE/1728/13**

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**Addis Ababa University**

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**DECLARATION**

This is to confirm that, the thesis is prepared by Jemal Endris Hassen, and submitted in the partial fulfillment of the requirements for the Master of Business Administration (MBA) degree in Addis Ababa University, within the title “*identifying factors affecting employee performance in DH GEDA Trade and Industry PLC*” that complies the university’s regulation and meets the accepted standards in terms of originality and quality.

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## LETTER OF CERTIFICATION

This is to certify that, the research paper titled, “identifying factors affecting employee performance in DH GEDA Trade and Industry PLC”, has been undertaken by Jemal Endris Hassen under my guidance and submitted in partial fulfillment to the requirements of master’s degree in Business Administration at Addis Ababa University College of business and economics. It is an original, work, and not submitted earlier for any degree either in Addis Ababa University or in other.

Advisor: Tewodros Wuhib (Assist. Professor)

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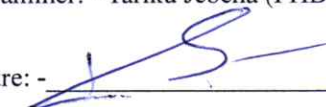
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## ABSTRACT

*For the achievement of any organization's goals, employees are valuable assets. Organizations achieve their goals by implementing effective policies and strategies that improve employee performance by identifying which factors affect employee performance in to what degree of influence affect their performance. Therefore, the main objective of this study is about factors affecting employee performance in DH GEDA Trade and Industry PLC. A quantitative research approach was used with the primary data collection method by distributing a questionnaire for 215 respondents, which were, selected by using random sampling techniques from four factories of DH GEDA Trade and Industry PLC. The reliability of the data collection methods and statements was tested by the Cronbach Alpha ( $\alpha$ ) test. The data collected from respondents were analyzed by using SPSS statistics 26, software in order to test the five main research hypotheses and findings were presented in tables and figures. Pearson correlation statistical tool and multiple regression analysis were employed in this research. From the findings from correlation and regression analysis, it is concluded, that work experience, working environments, salary, job design, and leadership style have positive or direct and significant relationships with employee performance and the findings argues to hypothesis statements. Even though their relationship is significant and positive with employee performance further studies must be conducted. Recommendations were given based on the findings concerning each variable.*

**Key words: Employee performance, salary, job design, working environment, leadership style, and working experience**

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the study

Globalization and external environmental forces have made organizations more competitive. Nowadays, there are extremely competitive and business contenders although their size, specialty, and technology usage. Every organization exists to achieve its objectives. No organization needs to stand still but rather strive to grow more and diversify its horizons (Jain et.al, 2019). According to Manyenga (2016) People play an imperative role in contributing to the organization's development. Human capital is an essential part of the organization; in the course of planning, managing, reviewing and decision-making. It may determine conclusively the organization's achievement or failure, Tran (2020). Employees are a valuable asset in any organization. Alo (1999) as cited by Mekonnen, (2014) indicated that organizations in the information economy mostly depend on their workforce to thrive and their personnel are the only thing that can provide them a competitive edge. A company's ability to succeed is primarily determined by its workforce. In every industry, an organization's success is largely dependent on its performance; poor performance will be detrimental to that success. Numerous elements can influence one's success along the path to success. Therefore, improving employee performance is crucial to reaching optimal objectives and it is the duty of every single firm (Nassazi, 2013). A successful business can achieve its goal by engaging them in improving performance through an employee performance management process or system.

Employee performance is influenced by a wide range of factors, either separately or in combination of each factor (Saeed et al., 2013). According to Darmawan, (2013), employee performance of an organization is affected by working conditions and years of work or working experience. According to Aropah et al., (2020), the working environment in a company has a big impact on how well employees perform.

As Saeed, *et al.*, (2013) employee performance is affected by different factors such as the personal problems of employees, the manager's attitude, financial rewards, job content and organizational culture.

According to Watetu, (2017) employee performance in an organization is significantly affected by job design, the leadership style of the firm and working conditions of the organization.

Understanding the factors affecting employee performance is key for organizations striving to achieve their strategic objectives and maintain a competitive edge in today's dynamic business environment. Research in this area provides an important understanding of the underlying dynamics that influence employee productivity, engagement, and satisfaction. By identifying and analyzing these factors, organizations can implement targeted interventions that enhance workforce effectiveness, leading to improved organizational performance. Therefore, this research aims to investigate and comprehend the factors that affect employee performance in the manufacturing business, which is DH GEDA Trade and Industry PLC. This research will help organizations by identifying the key factors that influence employee performance, enabling them to develop targeted strategies that enhance productivity and engagement.

## **1.2 Background of the organization**

DH GEDA Trade and Industry PLC is founded by Duguma Hunde Geda in 1970 his career as a tailor with just 85 birr (about \$8 USD), and he gradually grew his business into a fortune. DH Geda Trade and Industry PLC is one of the leading establishments in Ethiopia involved in a broad spectrum of industries. DH Geda is involved in the production and marketing of paints, minerals, blankets, wheat flour, acrylic yarn, and galvanized sheets. The headquarters of the organization is at DH Geda tower, which is found in Addis Ababa bole sub-city. The marketing and sales division operates out of the headquarters with its ten shops in Merkato, Nekemte, and Wolayita as its sales distribution outlets. DH GEDA strives to better service its clients by implementing backward and forward integration. The company aims to provide quality products at affordable prices with short delivery time. The organization's vision statement states that it wants to establish a global footprint by emerging as one of the top, dynamic, and competitive businesses in the Horn of Africa for manufacturing and supplying building supplies, including paints, roofing materials, steel reinforcements, cementation products, and construction chemicals. The organization's mission is to deliver customer-driven products in the most economical and efficient possible way, with a focus on thorough quality control. Since its devoted consumers are the only reason DH-Geda exists, the company will stop at nothing to earn their satisfaction through its dedication to quality, technology, and customer service.

## **1.3 Statement of the problem**

Employee performance is a vital determinant of any organization's success and competitiveness. As Saadouli, N., & Al-Khanbashi, M. (2021), whether a company is private or public, employee performance is a critical component of its success and long-term viability. Employee performance is a key indicator of a company's quality, and it has a significant impact on its success.

Now, a day, business environment is highly competitive and rapidly changing, hence organizations are implementing different strategies to improve the overall performance of the company. Additionally, the government is currently implementing various incentives and policy changes aimed at reducing the importation of commodities. This initiative encourages factories to produce goods locally under the slogan “Ethiopia Tamerit.”

There is a difference in the skill level of employee in a company, in the quality of employees in an organization, which means employees have varied styles of functioning. Different factors contribute to this difference in employee performance. Therefore, finding the variables that influence an employee's performance can help in hiring, retaining, and overall organizational success (Mohammed and Nimalathan, 2011). Different scholars from several countries attempt to identify different factors that influence employees' success or performance in various sectors (Saeed et al., 2013; Darmawan, 2013; Saeed, et al., 2013; Watetu, 2017; Aropah et al., 2020). However, a significant portion of research on this topic has primarily focused on service-providing companies, often neglecting those organizations involved in producing goods. This indicates the need for further investigation into the factors affecting employee performance in manufacturing and production industries. Additionally, no research has been conducted specifically within the study company, DH GEDA Trade and Industry PLC, showing the need for a focused investigation into the factors affecting employee performance in this manufacturing context. Therefore, the purpose of this research is to identify what factors affect employees' performance at DH GEDA PLC. It specifically asks how the salary of employees, organizations' job design, working environment, leadership style, and work experience affect employee performance. By doing so, the research aims to

finding-based recommendations that can guide management in designing strategies that improve employee performance.

#### **1.4 Objective of the research**

##### **1.4.1 General Objective of the research**

The main purpose of the research was to identify the key factors that influence employee performance at DH GEDA Trade and Industry PLC.

##### **1.4.2. Specific Objective of the Research**

The specific objective of the study will be;

- i. To examine the relationship between work experience and employee performance at DH GEDA Trade and Industry PLC.
- ii. To assess the impact of the working environment on employee performance within the organization.
- iii. To analyze the effects of job design on employee performance at DH GEDA Trade and Industry PLC.
- iv. To investigate the influence of leadership style on employee performance in the organization.
- v. To evaluate the relationship between salary and employee performance at DH GEDA Trade and Industry PLC.

#### **1.5 Research questions**

The study attempted to address the following two primary research questions to determine or identify the variables that affect employee performance;

- i. What are the factors that affect employee performance in DH GEDA trade and industry P.L.C?
- ii. What is the relationship between these factors and the performance of employees in DH GEDA trade and industry P.L.C?

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

The study concentrates on the identifying the factors that affect employee performance in the private organization, which is DH GEDA Trade and Industry PLC. The organization is involved in the manufacturing sector and produces different products within four factories, the researcher tried to address all four factories, and the population of the study was drawn from them. The job design, the working environment, the work experience, the leadership style and the salary were the five variables that the study will examine.

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

The study will try to identify major factors that affect or determine employee performances in DH GEDA Trade and Industry PLC for the organization's competitive advantage that enable the organization to formulate the best strategies for factors that have significantly affected employee performance and the study drawn best recommendations and strategies for enhancing employee performance. The research will be helpful for constructing best human resource leadership system and another department of the organization. In addition to that, it is helpful for academicians by providing a deeper understanding of the factors that affect employee's performance. Policymakers and decision-makers will also benefit from the findings, as the study will provide evidence-based recommendations that can inform policies and strategies related to workforce management.

### **1.8 Limitation of the Study**

The study focuses exclusively on DH GEDA Trade and Industry PLC, which may limit the generalizability of the findings to other organizations or industries, as the unique characteristics of this company may not reflect the broader manufacturing sector. Additionally, the research relied on self-reported data from employees regarding their experiences and perceptions, introducing subjectivity that may influence responses.

### **1.9 Organization of the Paper**

The research paper is divided into five chapters. The first chapter is about introduction, which includes the background of the study, a statement of the problem, the objective of the research, basic research questions, and scope of the study, limitations and significance of the study. In the second chapter, empirical and theoretical literatures were reviewed. In chapter three, the research methodological aspects of the study were explained which means that the research design, population and sample size, data collection methods, validity and reliability and ethical issues. The fourth chapter of the study presents data analysis, presentation, and discussion of the main findings of the study. The last chapter, which is chapter five, discusses about chapter summary, conclusion and recommendations based on the major findings of the study.

## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1 Introduction

According to Machi, & McEvoy (2009), definition literature review is a written document that presents a logically argued case founded on a comprehensive understanding of the current state of knowledge about a topic of study. The relevant literature from cited books, journals, magazines, newspapers, reports, dissertations, and other publications were reviewed in this chapter.

#### 2.2 Employee Performance

According to Ulfa I., (2018) explanation performance is the outcome of quality and quantity of tasks achieved by employee in carrying out the employee's duties in accordance with the responsibilities given to the employee which involves (Carter & Micmahon, 2005) competence and behavior meeting organizational expectations. Lutfi, and *et al.* (2022) describe about performance by referring (Simamora, 2001) as it is defined as meeting specific job requirements that are ultimately evident in the final outcome.

Performance is a condition that needs to be understood and communicated to specific parties in order to assess the degree to which an organization's results are aligned with its vision and mission and to identify the advantages and disadvantages of established operational policies. Management evaluates an organization's operational efficacy and personnel effectiveness based on performance, based on predefined standards and the employees' primary responsibilities (Lutfi, *et al.* 2022).

As Aropah, *et al.* (2020), explanation employee performance refers to the level of productivity, effectiveness, and efficiency with which an employee carries out their job responsibilities and achieves their goals and targets. It is a measure of how well an employee performs their tasks and contributes to the overall success of the organization. It is an important aspect of organizational success as high employee performance leads to increased productivity, customer satisfaction, and overall business performance.

According to Judge and Ferris (1993), performance evaluation is the most important human resources system in organizations, and the ratings of employees' performance represent critical decisions that highly influence a variety of subsequent human resources actions and outcomes.

The individual result based on the size and behavioral standards for the applicable job is employee performance and the result produced in a specific job function or activity during a specific time-period associated with organizational objectives. One of the most important factors in every firm that affects its success is employee performance.

A common way to define performance is in terms of outputs, specifically the accomplishment of measurable goals. According to Robbins and Coulter (2003), explanation an employee performance is the comprehensives of all of their actions and activities within an organization. However, performance is about how well people perform as much as what they do. Employee performance is defined by Asa'd (1991) and Chaplin (2005) as an individual outcome based on the size and behavioral criteria for the associated job, which led to an outcome, specifically conduct that can influence the environment in a particular way.

