

**FACTORS INFLUENCING EMPLOYEE PERFORMANCE
IN
WATER ACTION AND MOTHERS AND CHILDREN
MULTISECTORAL DEVELOPMENT ORGANIZATION**



**BY
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**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY,
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ARTS IN HUMAN RESOURCE MANAGEMENT**

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Declaration

I hereby declare that this work entitled: “Factors Influencing Employee performance in WATER ACTION and Mothers and Children Multisectoral Development Organization”, is outcome of my own effort and study and that all source of materials used for the study, to the best of my knowledge, have been duly acknowledged. I have produced it independently except the guidance and suggestion of my research advisor.

This study has not been submitted for any degree in this university or any other university. It is offered for the partial fulfillment of Degree of Masters in Human Resources Management.

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Letter of Certification

This is to certify that this research paper titled, “Factors Influencing Employee Performance in Water Action and Mothers and Children Multisectoral Development Organization”, has been undertaken by Ejigayehu Etsub under my guidance and submitted in partial fulfillment to the requirements of master’s degree in Human Resource Management at Addis Ababa University, School of Commerce.

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LIST OF ACRONYMS

WACT: Water Action

MCMDO: Mothers and Children Multisectoral Development Organization

SPSS: Scientific Package for Social Sciences

NGO: Non Governmental Organization

CCRDA: Consortium of Christian Relief and Development Association

HR: Human Resource

OB: Organizational Behavior

HRM: Human Resource Management

ABSTRACT

The objective of this study was to assess the factors influencing employee performance in Water Action and Mothers and Children Multisectoral Development Organizations. The main objective of this study was to investigate or establish the influence of different organizational factors (reward, job design, leadership style and working conditions) on performance of employees. To achieve the objective of the study, established questionnaires were adapted from previous research works and measure the variables through five-point Likert scale of measurement. Explanatory research design was used to quantitatively analyze the relationship between the study variables. A cross-sectional survey research methodology was employed in which 195 valid questionnaires were collected from 266 questionnaires distributed. Simple and stratified random sampling techniques were used to select representative samples from the four groups/strata of employees working in both of the NGOs in Addis Ababa city. Descriptive and inferential statistical techniques were used for data analysis. In inferential statistics, Pearson's correlation and multiple linear regression analysis techniques were used to assess both relationships and effects as per the hypotheses of the study. Based on valid data collected from the employees, the Pearson's correlation matrix result showed that all the independent and dependent variables correlated in a positive way both moderately and weakly at 0.05 and 0.01 significant levels. The overall analysis result of the study indicated that reward strategy has positive and significant effect on employees' performance. Similarly, job design was also found to have positive and significant effect on employees' performance. On the other hand, leadership style and working conditions showed insignificant effect on employees' performance. Though insignificant result was observed on working conditions, the finding of the study suggests that the organizations need to improve some aspects of working facilities like furniture and also make the working environment undisturbed to allow employees work safely. In addition, the supervisors or managers in the organizations need to apply transformative leadership behaviors so that the employees are adequately encouraged to generate innovative ideas and participate in the decision making process & ultimately to enhance their performance better.

Key Words: *Reward, job design, leadership style, working conditions, employee performance, NGOs*

CHAPTER ONE

INTRODUCTION

This chapter introduces the nature of the proposed research and the overall planned approach to deal with the stated research problem. It consists of background of the study, research problem, associated research questions to be answered, objectives to be achieved, scope, limitation of the study, significance of the study, definition of key terms and organization of the study. Each of these sub topics discussed in detail under this chapter.

1.1. Background of the Study

Performance is defined as the act or process of executing an action or a repetitive act or fulfillment or implementation (Hornby, 2000). Job performance is the ability of an employee to integrate experience, skills, knowledge and other available resources in delivering the expected outcome. The basic objective of a manager is to secure from his employees an optimum performance towards accomplishment of the predetermined objectives. The employees on their part would be able to put in such performance if they possess the ability, will and if there is an opportunity for their efforts and abilities to be used in a meaningful way. Performance, whether of an individual or a group, is determined when three factors of ability, effort and opportunity are taken together (Saleemi, 2009). Ability without effort is of no avail. Effort without ability cannot achieve much. And ability and effort in the absence of opportunity will only cause frustration. Ability means knowledge and skill and technological capabilities. It is a pointer to the extent to which performance is possible. Effort is related to needs, motives, expectation, goals and rewards. It is a pointer to the extent to which a person is willing to exert mentally and physically. Opportunity makes it possible for ability and effort to be utilized in a meaningful way.