According to Chegini (2010), when an individual meets the required criteria of performance, the organization's performance will also be enhanced and improved. Therefore, it makes sense

that an extremely important factor that connects to the success and outcomes of a firm is the performance of its employees.

According to Bayley (1990), employee performance is a record of the outcomes achieved in a particular job function or activity over a given time period linked to corporate goals. It is not the personal traits of the workers; rather, it is the outcome generated by a particular functional unit or individual activity over a predetermined amount of time.

To summarize that employee performance is a crucial aspect of organizational success, focusing on productivity, effectiveness, and efficiency in achieving job responsibilities and achieving goals. Employee performance is evaluated based on factors such as work quality, timeliness, dependability, adherence to organizational standards, meeting deadlines, and teamwork. High employee performance leads to increased productivity, customer satisfaction, and overall business performance. Performance evaluation is the most important human resources system in organizations, and ratings of employees' performance influence subsequent actions and outcomes.. When an individual meets performance criteria, the organization's performance also enhanced. Therefore, employee performance is an essential factor connecting to a firm's success and outcomes and it must be managed in a good manner.

### **2.3 Performance Management**

Performance Management refers to the process of planning, monitoring, and evaluating an individual or organization performance in order to achieve predetermined goals and objectives. It involves setting clear performance expectations, providing feedback and coaching, identifying areas for improvement, and recognizing and rewarding achievements (Mekonnen, M. M. (2014).

Performance Management is a systematic process that involves setting goals, monitoring progress, providing feedback, and evaluating performance in order to improve individual and organizational performance. It includes activities such as goal setting, performance monitoring, feedback and coaching, performance evaluation, and performance improvement. It is continuous process that helps organization to optimize their workforce and to achieve their objectives (Diamantidis & Chatzoglou, 2019).

According to Briscoe and Claus (2008), performance management refers to a system that businesses use to define goals, establish performance standards, allocate and assess work, give performance feedback, identify areas in need of training and development, and award rewards. Therefore, Performance management is a systematic process that involves planning, monitoring, and evaluating an individual or organization's performance to achieve goals. It involves setting clear performance expectations, providing feedback, identifying improvement areas, and rewarding achievements. This continuous process involves regular communication and collaboration between managers and employees, ensuring the organization receives the necessary performance from its employees

#### **2.4. Purpose of performance management**

As Diamantidis, & Chatzoglou (2019), the goal of performance management is to align individual and organizational goals, identify areas for improvement, and provide support and resources to enhance performance. Best practice of employee management involves regular feedback, coaching, and formal reviews, ensuring early intervention and consistent improvement (Carter & Micmahon (2005). The role of the workplace coach should involve reviewing job descriptions, specifying the type of person needed, selecting people based on demonstrated ability, ensuring clear communication of the code of conduct, assessing

applicants' responses to the code through 'what if' scenarios, and assessing their commitment to learning and assistance.

Mekonnen, (2014) argues that performance management is essential for a number of reasons, which are goal alignment, enhanced performance, employee development, rewards, and recognition, feedback and communication, responsibility and justice, corporate success, and employee engagement and happiness are all boosted by it. Establishing expectations, monitoring performance, and assisting staff members in realizing their full potential all are made possible by performance management, which provides an organized framework. It encourages a culture of openness, cooperation, and constant development, which raises output, engages workers, and benefits the company.

There are several important reasons why employee performance is important for both the company and the individual worker. Among the primary goals are

- Goal achievement: Evaluating an employee's performance enables one to determine the extent to which they are accomplishing their own personal goals and objectives in addition to aligning their work with the organization's overall objectives.
- Feedback and development: Managers can inform employees about their areas of strength, areas for improvement, and areas that require attention through performance reviews.
- Performance enhancement: By highlighting areas that require improvement, performance evaluations assist businesses in implementing targeted training and development programs to raise employee performance.

- Alignment with organizational goals: Evaluating employee performance ensures that each person's contributions are in keeping with the general goals and objectives of the company.
- Accountability for performance: Employees can be held accountable for their job through performance reviews.

Employee performance is primarily used to support individual and organizational success through feedback, development, performance recognitions and reward, and coordinating individual efforts with organizational objectives. It is essential to both organizational performance management and successful talent management. (Aropah et. al. 2020).

Performance management aims to align individual and organizational goals, improve productivity and efficiency, enhance employee development and engagement, and ultimately contribute to the overall success of the organization. It is a continuous and ongoing process, which, is involved with regular communication and collaboration between managers and employees (Mekonnen, (2014). Because employee performance is so important, management must conduct a thorough examination of each employee to identify the factors that will contribute to excellent employee performance. Darmawan, and et al. (2020) for the best and optimal performance of the organization's objectives or goals, employees are the main resources of the organization. Therefore, it is important to know the factors that affect the employee performance.

## **2.5 Performance Measurement**

Several methodologies have been developed in an attempting to determine the best way to evaluate employee performance. Techniques vary in terms of how time-consuming,

expensive, labor-intensive, and their usefulness (Venclová et al., 2013). Performance evaluations come in two different forms: formal or systematic and informal (non-systematic). A number of criteria can be used to assess an employee's performance, including the amount and quality of work produced, timeliness, dependability, adherence to organizational standards and expectations, meeting deadlines, autonomy, collaboration, problem-solving abilities, communication skills, and adherence to company policies and values (Aropah et al. 2020). Pawirosumarto et al., (2017), explain that performance assessment is an objective and methodical procedure to gather, evaluate, and use data to ascertain the efficacy and efficiency of employees' tasks and the accomplishment of goals. It can take many different forms, such as key performance indicators or key performance indices. A review of performance is the formal assessment and grading of workers by their managers or supervisors (Armstrong, 2012). Organization must regularly evaluate their employee performance levels and suggest what needs to be done to improve it through both formal and informal feedback channels if they want their workers to work successfully (Thompson & Prottas 2006).

## **2.6 Factors affecting Employees Performance**

### **2.6.1 Work Experience**

Work experience is the process of developing the knowledge or skills of the employee as a part of exercise, because when employees practice more the task, their productivity will be improved. When the periods of practice is long the employee performance quality, effectiveness and accuracy, technical quality is increased. Work experience is depends on the length of time out work, the level of knowledge and skills owned by employee and adaptability of work and equipment (Ardianto, 2020).

Biliet *al.*, (2018), states that for the efficient and effective achievement of goals of the organization employee experience is needed. Based on the number of years of service and the degree of knowledge and skills each employee possesses, work experience is the mastery of employee knowledge and skills. It is expected that their length of experience and quantity will make them more capable than individuals without work experience (Angora, 2020).

According to Rosmi & Syamsir, (2020), for the achievement of predetermined goals of the organization work experience of an employee is very influential which is the level of adaptability of knowledge and skills possessed by employee about tasks that measured from work periods and the type of work which performed by employee during certain periods of time. Then, working experience and employee performance have positive relationship.

### **2.6.2 Job design**

Job design refers to the way tasks are combined to form complete jobs. According to Opatha (2013), job design is the process of organizing tasks, responsibilities, and duties into an organizational unit of work. It also refers to how to organize the contents, procedures, and relationships of jobs to meet the needs of both the organization and its employees. As Abid, and *et al* (2013) explained that job design is the process of assembling different components into a task while taking organizational and individual worker requirements, ergonomics, and safety into account.

As Carter & Micmahon (2005), explanation job design is the work process examination helps determine team members' requirements to meet performance standards and code of conduct. Organizations often fail to consider job design or work reorganization, missing opportunities for continuous improvement. In order to maximize performance, job design is essential. Employees that have well-designed jobs are more involved and satisfied, and they work well

because they are giving their best to the task. Because of its significance and practicality, job design is still a highly regarded topic among researchers (Zareen, *et al.* 2013).

According to Kariuki, N., and Makori, M. (2015) individual and group organizational performance outcomes are improved by well-designed jobs. There are various evident for relationship between job design and employees' performance and it is one of the best effective tools for maximizing an employee's performance. There is positive relationship between job design and employee performance.

### **2.6.3. Work environment**

Kawada & Otsuka (2011) define an environment as everything that helps and encourages workers to be or do something specific. It is one of the key indicators of how comfortable and satisfied they are at work. Work environment which can be physical or non-physical which have significant effect on employee performance directly or indirectly (Putri, and *et al.*, 2019).

According to Gunaseelan & Ollukkaran, (2012) people's capacity to do the tasks assigned to them significantly affected by the environment in which they are forced to operate. Work environment can be a place, social and professional environment, work process, systems, structures, tools or conditions, policies, rules, cultures, resources, working relations, work locations, and all internal and external factors, which have influence on employee performance.

The working environment is crucial because a comfortable workplace allows employees to concentrate on their work appropriately and improves employee performance, which boosts organizational production (Kamarulzaman *et al.*, 2011). As Watetu, (2017), the conditions that an employee faces at their workstation are known as working environment. These consist of their immediate surroundings, nearby services and amenities, stress and noise levels, the

level of safety at this specific workstation, and other things of that nature. A good working environment can have a big impact on how individuals are productive at their job.

The physical work environment has impact on employee performance. One crucial element that is necessary for employees to perform their jobs is the work environment. (Aropah, *et al.* 2020), and also Masood, and *et al.* (2014), states that employee perform their duties and daily activities in work place that may have a positive or negative impact on employee duties. Then, there is a positive relationship between working environment and employee performance.

#### **2.6.4 Leadership style**

Leadership is a set of characteristics or activities used by leaders to influence other people for collaborating people with their potential for achieving organizational goals. Leadership style is leader's entire behavior pattern to maintain control over the people under him while projecting a strong sense of self-worth in order to accomplish organizational objectives (Bandono, *et al.* 2022). Ojokuku et al. (2012) and Mawoli et al. (2013) state that Leadership style is viewed as the net display of traits, skills, and behaviors that leaders use when interrelating with their inferiors.

The link between leadership style and employee performance is a critical area of study in organizational behavior and human resource management. Different management styles can significantly influence various aspects of employee performance, including productivity, job satisfaction, creativity, and turnover rates. Understanding these relationships helps organizations adopt appropriate leadership practices to enhance overall performance. There are five leadership styles, which are autocratic, democratic, laissez fair, transformational and transactional Management styles.

#### **2.6.4.1 The autocratic leadership style**

The autocratic leadership style involves centralized decision-making with strict supervision and control. It can result in high productivity in the short term due to clear directives. However, it often leads to low job satisfaction, as employees feel undervalued and lack autonomy. Creativity is generally stifled, as there is little room for employee input and innovation. This style typically results in high turnover rates due to dissatisfaction and lack of engagement (Otieno, B. & Njoroge J. 2019).

#### **2.6.4.2 The democratic leadership style**

The democratic leadership style features participative decision-making and a collaborative approach. This style leads to sustainable high productivity because employees are motivated and engaged. Job satisfaction is high, as employees feel valued and involved in decision-making. It also encourages creativity and innovation through collective brainstorming and feedback. Furthermore, it results in lower turnover rates due to increased job satisfaction and a sense of belonging (Kotter, 1990).

#### **2.6.4.3 Laissez-faire leadership style**

The laissez-faire leadership style is distinguished by a high degree of employee autonomy and less monitoring. Its impact on performance varies: productivity can be high if employees are self-motivated and skilled, but low if they lack direction. Job satisfaction is generally high among experienced and autonomous employees but may cause anxiety in those needing guidance. Creativity is often high due to the freedom to explore and innovate. Turnover rates show mixed results, with some employees experiencing high satisfaction and others feeling frustrated due to a lack of support (Otieno, B. & Njoroge J. 2019).

#### **2.6.4.4. The transformational leadership style**

The transformational leadership style features inspirational management with a focus on vision and development. This style generally leads to high productivity through increased motivation and alignment with organizational goals. Job satisfaction is high because employees feel inspired and valued. Creativity is also high, as transformational leaders encourage innovation and personal growth. Additionally, this style results in lower turnover rates due to strong organizational commitment and job satisfaction (Bass & Riggio, 2006).

#### **2.6.4.5 The transactional leadership style**

Effective Management is a key in realizing progress in institutional performance. The transactional leadership style focuses on rewards and punishments, and adherence to established procedures. It can achieve high productivity through clear expectations and rewards. Job satisfaction is moderate; employees may be motivated by rewards but often lack deeper engagement. Creativity is limited, as the emphasis is on routine tasks and compliance rather than innovation. Turnover rates can be moderate to high if employees seek more intrinsic motivation and personal growth (Yukl, 2006). Then, there is a positive relationship between leadership style and employee performance.

#### **2.6.5 Salary**

According to Bandoni, *et al.* (2022), a salary is a predetermined sum paid to employees for services rendered or work completed. It can be computed a weekly, monthly, or annual basis and includes numerous advantages such as basic pay, subsidies, and bonuses in addition to wages. Salary is one of the factors that affect employee performance, which is the money, received by employee for his/her contribution for the achievement of company goals (Yuliati, *et al.*, 2023). Then, there is a positive relationship between salary and employee performance.

## 2.7 Empirical Review

Employee performance is a critical determinant of organizational success, influencing productivity, efficiency, and overall effectiveness. To improve workforce capabilities, firms must have an in-depth understanding of the elements that affect employee performance.

This empirical review synthesizes findings from various studies conducted in Ethiopia and abroad, focusing on the determinants of employee performance across different sectors, including public service, telecommunications, banking, and healthcare. A key factors such as organizational structure, communication, leadership, motivation, training, and workplace environment reviewed to understand how these elements interact to shape employee performance.

Desta (2019) conducted a study analyzing the determinants of employee performance in Public Service Organizations within the Dire Dawa Administration, Ethiopia. The findings revealed a determination coefficient of 89.6%, indicating that employee performance is significantly explained by factors such as organizational structure, communication, leadership/management systems, and culture. The remaining 10.4% of performance variance is attributed to other factors. A strong correlation was found between organizational structure, communication, leadership, and employee performance, with organizational culture showing a moderate positive correlation, suggesting its positive influence on performance.

In another study focusing on Ethio-Telecom's Addis Ababa zonal offices, Bekele (2016) found that a determination coefficient of 82.5% explained employee performance through factors including motivation, training, organizational culture, working environment, supervision, and individual characteristics. The remaining 17.5% was linked to other influences.

Birhane (2016) examined the determinants of job performance at Wegagen Bank S.C., identifying training, motivation, leadership, organizational culture, and working environment as independent variables. The study revealed positive relationships between all independent variables and employee job performance, leading to the rejection of all null hypotheses. The independent variables accounted for 30.1% of the variance in job performance, while 69.9% was influenced by unexamined factors.

Mekonnen (2014) reported a positive correlation between training and employee performance, noting that motivation positively impacts performance up to a certain experience level, after which it may decline. Hailesilasie (2009) found that role perception is strongly related to good performance in Ethiopian public organizations. Rashid Saeed et al. (2013) reported a significant positive correlation between organizational culture and employee performance ( $P=0.00$ ), as well as a strong correlation between managers' attitudes and employee performance ( $P=0.000$ ). Iqbal et al. (2015) noted that leadership practices significantly affect employee job performance, while Mohammed and Nimalathan (2011) found a strong positive relationship between work environment and employee job performance, with a correlation of 0.828.

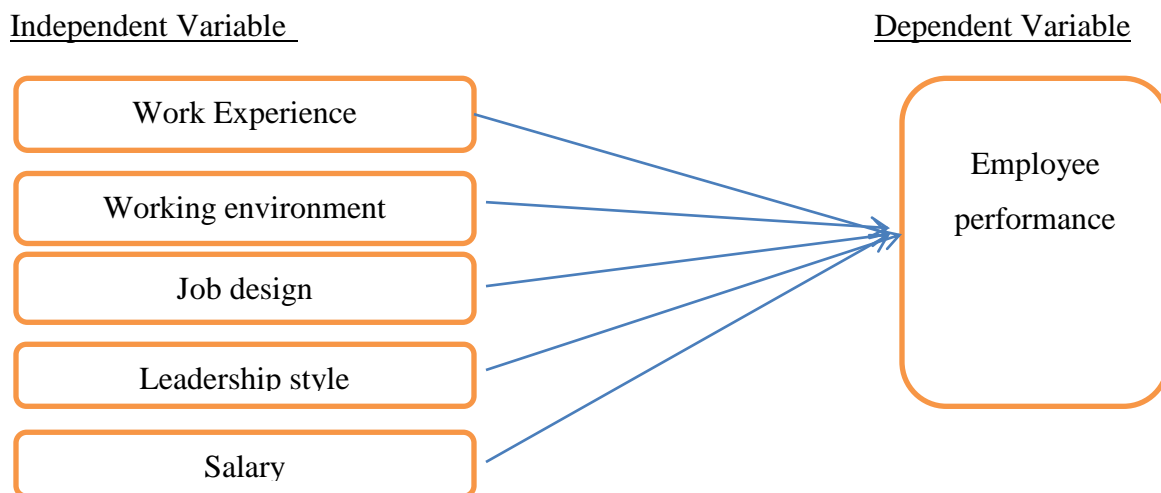
Daba et al. (2024) assessed job performance factors among nurses in emergency departments at selected public hospitals in Addis Ababa, revealing that rewards and performance appraisal significantly affect nurses' performance. Shiferaw (2022) examined the impact of HRM practices, specifically training, performance appraisal, and compensation, on employee performance at Bule Hora University, finding significant relationships between these practices and employee commitment. Additionally, Sisay (2019) identified organizational culture,

workplace environment, trust, teamwork, and communication as factors influencing employee productivity, showing significant relationships between these dimensions and productivity.

### 2.7. Conceptual framework

According to Svinicki (2010), a conceptual framework is an integrated collection of hypotheses that explain how a certain phenomenon works or is related to its constituent elements. Clarifying concepts and the intended relationships among study variables, as well as offering a framework for interpreting study findings and explaining observations, were the primary goals of the conceptual framework. It provided an illustration of the connection between employee performance and its factors.

The study will examine five independent variables, which include; work experience, job design, leadership style, working conditions or environment and salary in relations to the dependent variable, which is employee performance. The following conceptual framework was used.



**Figure 1 Diagram showing the relationship, independent and dependent variables**

Adapted and modified from Birhane (2016) and Sisay, (2019)

### 2.8 Research Hypothesis

The study tests the following hypotheses, which are formulated from the literature review:

*H1:* There is a significantly positive relationship between working experience and employee performance

*H2:* There is a significantly positive relationship between work environment and employee performance

*H3:* There is a significantly positive relationship between job design and employee performance

*H4:* There is a significantly positive relationship between leadership style and employee performance

*H5:* There is a significantly positive relationship between salary and employee performance

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1 Introduction

In this chapter, the methodology of the study which includes the research design, research approach, study population, sample size and selection, sampling techniques and procedure, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of research variables will be discussed.

#### 3.2 Research design

The research design helps for a researcher as the framework for achieving research objectives and reacting to research questions (John *et al.*, 2007). According to Kothari (2004), the purpose of the research design is to facilitate the acquisition of important data with the least amount of time, money, and effort. For the purpose of reacting the research questions and achieve the stated research objectives, the study employed a mixed research design combining by descriptive and explanatory research design. The descriptive component provides a detailed overview of the respondents' perception of the study variables, while the explanatory aspect investigates the relationships between these factors and employee performance.

#### 3.3 Research Approach

A quantitative research approach was employed in this research to systematically collect and analyze numerical data related to employee performance and its influencing factors. This approach allows for the measurement of relationships and patterns through statistical analysis.

#### 3.4 Type and source of Data

In the study, the researcher tries to obtain data from both primary and secondary sources of data.

### **3.4.1 Primary data**

In order to realize the target, the study used well-designed questionnaire as best instrument. Primary data was collected using a survey questionnaire, which was distributed to the employees the study organization.

### **3.4.1 Secondary data**

The secondary data collection was from a review of the literature of journals, articles, and other relevant documents, office manuals, circulars and policy papers that were used to provide additional information.

### **3.5 Data collection methods**

Questionnaire and document analyses were the primary tools commonly utilized methods to collect data, and the researcher of this study used the questionnaire to obtain quantified results.

#### **3.5.1 Questionnaire**

A five-point Likert scale questionnaire was used to collect data. To encourage respondents to participate effectively, the questionnaire was designed carefully to ensure that the questions were organized and written in a way that was both clear and precise. The questionnaire is divided into two sections. The first section includes demographic information about the participants, including their gender, age group, marital status, educational level, and duration of time within the company. The remaining parts of the questionnaire focused on job performance and associated factors

### **3.6 Target Population**

The population is the first step in the design of the sample (Creswell, 2009). In the organization, there are 200 employees at Zemili Paint factory, 46 employees in the GIS

factory, 180 employees blanket factory and 66 employees in DH GEDA flour factory permanent workers. In total, there are 490 employees in the firm in four factories. This figure is taken from the payroll list.

### 3.7 Sample size and Sampling method

Determining the appropriate sample size from a population of 490 can be done using various methods. One common method is using a sample size calculator that considers the confidence level, margin of error, and population size. Here is a systematic process to determine the sample size: A typical confidence level is 95% which indicates that we can be 95% confident that the sample results reflect about the population. A common margin of error (also known as the confidence interval) is 5%. The sample size was calculated using the formula for sample size in a finite population. The Cochran's formula is commonly used in various fields of research and is derived from statistical principles rather than being attributed to a particular individual.

$$n = \frac{N * Z^2 * P * (1 - P)}{e^2 * (N - 1) + Z^2 * P * (1 - P)}$$

Where:-

n= sample size

N= population size (490)

Z= Z-score (1.96 for 95% confidence level)

p= estimated proportion of the population (0.5 is used if unknown)

e = margin of error (0.05)

The appropriate sample size is approximately 215. To ensure representative selection of individuals from the four factories, within the organization, proportional to the size sample allocation method was used. Accordingly, there are 200 employees Zemili Paint factory, 46 employees in the

GIS factory, 180 employee blanket factory and 66 employees in the DH GEDA flour factory.

Then, the number of samples from each stratum can be calculated by the following formula.

$$\text{Sample size} = \frac{\text{Number of staff in each stratum}}{\text{Total Population}} * 215 \text{ (total sample size)}$$

### Equation 3.1 determination of sample size

The following table shows the proportion sample size taken from each factory.

**Table 3.1 Proportional Distribution of Sample to each stratum**

<b>S.No</b>	<b>Name of DH GEDA Factory</b>	<b>Number of employees in each factory</b>	<b>Proportion sample size</b>
	Zemili Paint factory	<b>200</b>	<b>88</b>
	GIS factory	<b>46</b>	<b>20</b>
	Blanket factory	<b>180</b>	<b>79</b>
	Flour factory	<b>66</b>	<b>28</b>
	Total No of employee	<b>490</b>	<b>215</b>

**Source: own survey, 2024**

### 3.8 Method of data analysis

In this research data was analyzed using both descriptive and inferential statistics. The Statistical Package for the Social Sciences (SPSS 26) was used to support the analysis.

#### 3.8.1 Descriptive statistics

The final reports of the relevant demographic variables were produced through central tendency measurements (frequency and frequency distribution, valid & cumulative percentage, and comparison of mean).

### 3.8.2 Inferential statistical Analysis

In inferential statistical analysis, correlation and multiple linear regression methods are utilized using SPSS software. Correlation is used to describe the strength and direction of the relationship between variables and multiple linear regression analysis was used to and assesses the cause-effect relationship between dependent and independent variables based on the conceptual research framework. The model for this study is:

$$\gamma = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon$$

Where “ $\gamma$ ” dependent variable and X1-X5 independent variables

Where  $\gamma$  = employee performance

X1=working environment

X2=working experience

X3= Management style

X4=salary

X5= job design

$\alpha$  = constant

$\beta_1$  to  $\beta_5$  = are coefficient

$\varepsilon$  = error terms

### 3.9 Validity Test

To ensure the validity of the questionnaire used to measure factors affecting employee performance, reliability test was conducted. One of the most common methods is calculating Cronbach's alpha. Cronbach's alpha provides a measure of internal consistency, indicating how well the items in a set are positively correlated to one another. According to Cohen and Sagan (2010) assumption, when the

value of Cronbach’s alpha ( $\alpha$ ) should be greater than or equals to 0.7, the items to be considered as reliable for the data analysis. Accordingly, Cronbach’s alpha results for this study are presented as follows:-

**Table 3.2 validity test**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.848	46

Source: Own survey, 2024

As shown in table 2 the value of Cronbach alpha for all variables is 0.848 which is greater than 0.7.

This implies that the variables are reliable for data analysis.