An organization can't survive if its top performers quit. It needs employees who are loyal and hard workers with full dedication to achieve the organization's objective. It is essential for the management to retain its valuable employees who think in favor of the organization and contribute their level best. Productivity through job performance stands as a widely researched domain in literature of organizational behavior (OB) and human resource (HR) development (Bommer et al., 1995; Lawler, & Worley, 2006; Schiemann, 2009). Job performance as in the form of performance assessment and management is an essential part of effective HR management and it is a most sought-after developmental intervention in HR portfolio (Bateman, & Snell, 2007; Fay, & Luhrmann, 2004; Hellriegel et al., 2004). The term

“employee performance” signifies individual’s work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010). In order to utilize HR fully and augment organizational success, effective employee performance management system is imperative for a business organization. The performance-driven objective is expected to be aligned with the organizational policies so that the entire process moves away from being event-driven to become more strategic and a people-centric perspective (Jena, & Pradhan, 2014; London, 2003; Mone, & London, 2009).

Why do some organizations perform better than others and get listed as most preferred employer of the year? Earlier findings have suggested for deploying lucrative incentive schemes for motivating the employees toward meaningful job participation (Friedman, & Sunder, 1994; Roth, 1995; Smith, 1991; Sprinkle, 2000). At the same time, there are sufficient pragmatic evidences showing that financial offers have varying effects and may not be of much significance for escalating employee performance (Bonner et al., 2001; Camerer, & Hogarth, 1999; Gupta, & Shaw, 2014). This is due to the changing nature of work and rise of knowledge workers in post-globalization, which has defied the familiar views of individual work performance (Frese, & Fay, 2001; Ilgen & Pulakos, 1999). The question that arises over here is, if monetary incentives are incongruent on one’s effort and performance, then what are the other associated behavioral factors that influence enhancing employee performance. At the same time, with the changing organizational requirements, the ability to adapt stands as one of an important measure to assimilate in performance. Unfortunately, little efforts have been made to verify those subdued variables together empirically. One of the reasons may be that performance is a difficult concept to outline and measure.

This study used to modeled on the theory of Taylor’s Scientific Management authored by Frederick Taylor in 1909. Frederick Taylor and his associates were the first people to study the work process scientifically. They studied how work was performed, and they looked at how this affected worker productivity. Taylor's philosophy focused on the belief that making people work as hard as they could be not as efficient as optimizing the way the work was done. In 1909, Taylor published "The Principles of Scientific Management" in which he proposed that by optimizing and simplifying jobs, productivity would increase. He also advanced the idea that workers and managers needed to cooperate with one another.

Taking what he learned from these workplace experiments, Taylor developed four principles of scientific management simply known as "Taylorism" and these are; replace working by "rule of thumb," or simple habit and common sense, and instead use the scientific method to study work and determine the most efficient way to perform specific tasks, rather than simply assign workers to just any job, match workers to their jobs based on capability and motivation, and train them to work at maximum efficiency, monitor worker performance, and provide instructions and supervision to ensure that they're using the most efficient ways of working, allocate the work between managers and workers so that the managers spend their time planning and training, allowing the workers to perform their tasks efficiently. The relevance of this theory to the research study is that it provides a way to study workplace efficiency, timeliness and productivity; and it encourages the idea of systematic organizational design (Taylor, 1996).