### **3.10 Ethical consideration**

Ethical considerations are essential for maintaining research integrity and protecting participants. This research adhered to several key principles. Informed consent was prioritized, ensuring that all participants fully understood the study's purpose, procedures, risks, and benefits, with participation being entirely voluntary and the option to withdraw at any time communicated. Confidentiality and anonymity were safeguarded by using unique identifiers and secured storage methods, ensuring that personal data was not disclosed in any reports. The principle of non-maleficence was upheld by conducting thorough risk assessments to avoid causing harm to participants, while beneficence was emphasized by maximizing benefits and minimizing risks to ensure a positive impact on both participants and society. Respect for persons was integral to the study, with participants' autonomy and dignity acknowledged through the informed consent process and respectful treatment throughout. The principle of justice was upheld by ensuring fair selection and equal treatment of participants, thereby avoiding bias and promoting equity in the research process. Additionally, transparency and honesty were maintained by clearly outlining the research process, disclosing any conflicts of interest, and reporting findings truthfully. Data protection laws were strictly followed, with measures such as

encryption implemented to secure data and limit access to authorized personnel only. Participants were also clearly informed of their right to withdraw from the study at any time without facing any consequences.

## CHAPTER FOUR

### 4. PRESENTATION, ANALYSIS AND INTEPRITATION OF FINDING

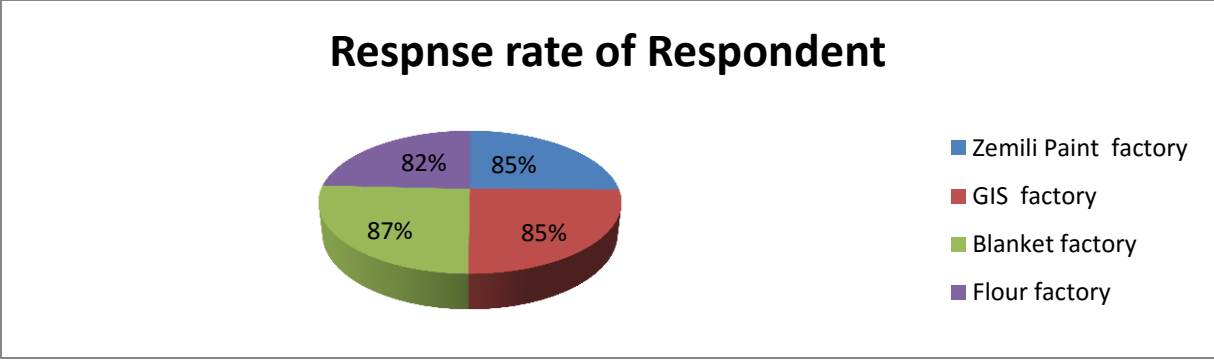
#### 4.1 INTRODUCTION

In this section, the results of descriptive and inferential analysis are presented and discussed based on the collected information through organized own survey. This is why to achieve the research objectives and to give adequate response for research questions. The data was collected from 215 employees of the DH GEDA Trading PLC. The analysis results are presented in table and figure. During the data collection procedure for this research, respondents were informed about the purpose of the study, and its confidentiality and ethical principles. Out of the 215 questionnaires distributed to respondent. From 215 questionnaires, 184 (85.6%) questionnaires were filled properly and ready for analysis. The response rate from each factory within the study organization is illustrated in the figure below.

**Table 4.1 questionnaires distributions and response rate**

<b>S.No</b>	<b>Name of DH GEDA Factory</b>	<b>Questionnaires given</b>	<b>Questionnaires collected</b>	<b>Response rate</b>
<b>1.</b>	Zemili Paint factory	<b>88</b>	<b>75</b>	<b>85%</b>
<b>2.</b>	GIS factory	<b>20</b>	<b>17</b>	<b>85%</b>
<b>3.</b>	Blanket factory	<b>79</b>	<b>69</b>	<b>87%</b>
<b>4.</b>	Flour factory	<b>28</b>	<b>23</b>	<b>82%</b>
	Total No of employee	<b>215</b>	<b>184</b>	<b>85.6%</b>

*Source own survey, 2024*



**Figure 2 Response rate of respondent**

As shown in the table 4.1 Two hundred fifteen questionnaires were distributed among four factories of DH GEDA trading and industry plc. Eighty-eight questionnaires were distributed to Zemili Paint factory employees and seventy-eight respondent were filled properly which is 85% questionnaires were collected. Twenty questionnaires distributed to GIS factory employees and seventeen respondents were filled properly which is 85% questionnaires were collected. Seventy-nine questionnaires distributed to Blanket factory employees and seventy-two respondent were filled properly which is 87% questionnaires were collected. Twenty-eight questionnaires distributed to Flour factory employees and twenty-four respondents were filled properly which is 82% questionnaires were collected. Totally, from distributed questionnaires one hundred ninety one respondents filled properly, which is 85.6%, questionnaires were collected. The data were analyzed through SPSS software in order to compute demography of respondent, correlation, multicollinearity test, normality test, and multiple regression analysis and model adequacy of regression model.

**4.2 Demographic information of the respondents**

In this section, the researcher aimed to determine the respondents' demographic attributes, which are the sex of the respondents, their age, their marital status, their educational level, and working experience before joining the company. The information was presented one by one based on own survey as follows:-

#### 4.2.1 Gender of Respondent

The result of gender distribution is shown in the table below.

**Table 4.2 Distribution of respondent by their Gender**

<b>GENDER</b>		
Gender	Frequency	Percent
Female	76	41.3
Male	108	58.7
Total	184	100.0

*Source Own survey, 2024*

As shown in table 4.2 above concerning the gender distribution of respondents, 76 or 41.3% of employees were female and 108 or 58.7% of employees were male. accordingly, it can be concluded that majority of the respondents were male.

#### 4.2.2 Age of respondents

The respondents asked to indicate their age categories under questionnaire and the result is shown in the table below.

**Table 4.3 Distribution of respondent by their Age**

<b>AGE</b>		
Age of respondent	Frequency	Percent
From 21-30 years	88	47.80
From 31-40 years	51	27.70
From 41-50 Years	36	19.60
51 and above years	9	4.90
Total	184	100.00

*Source: own survey, 2024*

As shown in the above table 4.3 distribution of respondents based on their age, 88 or 47.8 % of employees were from 21-30 years old age group, 51 or 27.7% of employees were from 31-40 years old age group, 36 or 19.6% employees are from 41-50 years old age group and 9 or 4.9% employees are

51 years and above age group. Based on the result, most employees in the company are in the age category of 21-30 years. It indicates that most employees are in young age group, which can imply the competitive growth of the company.

#### 4.2.3 Marital status of respondents

The respondents were asked to indicate their marital status categories under the questionnaire and the result is shown in the table below.

**Table 4.4 Distribution of respondents based on their marital status**

Marital Status		
Marital status of respondent	Frequency	Percent
single	75	40.8
Married	65	35.3
Divorced	31	16.8
widowed	13	7.1
Total	184	100.0

*Source: own survey, 2024*

As shown in the above table 4.4 a total of 75 employees or 40.8% were single, 65 employees or 35.3% of the employees were married. The other, 31 employees or 16.8% of employees were divorced and 13 employees or 7.1% of employees were widowed. Most employees in the company were single and married in their marital status.

#### 4.2.4 Educational level of respondents

The respondents were asked to indicate their educational level categories under the questionnaire and the result is shown in the table below.

**Table 4.5 Distribution of respondent based on their educational level**

Educational Level of respondent		
Educational level	Frequency	Percent
Grade 12 Complete	27	14.7

Certificate	22	12.0
Diploma	69	37.5
Degree	58	31.5
Master And Above	8	4.3
Total	184	100.0

*Source own survey, 2024*

Based on the result shown in the above table 4.5 educational level of respondents, 69 or 37.5% of employees are diploma holders and 58 or 31.5% of employees are degree holders. The rest 27 or 14.7% of respondents were grade 12 complete, 22 or 12.0% of respondents were certificate and 8 or 4.3% of respondents were Master and above educational level. This indicates that most of the company's employees are diploma and degree holders, which means that the company is supported by a well-educated work force.

#### **4.2 5 working experience of the respondent before joining the current company**

Respondents were asked to indicate their work experience before joining the current company, just for gaining information about their working experience before joining current company. Based on the data, respondent's response about their working experience before joining the current company presented and their responses are summarized in the table below.

Table 4.6 Distribution of description analysis output of respondents concerning their working experience before joining the current company.

**Table 4.6 Distribution of work Experience before joining the company**

<b>working Experience before joining the company</b>		
<b>Working experience group</b>	<b>Frequency</b>	<b>Percent</b>
zero years	41	22.3
1-3 years	52	28.3
4-7 years	34	18.5
8-11 years	41	22.3

above 11 years	16	8.7
Total	184	100.0

*Source own survey, 2024*

The survey result as shown in the above table 4.6, based on the working experience before joining the current company, 52 or 28.3% of employees have 1-3 years work experience and 41 or 22.3% of employees have zero years work experience. In addition to this 34 or 18.5% of employees have 4-7 years work experience, 41 or 22.3% of employees have 8-11 years work experience and the remaining 16 or 8.7% of employees have above 11 years work experience. According to this result, the majority of employees have 1-3 Years of work experience. This shows that the workforce is predominantly composed of individuals who are relatively new to the professional environment before they join the study organization.

#### **4.2.6 Working experience of the respondent in the current company**

Respondents were questioned regarding to their work experience in the company and how long they worked in the company. The result is presented as follows in the table below

**Table 4.7 Distribution of respondents concerning about their working experience**

<b>Working Experience in the company</b>		
Working experience group	Frequency	Percent
below 2 Years	47	25.5
3-5 Years	41	22.3
6-8 years	63	34.2
9-11 years	18	9.8
above 11 years	15	8.2
Total	184	100.0

*Source: Own survey, 2024*

The survey result as shown in table 4.7 based on their working experience in the company, 63 or 34.2% of employees have 6-8 years working experience in the company. The other, 47 or 22.3 % of employees have below 2 years work experience, 18 or 9.8% of employees have 9-11 years work

experience and 15 or 8.2 of employees have above 11 years work experience. From the result, we can conclude that most employees are experienced. This distribution of experience shows that a significant portion of the workforce has been with the company for a substantial period, which can contribute to organizational stability and knowledge retention. However, the presence of employees with less than 2 years of experience suggests that there is an ongoing influx of new talent.

#### **4.3 Descriptive analysis of employee performance determinants**

To identify factors affecting employee performance in DH GEDA trade and industry plc, employees were questioned to rate how much they agree with the statements concerning the five independent factors, which are work experience, working environment, job design, leadership style and salary with five Likert scale questions. The data were analyzed with descriptive statistics of mean score and standard deviation. The value of the mean describes the extent of agreement, when the mean value is low, the response of the majority of respondent disagree with the statements while the value of the mean is high the response of the majority of respondents agree with the statements. The mean of each question was taken to analyze data, based on respondents' agreement with each question. The standard deviation measures how concentrated the data are around the mean and is used to show the variability of measurement from the mean. A high standard deviation indicates the presence of wider distribution scores from the mean on the other hand low standard deviation indicates the presence of narrow distribution scores from the mean. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to 'strongly disagree', 2-point accorded to 'disagree', 3-point accorded to 'Neutral', 4-point accorded to 'agree' and 5-points accorded to 'strongly agree'. Then, the detail of the analysis was presented as follows.

### 4.3.1 Working experience

Respondents were asked to indicate whether their working experience has any effect on their overall performance at the organization. The summary of their response is illustrated in the table below.

**Table 4.8 Descriptive analysis output of working experience within statements**

Descriptive Statistics				
Indicators	Statements	N	Mean	Std. Deviation
<b>Work experience</b>	My work experience has helped me acquire valuable job knowledge	184	3.69	1.012
	My previous work experience have improve my problem solving skills	184	3.81	1.067
	My experience has taught me effective strategies to overcome work Challenges	184	3.78	.880
	My experience allows me to learn new tasks quickly	184	3.73	.992
	I can easily adjust to new tools and technologies due to my experience	184	3.71	1.067
	My work experience has enhanced my communication and collaboration skills with my colleagues	184	3.86	1.107
	I have ability to complete tasks on time and increase productivity due to my work experience	184	3.89	1.034
	My working experience has prepared me leadership roles	184	3.34	1.148
	<b>Average value of each statement</b>	<b>184</b>	<b>3.73</b>	<b>1.038</b>

Source; own survey, 2024

As Zaidatolet, *et al*, (2012) explained about mean score degree, if the mean value of the statement is between 1 and 2.33 the mean score degree is low, if the mean value of the statement is between 2.34 and 3.67 the mean score degree is moderate and if the mean value of the statement is between 3.68-5 the mean score degree is high. Then, the value of mean describes the degree of respondent agreement to the statement. According to the descriptive analysis of working experience statements, as shown in table 4.8 above, the mean value of each statement is above 3.68 mean score. This indicates that the majority of the respondents do agree with the statements except for the preparation of work experience to a leadership role its mean value is 3.34, even though it is under a moderate mean score degree. In

addition to this, the average value of each statement is 3.73, which is a high mean value score degree; it implies that working experience can affect employee performance. Moreover, the organization must take into consideration working experience, as an essential element to improve its employee performance to meet its business goal.

### 4.3.2 Working Environment

Respondents were asked to indicate whether their working environment has any effect on their overall performance at the organization. The summary of their response is illustrated in the table below.

**Table 4.9 Descriptive analysis output of working Environment within statements**

<b>descriptive statistics</b>				
<b>Indicator</b>	<b>statements</b>	<b>N</b>	<b>mean</b>	<b>Std. deviation</b>
<b>Working Environments</b>	My work place is comfortable and conducive to productivity	184	3.43	0.921
	The office layout allows me effective communication and collaboration	184	3.46	0.905
	The temperature and light are adequate for my tasks, and noisy level is manageable at work place.	184	3.45	0.934
	I have enough privacy to focus on my work	184	3.54	1.060
	<b>Average value of each statement</b>	184	<b>3.47</b>	<b>0.955</b>

*Source; Own survey, 2024*

According to the descriptive analysis of working environment statements, as shown in table 4.9 above, the mean value of each statement is above 3.43 up to 3.54 mean score. Majority of respondent have a moderate degree of perception to the statement which are, their workplace, is comfortable and conducive to productivity, the office layout allows them for effective communication and collaboration, and for their office temperature, office light, noise level, with a mean score value 3.54, 3.46, 3.45 and 3.43 respectively. In addition to the mean value of each statement, the overall mean value of all statements is 3.47. The standard deviation of each statement in the table 4.7 above approaches to 1.00, which indicates, that the perception of respondents for each statement was far

from one another. This implies that the majority of the respondents moderately agreed with the statements and working environment affects employee performance.

### 4.3.3. Salary

Respondents were asked to indicate whether their salary has any effect on their overall performance at the organization. The summary of their response is illustrated in the table below.

**Table 4.10 Descriptive analysis output of Salary within statements**

descriptive statistics				
Indicators	statements	N	mean	Std. deviation
<b>Salary</b>	My salary is competitive with other organization at similar position	184	3.26	0.961
	I am satisfied with current salary and I feel that my salary is fair for current work position	184	3.25	1.012
	I am satisfied with salary review and adjustment made in the organization	184	3.45	0.951
	The organization offers sufficient opportunities for bonus and incentives	184	3.51	0.911
	I believed that better financial incentives and salary increase performance	184	3.60	0.958
	My salary meets my financial needs	184	3.28	1.044
	My salary Increased based on my performance	184	3.24	1.047
<b>Average value of each statement</b>		<b>184</b>	<b>3.37</b>	<b>0.983</b>

*Source; own survey, 2024*

According to the descriptive analysis of the statement about salary, as shown in the table 4.10 above, the mean score of all questions is between 3.24-3.60, but respondent’s perceptions of better financial incentives is high and salary increase based on their performance is low with a mean value 3.60 and 3.24 respectively. The average value of each statement is 3.37 which enrolled under a moderately agree mean score. The standard deviation of each statement in the table 4.8 above is near to 1.00, which indicates, that the perceptions of respondents for each statement were fairly far from one another. This indicates that the majority of respondents moderately agree with each statement and most respondents agree financial incentives and salaries increase employee performance. One thing

that we raise is that based on the result of the employees' performance, the amount of salary paid to the employees should be made to meet their financial needs. Therefore, issues concerning t salary must be revised to pop up their performance.

#### 4.3.4 Job Design

Respondents were asked to indicate whether their job design has any effect on their overall performance at the organization. The summary of their response is illustrated in the table below.

**Table 4.11 Descriptive analysis output of Job Design within statements**

Indicators	descriptive statistics			
	Statements	N	mean	Std. deviation
<b>Job Design</b>	I have a clear understanding of job responsibilities and job description	184	3.61	0.963
	I have well-defined and structured job role that enable me to know what expected from me	184	3.55	0.979
	My Job involves a variety tasks and this enables me to use wide range of skills in my job	184	3.52	1.008
	I believes that my Job contributes to organizations overall goals	184	3.62	0.903
	I receive regular feedback that helps me to improve my performance	184	3.55	0.968
	I have given enough job autonomy and technology to perform my tasks	184	3.40	1.003
	<b>Average value of each statement</b>	<b>184</b>	<b>3.54</b>	<b>0.971</b>

*Source; Own source, 2024*

Based on the result stated in table 4.11 above, a descriptive analysis concerning job design statements the mean score value of each statement is between 3.40 and 3.62 mean value. The standard deviation of each statement in table 4.9 above approaches to 1.00, which indicates, that the perceptions of respondents for each statement were far from one another. The statement which has the least mean (3.40) is the presence of enough job autonomy and technology that is given to employee to perform their task and the statement which have a higher mean value (3.62) is employee perception of their job contributes to organization's overall goals. This indicates that respondent's degree of agreement with

each statement is high. Then, the organization should realize that the employees have a high level of understanding of the contribution of the work they do to the organization, and by improving the technology and autonomy for employee to do their tasks, the organization can achieve its goals by increasing the performance of the employee.

#### 4.3.5 Leadership Style

Respondents were asked to indicate whether the leadership style has any effect on their overall performance at the organization. The summary of their response is illustrated in the table below.

**Table 4.12 Descriptive analysis output of Leadership Style within statements**

<b>descriptive statistics</b>				
<b>Indicators</b>	<b>statements</b>	<b>N</b>	<b>mean</b>	<b>Std. deviation</b>
<b>Leadership style</b>	My supervisor clearly order based on my duties	184	3.60	0.923
	My supervisor encourage professional growth and development, recognize and rewards for good performance	184	3.52	1.096
	My supervisor handles conflicts effectively and shows genuine concern for my well-being.	184	3.47	1.086
	My supervisor regularly seeks inputs from team members and makes decisions.	184	3.66	1.120
	My manager provides clear and constructive feedback and I am involved in decision that affects my work.	184	3.54	1.060
	My supervisor handle workers in good manner	184	3.55	1.115
	<b>Average value of each statement</b>	<b>184</b>	<b>3.56</b>	<b>1.067</b>

*Source; Own survey, 2024*

According to the descriptive analysis of the statement about leadership, as shown in table 4.12 above, the mean score of all questions is between 3.47 and 3.66 mean value. The standard deviation of each statement in table 4.10 above is greater than 1.00, which indicates; that the perception of respondents for each statement was one is far from the other. Even though, the mean value indicates the presence of a moderate degree of agreement with each statement, the way of handling conflict related to employee well-being have least (3.47) mean score value from other. It indicates that it is possible to

increase the performance of employees by properly handling of conflict related, and giving clear and constructive feedback and decisions that do not affect the performance of employees. Generally, the majority of respondents have a moderately high degree of agreement with each statement.

#### 4.4 Descriptive analysis of employee performance

The sampled employees also were questioned to indicate their degree of agreement for statements related to employee performance and the analysis output was presented in the following table.

**Table 4.13 Descriptive analysis output of Employee performance within the statement**

<b>descriptive statistics</b>				
<b>dependent variable</b>	<b>statements</b>	<b>N</b>	<b>mean</b>	<b>Std. deviation</b>
<b>Employee performance</b>	I have serve many customers	184	3.80	0.991
	Financial stress affect my work performance	184	3.98	0.932
	I well understand and adheres to policies and procedures	184	3.88	0.945
	I well keep my supervisor informed	184	3.76	0.911
	I effectively use of resources including time and materials	184	4.04	0.852
	I believed that my job contribute to organization goals	184	4.02	0.871
	I develop logical and creative solution to problems	184	3.64	0.966
	I effectively working with other employee	184	4.03	0.929
	I understand job responsibilities and duties expected from me	184	3.97	0.961
<b>Average value of each statement</b>		<b>184</b>	<b>3.90</b>	<b>0.929</b>

*Source; own survey, 2024*

According to the descriptive analysis of the statements, that concern employee performance as shown in the table 4.13 above the average mean value of each statement is 3.90 and it average standard deviation is 0.929. In addition to this, the mean value of each statement is between 3.76 and 4.04. This implies that all respondents have a high degree of agreement.

**Table 4.14 Generalized descriptive analysis of each variable or indicator.**

<b>Descriptive Statistics</b>			
	N	Mean	Std. Deviation
Employee performance	184	3.73	0.691
working experience	184	3.47	0.632
working Environment	184	3.43	0.471
Job design	184	3.58	0.527
Salary	184	3.56	0.762
Leadership style	184	3.90	0.603

Source; Own survey, 2024

As shown in the table 4.14 the overall mean value of each indicator its standard deviation of Working Experience is 3.73 and 0.632, Working Environment is 3.43 and 0.471, salary is 3.56 and 0.762, job design is 3.58 and 0.527 leadership style 3.90 and 0.603 finally employee performance mean and the standard deviation is 3.73 and 0.691 respectively. It can be concluded that the respondent's degree of agreement for each factor is high.

#### **4.5 Correlation Analysis**

In order to examine and evaluate the strength and direction (positive or negative) of the relationship among the variables, Bivariate Pearson correlation was utilized to examine relationships between the independent and dependent variables. Correlation coefficient statistics quantify the degree of relationship between two sets of variables and its value ranges from negative one to positive one. When there is high correlation coefficient between two variables, the degree of relationship is strong. According to Noe, R.,*et al* (2006) illustration, the value of the correlation coefficient is +1, which indicates the presence of a positive and perfect relationship between variables, and the value of the correlation coefficient is -1, indicates that the presence of a negative and perfect relationship between variables. The value of the correlation coefficient is zero, indicating that there is no relationship between the variables. According to Evans, (1996), assumptions for the absolute value of correlation

coefficient (r):- if its value becomes between 0.00-0.19 the relation is very weak, if its value becomes between 0.20-0.39 the relationship is weak, if its value becomes between 0.40-0.59 the relationship is moderate, if its value becomes between 0.60-0.79 the relationship is strong and if its value becomes between 0.80-1 the relationship is very strong. Correlation analysis outputs are illustrated below in the table.

**Table 4.15 correlation matrix of independent variable and employee performance**

Correlations							
		working experience	working Environment	Job design	Salary	Leadership style	Employee performance
working experience	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	184					
working Environment	Pearson Correlation	.588**	1				
	Sig. (2-tailed)	.000					
	N	184	184				
Job design	Pearson Correlation	.403**	.512**	1			
	Sig. (2-tailed)	.000	.000				
	N	184	184	184			
Salary	Pearson Correlation	.642**	.629**	.428**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	184	184	184	184		
Leadership style	Pearson Correlation	.737**	.643**	.518**	.589**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
	N	184	184	184	184	184	

Employee performance	Pearson Correlation	<b>0.697**</b>	<b>0.597**</b>	<b>0.537**</b>	<b>0.594**</b>	<b>0.670**</b>	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	184	184	184	184	184	
**. Correlation is significant at the 0.01 level (2-tailed).							

Source: Own survey, 2024

As illustrated in the table above 4.15 correlation matrix of independent variable and dependent variable, the correlation coefficient( $r$ ) of independent variables is between 0.537 and 0.697. This indicates that the relationship between each independent variable namely, working experience, working environment, job design and leadership style is positive and very strong or significant. In addition to that the relationship between employee performance and working experience is a positive and very strong relationship with a correlation coefficient( $r = 0.697$  and  $p < 0.01$ ), the relationship between employee performance and working environment is a positive and strong relationship with correlation coefficient ( $r=0.597$  and  $p < 0.01$ ). Moreover, the relationship between employee performance and salary is a positive and very strong relationship with a correlation coefficient( $r=0.594$  and  $p < 0.01$ ), the relationship between employee performance and job design is positive and very strong with a correlation coefficient ( $r=0.630$  and  $p < 0.01$ ). The relationship between employee performance and leadership style is also positive and very strong with a correlation coefficient ( $r=0.670$  and  $p < 0.01$ ). This indicates that statistically the presence of significant, strong and positive correlation between each factor and employee performance.