Beyond the scientific theories, there are other sets of theories that have been developed to explain employee performance for example; Maslow's needs hierarchy theory that was developed in 1940's to show how needs are arranged in a hierarchy whereby people are motivated to fulfill a higher need as a lower one becomes gratified. It states that most employees work hard to ensure that their needs are met hence increased performance. Employees are motivated by various needs, so the management should try and understand employee's needs and fulfill them to avoid poor performance in their organizations. Maslows classified the hierarchy of needs as follows; physiological needs, belongingness needs, esteem needs and safety needs. Hodgets and Hedgar (2008), asserts that the psychological drive that directs a person towards an objective is motivation. While Kinicki and Williams (2008) argue that people have certain needs that motivate them to perform specific behaviors for which they receive rewards that give feedback and satisfy the original need. Mitchell (1982), suggested Vroom's suggested equation of $\text{Performance} = \text{Ability} \times \text{Motivation}$.

When employees are able to perform a certain task with the required skills, managers should motivate them to ensure that the performance keeps on improving from one level to another. Price, (2007) asserted that even when skilled workers may be aware of the implications that are invisible to the managers, they should consider employee's views and opinions important for the sustainability of the organization. Managers and organizations therefore, can use the theory of Maslows hierarchy of needs as a framework to develop benefit packages that are meaningful to and resonate with their employees, (Sandri and Bowen, 2011) thus increasing

motivation, productivity and overall organizations revenues. A motivated workforce therefore, will be inspired to be more creative, productive and loyal hence increased employee performance.

Job performance problems often start small and develop slowly. In the early stages there may be just a few isolated incidents and these may easily be overlooked. It is important to deal with a job performance problem in the early stages while the issues are small. Performance issues can deteriorate to the point of crisis if the early warning signals are not acknowledged and dealt with. The performance of one employee can affect the productivity of other employees. Poor job performance can place the employee, co-workers and the organization at risk. As a matter of fact, most managers in organizations face with a crucial question of what factors influence employee performance and there is inadequate empirical information that might guide their efforts in enhancing overall job performance among employees (Salleh et al., 2011).

In Ethiopia, even though few studies like: study conducted on Wegagen Bank S.C (Getamesay Birahne, 2016), Bank of Abyssinia (EniyeDargie 2007), Ethio Telecom Zonal Offices (MulatuMasresha, 2014) Commercial Bank of Ethiopia (Dereje Mengistu, 2016), Addis Ababa University and St. Mary University (Chemedadiriba, 2012) shows about employee performance, but there is no empirical studies conducted on public organizations professional employees performance and factors that influence employee performance which were supported by formal and published research.

Therefore, the present study is conducted on Non-Governmental Organizations the case of Water Action and MCMDO because employees' performance is a big issue in the organizations. Hence, the study focus in studying factors influencing employee performance within the organizations.

1.2. Statement of the Problem

In order to increase organizational performance, one of the things that organizations must do is to increase individual work performance. Increasing individual work performance is not an easy task, nonetheless, a large number of studies have been conducted to by various researchers to determine factors that could lead to enhanced employee performance (e.g;

William and Anderson, 1991; Jaafar, Ramayah, & Zaiunrin, 2006. Indeed, research has shown that organizational rewards are the one thing that can change employee's performance or can motivate them to be more productive and efficient in their work.

The researcher is initiated to focus on the organizations because of the continuous complainants of employees from the inside and beneficiaries from the outside. Inside employees are heard complaining about their pay, working environment, promotion, job assignment. Beyond employees' complaint the organizations has no practical reform that has been undertaken in the support services wing so far, the finance, the field and property administration services at the center as well as at office levels are still inefficient. This predicament has put the daily work of the organizations in a limbo.

One of the reason for the low performance is because of its inability to attract and retain employees especially the experienced and more qualified employees (John & others, 2015), which in turn affects its goal achievement. Also there are lots of problems associated with effective employee performance which includes untrained supervisors/managers, lack of effective metrics, inconsistent rating of employees, and unreliable reward systems in both organizations.

Thus, the intent of this research were to study the factors that are influencing employee performance affecting Non-Governmental Organization the case of Water Action and Mothers and Children Multi-Sectoral Development Organization primarily used to focus on the issues relating to: -

- i. Reward
- ii. Job design
- iii. Working condition
- iv. Leadership style

The researcher focuses on the factors that were listed above because after reviewing different studies in the study subject, these factors were seen as major players that affect employee performance.