#### 4.6 Assessments of Multiple linear regression model assumptions

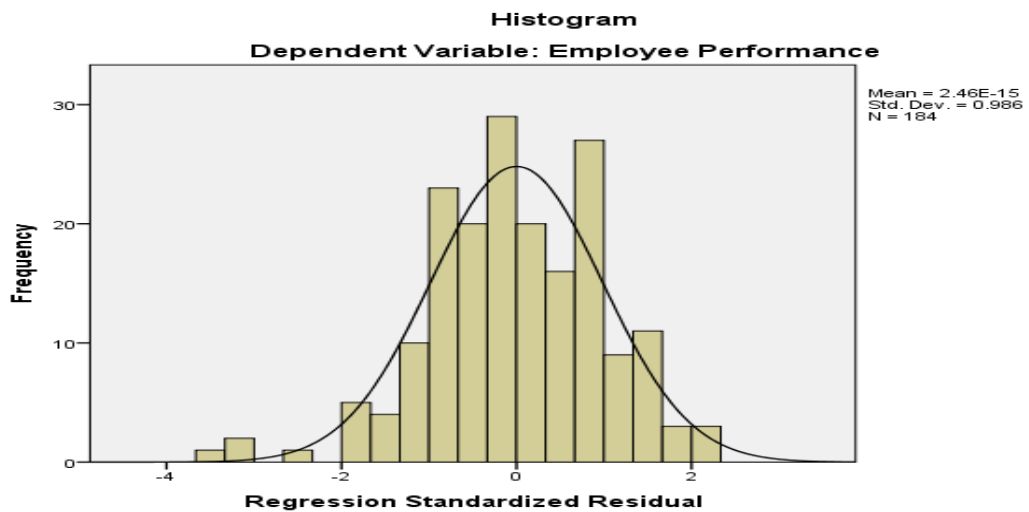
Five assumptions related to the Multiple Linear Regression Model (MLRM) were carefully considered. When quantitative data is input into the selected software, the resulting output can lead to misinterpretations if these assumptions are not satisfied. Therefore, it is mandatory to perform

regression diagnostics, including misspecification tests, in various ways based on the analyzed data output. The assumptions are explained as follows.

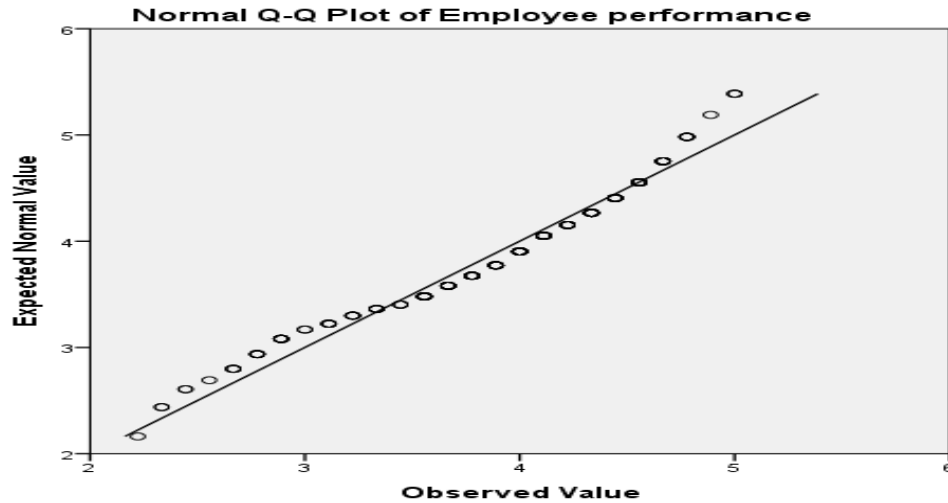
#### 4.6.1 Normality assumptions

In order to ensure the validity of the statistical interpretation made from regression analysis, the normality assumption is essential. If error terms are not normally distributed and exaggerated, that leads to inaccurate interpretation of important variables. It states that error terms or residuals are normally distributed in the regression model. The normality assumption detection is made by graphical methods, which are histogram of residual and Q-Q plot test as follows.

As we visualize in figure 4.1 (a) residuals are plotted on the histogram the graph becomes bell-shaped curve. This implies that the normality assumption is met. Moreover, according to figure 4.1(b) points on QQ plot are located near to the straight line, which indicates that the normality assumption is met.



**Figure 3 Histogram normality distribution of employee performance**

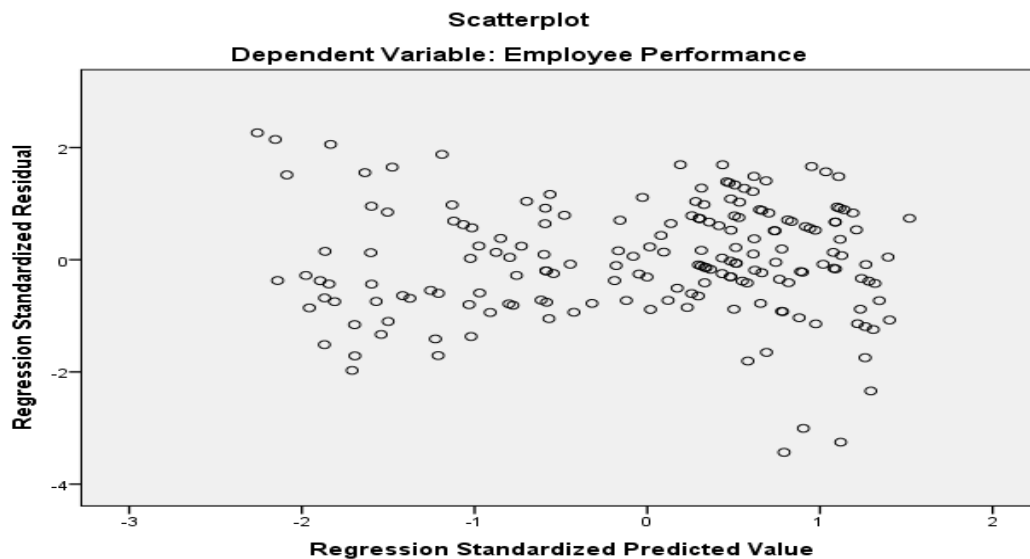


**Figure 4 Q-Q plot of employee performance**

**Source: Own survey, 2024 SPSS output**

#### 4.6.2 Heteroscedasticity assumption

In regression analysis, the variance of error terms must be constant along with all levels of independent variables. Violation in this assumption indicates that the presence of heteroscedasticity which leads to incorrect conclusions about significance of variables. Then, heteroscedasticity must be detected by the graphical method using scatter plots. Accordingly, data from the current study has fulfilled the homoscedasticity assumption as shown in the figure below.



### Figure 5 Residual Plot

As we visualize in the figure 6, the residuals were plotted along with the fitted line, which indicates the absence of heteroscedasticity or presence of homoscedasticity. Then the heteroscedasticity assumption is not violated.

### 4.6.3 Multicollinearity assumption

In the regression model, when two or more independent variables are highly correlated, multicollinearity occurs. Due to the presence of multicollinearity, the independent variables provide duplicate information about the dependent variable. Then, it must be detected by Variance Inflation Factor (VIF) and Tolerance. According to Montgomery *et al.*, (2012) statement, if the value of VIF is 1 there is no multicollinearity, if the value is between 1 and 5 there is a presence of multicollinearity but it is in acceptable range, if the value of VIF is 5 and 10 there is moderate multicollinearity and if the value VIF greater than 10 there is high multicollinearity. On the other hand, the value of tolerance close to 1, indicates no multicollinearity, the value of tolerance is between 0.1 and 0.2, indicates the presence of moderate multicollinearity and the value of tolerance is less than 0.1, and there is multicollinearity. The output is presented as follows.

**Table 4.16 the variance inflation factor and tolerance output**

Coefficients <sup>a</sup>		
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
working Experience	.388	2.580
working Environment	.462	2.164
Job Design	.672	1.489
Salary	.484	2.065

Leadership style	.364	2.746
a. Dependent Variable: Employee performance		

Source: Own survey, 2024 SPSS output

According to the output presented in table 4.16, the value of VIF is between 2.065 and 2.746, and the value of tolerance is between 0.364 and 0.672. The value of tolerance is between 0.1 and 1, and the value of VIF is below 5. Then, based on these two collinearity statistics values, the multicollinearity assumption is under the acceptable category of standard.

#### 4.6.4 Autocorrelation Assumptions

The commonly known statistical test which is known as the Durbin-Watson (DW) test is used to determine whether an autocorrelation exists or not in the residuals of the regression analysis. According to DW, test the value of  $DW \approx 2$  has no autocorrelation, the value of the DW, test becomes  $0 < DW < 2$  there is negative autocorrelation, and the value of the DW test becomes  $2 < DW < 4$  there is negative autocorrelation. In addition, if the value of DW is exactly 4 and 2, there is perfect negative autocorrelation and positive autocorrelation respectively. The Durbin-Watson test for this study is 1.919 indicating that there is no significant autocorrelation in the data.

**Table 4.17 Durbin-Watson test output**

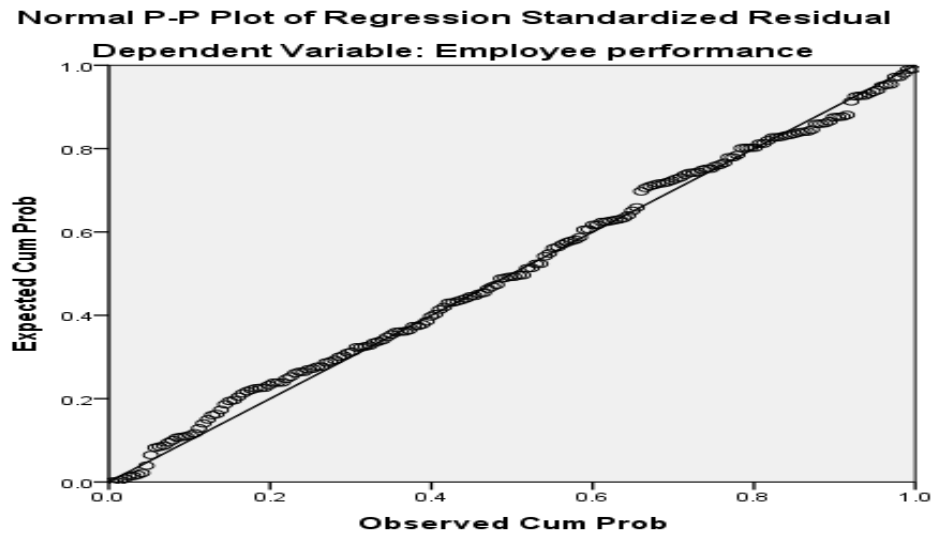
Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.756 <sup>a</sup>	0.572	0.560	0.40000	<b>1.919</b>
a. Predictors: (Constant), Leadership style, Job design, Salary, working experience, working Environment					
b. Dependent Variable: Employee performance					

Source: Own survey, 2024 SPSS output

As state in the table 4.17, the value of DW is approaches to 2, which is 1.919. This result indicates that there is no autocorrelation.

#### 4.6.5 Linearity assumptions

Linearity assumption states that straight lines drawn on the graph represent how the independent variables affect the dependent variables means that a straight line pattern is visualized when dependent variables are plotted against to independent variable on the graph. The presence of a straight-line pattern on the graph indicates the acceptance of linearity assumptions. Scatter plots for each dependent variable and independent variable were presented as follows in graph.



Source: Own survey, 2024 SPSS output

**Figure 6** Normal P-P plot of regression standardized residuals

#### 4.7 Regression Analysis

As we saw all multiple linear regression model assumptions were satisfied, then regression analysis could be proceeding. As Anderson, D. *et al.* (2020) explanation regression analysis is the best statistical techniques used to evaluate the relationship between dependent variables (in our case employee performance) and one or more independent variables (in our case, work experience, working environment, Job design, leadership style and salary). The regression analysis results shown in the table below indicate the degree of cause-effect relationship between the dependent and independent variables.

**Table 4.18 Regression Model Result**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.756 <sup>a</sup>	0.572	0.560	0.40000	<b>1.919</b>
a. Predictors: (Constant), Leadership style, Job design, Salary, working experience, working Environment					
b. Dependent Variable: Employee performance					

The R value of 0.756 shows a strong positive correlation, indicating that as the independent variables increase, employee performance tends to improve. The R<sup>2</sup> value of 0.572 reveals that approximately 57.2% of the variance in employee performance can be explained by the model.

#### 4.7.1 ANOVA Regression

An analysis of variance, or ANOVA, is a statistical technique that is used to compare the means of the category of independent variables and continuous dependent variables to determine if there is a difference between them that is statistically significant or not. According to Montgomery (2017), a significant F-statistic in an ANOVA table indicates that the predictors as a group explain a significant portion of the variance in the dependent variable.

**Table 4.19 ANOVA for Determinants of employee performance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.997	5	7.599	<b>47.497</b>	0.000b
	Residual	28.480	178	0.160		
	Total	<b>66.477</b>	183			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Leadership style, Job design, Salary, working experience, working Environment						

Source: Own survey, 2024 SPSS outputs

As shown in table 4.18, the total sum of squares is 66.477, which explains the total variation of explained and unexplained in employee performance. The value of F-statistics, which is 47.497, indicates that how much the variance explained by the model due to the independent variables exceeds the variance that is unexplained due to errors. The significance level which is p-value associated with the F-statistics is 0.000, which is less than the typical significance level of 0.05. This indicates that the model as a whole fits and is statistically significant, meaning that independent variables are significantly related to employee performance.

#### 4.7.2 Multiple Regression Coefficient

Regression coefficients are values that indicate the relationship between each independent variable and dependent variable, by quantifying the change of one-unit of the independent variable on the dependent variable by assuming that all other independent variables are constant.

**Table 4.20 multiple regression coefficients**

Coefficients <sup>a</sup>							Collinearity Statistics	
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	0.938	0.253		3.711	0.000			
working experience	0.309	0.069	0.355	4.502	0.000	0.388	2.580	
working Environment	0.144	0.069	0.151	2.087	0.038	0.462	2.164	
Job design	0.075	0.077	0.058	0.975	0.046	0.672	1.489	
Salary	0.124	0.081	0.109	1.543	0.032	0.484	2.065	
Leadership style	0.172	0.064	0.217	2.670	0.008	0.364	2.746	

a. Dependent Variable: Employee performance

Source: own survey, 2024 SPSS output

According to Field, A. (2009) statement the B-value indicates that the contribution of each independent variable to the model and the positive value of each coefficient shows the presence of a positive relationship between the dependent and independent variable. The sign of each coefficient is

positive as shown above in table 4.18, which indicates that all independent variables (working experience, working environments. Job design, salary and leadership style) have a positive relationship with employee performance. The constant value in table 4.19 indicates the expected value of the dependent variable when the values of all independent variables become zero. The beta (b) value for work experience is =0.309, for the working environment is =0.144, for job design is =0.075, for salary is =0.124 and for leadership style is =0.172 and significance level(Sig) is 0.000 for working experience, 0.038 for working environments, 0.046 for job design, 0.032 for salary and 0.008 for leadership style. Based on these values the overall estimated regression model was formulated as follows.

$$Y = \alpha + \beta_1(Wexp) + \beta_2(Wenv't) + \beta_3(Jd) + \beta_4(sal) + \beta_5(Ls) + \epsilon \dots \dots \dots \text{Equation (2)}$$

Where:

Y= dependent variable (employee performance)

$\alpha$  = constant term,

$\beta_1$ -  $\beta_5$  = independent variable coefficient and

Wexp = working experience

Wenv't = working environments

Jd = job design

Sal = salary

Ls = Leadership style

$\epsilon$  =error terms

**The estimated regression model is-**

$$Ep = 0.938 + 0.309 (Wexp) + 0.144 (Wenv't) + 0.075 (Jd) + 0.124 (Sal) + 0.172 (Ls) + \epsilon \dots \dots \text{Equation (3).}$$

The interpretation of all variables was made one by one based on the model and each regression coefficients.  $\alpha$  (**0.938, sig =0.000 with P<0.01**) is interpreted as when all independent variables have zero value, the value of employee performance becomes 0.938 units or 9.38 %. However, we reject the possibility that the employee performance becomes zero when the value of all independent variables becomes zero at 1% significance level or 99% confidence interval.  $\beta_1$  (**=0.309) Sig. = 0.001 with p<0.01**) interpreted as holding other independent variables constant, as the working experience of an

employee increases by 1 year the performance of an employee in an organization increases on average by 0.309 units or 30.9%. Thus, work experience and employee performance have is positive and statistically significant relationship at 1% significant level or 99% confidence level.  $\beta_2 = 0.144$ , sig. = 0.038 with  $p < 0.05$ ) interpreted as holding other independent variables constant, as the working environment of an employee facilitated by 1 units the performance of un employee in an organization increases on average by 0.144 units or 14.4% . Thus, work environment and employee performance have is positive and statistically significant relationship at 1% significant level or 99% confidence level.  $\beta_3 = 0.075$ , Sig. = 0.046 and  $p < 0.05$ ) interpreted as holding other independent variables constant, as the job design of an employee increases by 1 units the performance of an employee in an organization increases on average by 0.075 units or 7.5%. Thus, job design and employee performance have is positive and statistically significant relationship at 5% significant level or 95% confidence level.  $\beta_4 = 0.124$ , Sig. = 0.032 with  $p < 0.05$ ) interpreted as holding other independent variables constant, as the salary of an employee increases by 1 birr the performance of an employee in an organization increases on average by 0.124 units or 12.4%. Thus, salary and employee performance have a positive and statistically significant relationship at 5% significant level or 95% confidence level.  $\beta_5 = 0.172$ , Sig. = 0.008 with  $p < 0.01$ ) interpreted as holding other independent variables constant, as the leadership style of an organization supervisor increases by 1 units the performance of an employee in an organization increases on average by 0.172 units or 17.2%. Thus, leadership style and employee performance have is positive and statistically significant relationship at 1% significant level or 99% confidence level.

#### 4.7.3 The effect of independent variables on dependent variable

As we explained before regression analysis is a statistical tool used to measure the relative strength of independent variable on dependent variable. The effect of each independent variables namely, working

experience, working environment, Job design, leadership style and salary on dependent variable which is employee performance stated by the following table.

**Table 4.21 Model summary**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
<b>1</b>	<b>0.756<sup>a</sup></b>	<b>0.572</b>	<b>0.560</b>	<b>0.40000</b>
a. Predictors: (Constant), Leadership style, Job design, Salary, working experience, working Environment				
b. Dependent Variable: Employee performance				

From the model summary table 4.20, the value of  $R=0.756$ , interpreted as there is a strong positive relationship between the independent variables (working experience, working environment, Job design, salary and leadership style) and dependent variable (employee performance). The value of  $R$  square ( $R^2$ ) = 0.572, interpreted as the 57.2% of the variance in the employee performance is explained by the model, which suggests that the independent variables collectively account for a significant portion of variation in the employee performance. The rest 42.8 % of the variance in the employee performance is due to other factors, which are not included in the study. The value of adjusted  $R$  square (adjusted  $R^2$ ) = 0.560, interpreted as 56.0% of variance in employee performance is due to the independent variables considering the number of variables in the model. The value of Std. Error of the Estimate = 0.400, explained as the models prediction of employee performance are on average distant from the regression line about 0.400 units which is low and implies that the model is better. Overall, this model seems to fit the data well and explains a significant portion of the variance in employee performance.

#### 4.7.4 Hypothesis test

A hypothesis test is a statistical method, which is used to determine the significance of the result based on the significance level (p-value). If the significance value is less than 0.05( $p < 0.05$ ), then the relationship is statistically significant unless the relationship is statistically insignificant. Based on the multiple regression coefficient table, 4.18, the hypothesis test illustration was made as follows.

***H1: There is a significantly positive relationship between working experience and employee performance***

The multiple regression coefficient value for working experience is ( $\beta_1 = 0.309$ , Sig. = 0.001 with  $p < 0.01$ ). This means that holding other independent variables constant, as work experience of an employee increases by one unit the performance of an employee in an organization increases on average by 0.309 units or 30.9%. The sign of the coefficient for working experience is positive, which indicates that employee performance and working experience have a positive relationship. The p-value of the coefficient for this variable is 0.001, which shows that the relationship is statistically significant at 99% confidence interval or 0.05 confidence level. Due to this, we do not reject the hypothesis (*H1*) that there is a significantly positive relationship between working experience and employee performance.

***H2: There is a significantly positive relationship between working environment and employee performance***

As shown in the multiple regression coefficient table the value of the working environment is  $\beta_2 = 0.144$  which is interpreted as holding other independent variables constant, as the working environment increases by one unit the performance of an employee in an organization increases on average by 0.144 units or 14.4 %. The sign of coefficient for working environment is positive which indicates that working environments and employee performance have a positive relationship.

Additionally, the value of the significance level of the working environment is 0.038, which is p-value less than 0.05. This implies that the relationship between working environments and employee performance is significant at a 95% confidence interval or 0.05 confidence level. Hence, we do not reject the hypothesis (*H2*) which is there is a significantly positive relationship between working environment and employee performance.

***H3: There is a significantly positive relationship between job design and employee performance***

As illustrated in the multiple regression coefficients table the coefficient of job design is  $\beta_3 = 0.075$  which is interpreted as holding other independent variables constant, as job design increase by one unit the performance of an employee in an organization increases on average by 0.075 units or 7.5 %. The sign of the coefficient for job design is positive, which indicates that job design and employee performance have a direct relationship. Additionally, the value of the significance level of the working environment is 0.046, which is p-value less than 0.05. This implies that the relationship between job design and employee performance is significant at a 95% confidence interval or 0.05 confidence level. According to the result, we do not reject the hypothesis (*H3*) which is there is a significantly relationship between job design and employee performance.

***H4: There is a significantly positive relationship between salary and employee performance***

As shown in the multiple regression coefficient table the value of the coefficient for salary is ( $\beta_4 = 0.124$ ) and this figure is interpreted as, holding other independent variables constant as salary increases by one unit, the performance of an employee in an organization increases on average by 0.124 or 12.4%. The sign of the coefficient is positive and a significance level (p-value) for salary is 0.032, which is less than 0.05. The positive sign indicates that employee performance and salary have a direct relationship whereas the p-value indicates the presence of a significant relationship between

salary and employee performance with a 95 % confidence interval or 0.05 confidence level. Hence, we do not reject the hypothesis (*H4*) that there is a significant and positive relationship between salary and employee performance.

***H5: There is a significantly positive relationship between leadership style and employee performance***

As shown in the multiple regression coefficient table the value of the coefficient for leadership style is ( $\beta_4 = 0.172$ ) and this figure is interpreted as, holding other independent variables constant as leadership style increases by one unit, the performance of an employee in an organization increase on average by 0.172 or 17.2%. The sign of the coefficient is positive and the significance level (p-value) for leadership style is 0.008, which is less than 0.05. The positive sign indicates that employee performance and leadership style have a direct relationship whereas the p-value indicates the presence of significance relationship between leadership style and employee performance with 95 % confidence interval or 0.05 confidence level. Hence, we do not reject the hypothesis (*H5*) there is significant and positive relationship between leadership style and employee performance.

**Table 4.22 hypothesis testing summery**

Hypothesis	Testing Tool	Result	Remark about hypothesis
<i>H1</i> : There is significantly positive relationship between working experience and employee performance	correlation	$r=0.697$ & $P<0.01$	➤ There is direct and significant relationship, thus <i>H1</i> : accepted
	regression	$\beta_1 = 0.309$ & $P<0.01$	
<i>H2</i> : There is significantly positive relationship between work	correlation	$r = 0.597$ & $P<0.01$	➤ There is direct and significant relationship, thus
	regression	$\beta_2 = 0.144$ & $P< 0.05$	

environment and employee performance			H1: accepted
<i>H3</i> : There is significantly positive relationship between job design and employee performance	correlation	$r = 0.537$ & $P < 0.01$	➤ There is direct and significant relationship, thus H3: accepted
	regression	$\beta_3 = 0.075$ & $P < 0.05$	
<i>H4</i> : There is significantly positive relationship between salary and employee performance	correlation	$r = 0.594$ & $P < 0.01$	➤ There is direct and significant relationship, thus H4: accepted
	regression	$\beta_4 = 0.124$ & $P < 0.05$	
<i>H5</i> : There is significantly positive relationship between leadership style and employee performance	correlation	$r = 0.670$ & $P < 0.01$	➤ There is direct and significant relationship, thus H5: accepted
	regression	$\beta_5 = 0.172$ & $P < 0.01$	

**Source: Own survey, 2024**

To conduct summary based on the table 4.21, all independent variable have direct and significant relationship with employee performance.