1.3. Research Question

This study focused on answering the following basic research questions:

- i. What is the effect of reward on employee performance in Water Action and MCMDO?
- ii. What is the effect of job design on employee performance in these organizations?
- iii. In what way does leadership style affect employee performance in WACT and MCMDO?
- iv. To what extent does working condition affect employee performance in WACT and MCMDO?

1.4. Research Objectives

1.4.1. General Objective

The main objective of this research was to establish the factors influencing employee performance in Water Action and Mothers and Children Multi-Sectoral Development Organization (NGOs).

1.4.2. Specific Objectives

The specific purposes of the study are: -

- i. To determine the effect of reward on employee performance in Water Action and MCMDO.
- ii. To assess the effect of job design on employee performance in Water Action and MCMDO.
- iii. To establish the effect of leadership style on employee performance in Water Action and MCMDO.
- iv. To find out the effect of working conditions on employee performance in WACT and MCMDO.

1.5. Significance of the Study

This study considered as beneficial to non-governmental organization policy makers by providing valuable information on the extent to which organizational factors such as employee reward, job design, working condition and leadership style affect the performance of employees working at WACT and MCMDO. Secondly, the study will also benefit the organization's employees by improving on their performance towards their beneficiaries. Finally, the study will benefit and help the future researchers as their guide and also hopefully bridge some gaps that the previous researchers left as far as factors influencing employee performance in local NGO's is concerned.

1.6. Scope of the Study

This study is limited to WACT and MCMDO (local NGO's) whose head office is in Addis Ababa. The study deal with four variables which included; reward, job design, working conditions and leadership style that are to affect employee performance. The organizations have a total of 345employees across all levels of management across the country. The study took a total of six months commencing from January to June the year 2020.

1.7. Limitation of the Study

This research had the following limitations:

- It is not possible to get enough data from other NGOs regarding their compensation and benefit policies since they also are not willing to divulge their policies.
- Getting the respondents to answer the question thoughtfully and honestly were another limitation in the study. The respondents are also not required to write their names on the questionnaires.

1.8. Definitions of Key Terms

Human Resources Management: Management of an organizations human capital. It deals with attraction, selection, training, assessment and rewarding of employees.

Non-governmental Organizations (NGOs):Not-for-profit organizations legally constituted, professionalized and has a presence in public life and provides services to beneficiaries who are not members of the organization.

Employee Motivation: A psychological feature that arouses an employee to act towards realization of a certain goal and sustains goal directed behaviors. This is also referred to as employee self-drive.

Leadership Style: A supervisor's style of providing direction to the team they supervise, implementing plans and decision making processes in their day to day job roles.

Job Design: The function of the HR department of an organization that is concerned with specifying of work content, their methods and relations regarding these jobs so as to satisfy the technology as well as organizational needs and the personal requirements of the people doing these jobs.

Working Conditions: The circumstances in which an employee is subjected to at their work station.

Factors influencing employee performance: These are systems processes and policies that are put in place to govern the conduct and management of employees in an organization.

Training and Development: Organizational activity aimed at improving employee skills levels to enhance their efficiency and effectiveness. It is also known as learning and development

Reward System: A reward system is a defined process in organization which spells out an appetitive stimulus to be given to an employee to alter his/her behavior. Rewards typically serve as reinforcers in that when presented after a behavior causes the probability of that behavior's occurrence to increase. Recognition is the acknowledgement, approval and genuine appreciation. This recognition can be set up on a formal basis (e.g., employee of the month) or informally used by a supervisor / team leader in managing individual employee or team behavior.

1.9. Organization of the Study

Chapter one is concerned with introduction that includes background of the study, statement of the problem, research questions, general and specific objectives, significance of the study, scope of the study, limitation of the study, definition of key terms and organization of the study. Chapter two includes review of literature and hence it contains a review of existing literatures written on the area of factors affecting employees' performance, empirical review of related studies, hypothesis of the study and conceptual framework. Chapter three is about research methodology that consists of description of the study area, organizational context, research design & approach, population of the study, sample size, sampling procedures, method of data collection and data analysis, validity and reliability of the study, model specification and ethical considerations have been discussed. Chapter four presents and discusses the findings of the study and Chapter five presents key findings from the survey result, general conclusions and possible recommendations to the problems drawn from the survey data. Indication for future studies in the area were also discussed.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Definition