# CHAPTER FIVE

## 5 SUMMARY, CONCLUSION AND RECOMENDETION

### 5.1 Introduction

In this chapter, the summary of the study findings were presented. In addition, to that based on the findings and results of the study, the researcher drawn a conclusion and recommendation. The conclusion is all about the research finding and its implication in the organization, whereas the recommendation is all about the suggestions, which are formulated by the researcher for the benefit of the organization's employee performance improvements. Finally, the researcher gives some implications for further study.

### 5.2 Summary of major findings

The general objective of the study was identifying the factors that affect employee performance in DH GEDA Trade and Industry plc. In addition to this, the study was conducted to answer the two questions, which are formulated to explore the factors that affect employee performance. The research questions were:

1. What are the factors that affect employee performance in DH GEDA Trade and Industry PLC?
2. What is the effect of those factors on the performance of employees in the organization?

The researcher applies a quantitative research approach and the survey was carried out through questionnaires as a means of collecting data method. The questionnaires were randomly distributed to 215 employees who work in the four factories of DH GEDA Trade and Industry PLC. From 215 distributed questionnaires, 184 respondents gave positive responses to the questionnaires, which is 85.6% of total employees. The descriptive statistics (mean and standard deviations) analyses of the data were done by using SPSS Version 26 software. The outputs or findings were presented using tables and graphs.

To evaluate the reliability of the statement items and to ensure the consistency of the result Cronbach Alpha test was applied, and the result was 84.8%, this indicates that the statement items used by the researcher are reliable. Furthermore, for conducting multiple regression analysis multiple linear regression model assumptions (normality, linearity, autocorrelations, homoscedasticity and multicollinearity) tests were overviewed.

The research shows the gender, age, marital status, educational level, and working experience of respondents, which are collectively, called demographic information of the respondents. The findings from the demographic information of the respondents, 58.7% are male and 47.8% are aged from 21-30 years old which are young and productive. When we see the marital status of respondents, 40.8% are single and 35.3% are married. The other findings about respondents are the educational level of employees (which is 37.5% are diploma holders and 31.5% are degree holders) and working experience of employees 34.2 % of employees have 6-8 years of working experience in the company and 28.3% of employees have from 1-3 years working experience before joining to the company. Then from those findings, the employees can understand what factors can affect their performance.

Based on the result from correlation matrix table 4.13, all five factors (working experience, working environments, salary, job design and leadership style) were positively related to employee performance with a range of 0.537- 0.697 Pearson correlation coefficient. As illustrated in table 4.17, the multiple regression coefficient sign of all variables is positive and the P-value is less than 0.05, which indicates that all variables have a positive relationship with employee performance and their relationship is statistically significant at 95% confidence level. The other finding in this study as stated in table 4.18, the value of R (0.756) indicates the presence of a strong relationship between employee performance and independent factors (working experience, working environment, job design, salary and leadership style) of an organization. Based on the R<sup>2</sup> value 0.572 indicates that 57.2% of employee performance can be explained by independent variables and, the remaining 42.8% can be explained by other factors not covered in this study.

The research questions, hypothesis and objectives of the study addressed based on these research findings.

### **5.3 Conclusion**

Employee performance is an essential issue for the success and well-being of an organization. To sustain the success and well-being of the organization employee performance must be strategic. For managing employee performance strategically, it is important to identify the factors affecting employee performance. The main purpose of this study is to identify the factors affecting employee performance in DH GEDA trade and industry PLC. The main independent variables identified that affect employee performance were working experience, working environment, salary job design and leadership style. The conclusion of the study was drawn based on the analysis of data.

Accordingly, working experience and employee performance have positive or direct relationships and statistically significant relationships. Working experience enhances the skills and efficiency of employees and his/her performance increases. An employee who has more experience able to perform better and efficiently and this affects employee performance. The relationship between working environment and employee performance is positive and statistically significant. Therefore, the firm must strictly work to create adequate and supportive working environments to increase not only employee performance but also highly contribute to overall organizational success.

The other critical factor that affects employee performance is job design. According to the findings, the relationship between job design and employee performance is positive and statistically significant. Therefore, the organization implements well-structured and proper job design, which includes clear roles, responsibilities, task diversity and autonomy to increase employee performance. As such, firms must make planned investments in creating proper job designs as a means of maximizing employee performance and accomplishing organizational objectives.

The other important variable that affects employee performance is salary. As we perceived from the analysis finding, there is a positive and significant relationship between salary and employee performance. The presence of adequate, fair and competitive salaries for the employee has a direct influence on their performance in the organization. Therefore, organizations must adopt a well-structured salary framework.

Lastly, the analysis finding is about leadership style, which states that, the relationship between leadership style and employee performance is positive and significant. To increase employee performance in the organization effective leadership style must be applied based on situational factors.

#### **5.4 Recommendation**

The researcher presents the following recommendations based on the findings of the study.

- According to the findings from the study, the working environment is a critical issue for increasing employee performance. Therefore the researcher recommends the firm do more strategic to establish an encouraged work atmosphere, which can be office layout, equipment, safety, privacy to focus on work, temperature, light, and noise level and fostering a culture of collaboration and respect among employees.
- The study revealed that improving the working experience is important for improving employee performance. Hence, the recommendation is that the organization develop a mentorship and coaching program where experienced employees can guide and help less experienced employees. In addition to that, the company recommended preparing employees for leadership roles based on their experience.
- Based on the study, job design has a direct influence on employee performance. Hence, the company applies job enrichment techniques to increase their performance such as assigning employees for challenging duties to develop their professions and becoming more autonomous

in their positions. And also, the company undertakes job redesigning and regular revision of job design to ensure clear and meaningful job responsibilities.

- According to the findings, employee performance and salary have a direct and significant relationship. Based on the result, the researcher gives a recommendation, which is making regular assessments, is important to know the competitiveness of current employee salary with other organizations at similar positions. Additionally, assess whether salary meets employees financial needs or not. Regularly assess and update compensation packages to ensure they are competitive within the industry. High-performed employees should be rewarded with performance based incentives and bonuses.
- As shown in the study leadership style and employee performance have a positive and significant relationship, then recommended that the organization twist their insight to leadership development programs that emphasize the enhancement of critical competencies such as motivational approach, emotional intelligence, and communications.

### **5.5 Suggest for further study**

Due to the limitation in the study the researcher could not address all findings comprehensively. Then, the researcher encourages further study about employee performance by minimizing those limitations of the study. As shown from the findings and 57.2% of employee performance is explained by the factors, which are considered variables in this study. The remaining 42.8 % would be another factor other than salary, working experience, working environment, job design, and leadership style. This implies that further study is needed using other data collection tools and by adding other variables, which have an expected influence on employee performance.

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## ANNEX 1



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

**Research Questionnaire**

Dear sir/Madam

I am master of business administration graduate student from Addis Ababa University business and economics department. Currently, I am doing thesis for partial fulfillment of master of business administration on a title “FACTORS AFFECTING EMPLOYEE PERFORMANCE IN DH GEDA TRADE AND INDUSTRY PLC”. This questionnaire has designed to study about factors affecting employee performance for academic purpose only. In addition to this, the purpose of this questionnaire is to know about how you perform your job and what factors affect your performance. Then, you are one of valuable respondent to fill this questionnaire. I would like to say thank you for your commitment to give information by filling this questionnaire. All information you provide handled with great confidentiality and used for academic purpose only. The questionnaire takes a few minutes of your gold time. No, need to write your name. If you have any question about this survey, contact me any time with;

- Phone number: - +251929445370
- Email address: - [jemalendris364@gmail.com](mailto:jemalendris364@gmail.com)

*Thank you so much for your time valuable response.*

Please rate the following statements by making “X” mark in the box provided at right side of the statement.

**Section One: General Information (demographic information).**

1. Gender      Male  Female
2. Age      From 21-30 years       From 32-40 years   
                    From 41-50 years       above 51 years

3. What is your marital status?

Single  Divorced

Married  other

4. What is your educational level?

Grade 12 complete  Diploma  Degree

Certificate  Mater and above

5. How long have been working before you join in this company or working experience in other company?

zero years  1-3 years  above 11 years

4-7 years  7-10 years

6. How long have been working in the company?

Below 2 years  3-5 years  6-8 years  9-11 years  above 11 years

**Section Two: Factors that affect employee performance.**

Please kindly indicate the degree to which you feel about the following statements, which are concerning about the factors that affect your performance in the organization.

**5 = strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = strongly disagree**

Please rank the statement based on the above five-point Likert scale.

**I . Please indicate your level of agreement with the following statements about your work experience and its impact on your performance**

S.No	Statements concerning about <b>working Experience</b>	Rank for each statement				
		5	4	3	2	1
1.	My work experience has helped me acquire valuable job knowledge.					

2.	My previous work experiences have improved my problem-solving skills					
3.	Experience has taught me effective strategies to overcome work challenges.					
4.	My experience allows me to learn new tasks quickly.					
5.	I can easily adjust to new tools and technologies due to my experience					
6.	My work experience has enhanced my communication skills and enable me to effective collaborate with my colleagues.					
7.	I am able to complete tasks on time and increase my productivity due to of my work experience.					
8	My work experience has prepared me for leadership roles					

**II. Please indicate your level of agreement with the following statements about your working environment and its impact on your performance**

S.No	Statements concerning about <b>working Environment</b>	Rank for each statement				
		5	4	3	2	1
1.	My workspace is comfortable and conducive to productivity.					
2.	The office layout allows for effective communication and collaboration.					
3.	I have access to the tools and resources that are need to do my job well.					

4.	The temperature and light is adequate for my tasks and noise level is manageable in work place.					
5.	I have enough privacy to focus on my work.					

**III. Please indicate your level of agreement with the following statements about your Salary and its impact on your performance**

S.No	Statements concerning about <b>Salary</b>	Rank for each statement				
		5	4	3	2	1
1.	My salary is competitive with other organization at similar position					
2.	I am satisfied with my current salary and I feel that my salary is fair for the work.					
3.	I am satisfied with salary review and adjustment made in the organization					
4.	The organization offers sufficient opportunities for bonuses or incentives					
5.	I believe that better financial incentives and salary increase performance.					
6.	My salary meets my financial needs.					
7.	My salary increases is based on my performance.					

**IV. Please indicate your level of agreement with the following statements about your Job design and its impact on your performance**

S.No	Statements concerning about <b>Job design</b>	Rank for each statement				
------	---	-------------------------	--	--	--	--

		5	4	3	2	1
1.	I have a clear understanding of job responsibilities and job description accurately reflect my duties					
2.	I have well-defined and structured job role that enable me to know what expected from me					
3.	My job involves a variety of tasks and this enables me to use wide range of skills in my job.					
4	I believes that my Job contributes to organization's overall goals					
5	I receive regular feedback that helps me to improve my performance.					
6.	I have given enough job autonomy and technology to perform my tasks					

**V. Please indicate your level of agreement with the following statements about your Leadership style and its impact on your performance.**

S.No	Statements concerning about <b>Leadership style</b>	Rank for each statement				
		5	4	3	2	1
1.	My supervisor clearly order based on my duties.					
2.	My supervisor encourages professional growth and development, recognizes, and rewards for good performance.					
3.	My supervisor handles conflicts effectively					

	and shows genuine concern for my well-being.					
4.	My supervisor is approachable, easy and clearly communicable.					
5.	My supervisor regularly seeks input from team members and makes decisions that are in the best interest of the team.					
6.	My manager provides clear and constructive feedback and I am involved in decisions that affect my work.					
7.	My supervisor handle workers in good manner					

**Section Three: Questions related to employee performance**

The following questions are also helps to measure employee performance. Please give your rank based on five-point Likert Scale for those questions. **5 = Strongly agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly disagree.**

S.No	Statements concerning about <b>employee performance</b>	Rank for each statement				
		5	4	3	2	1
1.	I have serve many customers					
2.	Financial stress affects my work performance.					
3.	I well understand and adhere to policies and procedures					
4.	I well keep my supervisor informed					

5.	I effectively use resources including time and materials					
6.	I believed that my job contribute to organization goals					
7.	I develop logical and creative solution to problems					
8.	I effectively work with other employees					
9.	I understand my job responsibilities and duties expected from me.					

Thank you for you giving your golden time !!!!!