Employee Performance can be defined as the job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas for improvement. Remember

Khan (2006) defines employee performance as the degree of accomplishment of the task that makes up an employee's job. According to him job performance is determined by: an employee's capacity, which relates to the extent to which an individual possesses the relevant skills, abilities, knowledge and experience to perform; availability of opportunity to perform; willingness which relates to the degree to which an employee both desires and is willing to exert effort towards attaining some level of motivation to perform. World health organization (2006) defines employee performance as a combination of staff being available (retained and present) and staff being competent, productive and responsive. According to the report when staff members are available their performance is determined by productivity, responsiveness and competence. These elements are influenced by absenteeism motivation and job satisfaction. To achieve employee performance would require putting in place strategies to improve productivity, responsiveness and competences at all levels in an organization. Both WHO and Khan in their definitions agree to the fact that employee performance is determined by several factors. In their definitions they single out employee's capacity, employee's willingness to perform, employee competences which must be spread at all levels of the organization as some of the determinants of employee performance. They both agree that employee performance is important to an organizations survival. Employee performance and productivity is of major concern in any economy worldwide.

According to Judge and Ferris (1993), perhaps there is no human resources system more important in organizations other than performance evaluation and the ratings of employee's performance represent critical decisions that highly influence a variety of subsequent human resources actions and outcomes. Performance is often defined simply in output terms – the achievement of quantified objectives. Performance is a matter not only of what people achieve but how they achieve it. The Oxford English Dictionary confirms this by including

the phrase carrying out in its definition of performance: - The accomplishment, execution, carrying out, working out of anything ordered or undertaken. High performance results from appropriate behavior, especially discretionary behavior and the effective use of the required knowledge, skills and competencies. Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve those results (Armstrong, 2006:497-498).

According to Asa'd (1991) and Chaplin (2005), employee performance is defined as an individual outcomes based on the size and behavioral standards for the related job, and which led to an outcome, especially behavior that can change the environment in certain ways. On the other hand, Bayley (1990) said that Employee performance is a record of the results produced in a specific job function or activity during a specific time period associated with organizational objectives. It is the result produced by a specific functional unit or individual activity over a given period and not the personal characteristics of employees who performing the work.

Performance is important to us as people and organizations. In fact, most of us believe that we can, and will, improve at what we do, and we expect others to improve over time as well (Temple, 2002). People are an organization 's greatest assets: individuals and organizations have learned about the importance of the role of people in an organization, and how the success of an organization depends on its people (Bartlett and Ghoshal, 1995). For an organization 's well performance the quality of workforce at all levels of the organization is vital. The role of human resources in gaining a competitive advantage for an organization is empirically documented by (Brewster et al., 2003). According to them, an organization to accomplish their goals, they must continually look for better ways to organize and manage their work. This was not always the case; as human resources were traditionally seen as a cost.

2.2. Theoretical Literature Review

2.1.1. Expectancy Theory by Victor Vroom

Vroom's (1964), as cited by (Parijat&Bagga, 2014) emphasized on the mental process that takes place within an individual regarding change. This theory puts much focus on interest of self in connection with the expected behaviors, rewards as well as organizational set goals. This theory distinguishes effort from general performance as well as its outcome. It perceives behavior as a result of the sub-conscious choice that aims at maximizing pleasure and detesting pain. Expectancy is introduced, which is basically in-creasing Effort that will lead to increased results, Instrumentality which is basically estimating the probability of an individual achievement on their task that will lead to different outcomes of work and finally Valence which is the strength of an employee's preference for a specific type of reward (Ball). This theory focuses on vital aspects in management which include; performance, reward, effort and finally personal goals. It provides a sort of quantitative formula to finding out the motivation of employees (Parijat&Bagga, 2014). For performances to be enhanced, managers ought to come up with systems where reward and performance work together. They also sought to make sure that reward offered is deserved by the one receiving it. Managers should engage employees in training to improve the capabilities of their employees and also the belief that that hard work yields good performance(Ball). Hence its relevance to this study.

2.1.2. Equity Theory by Lawler and Adams

Adams (1965) was careful note that equity theory was relevant to any social situations in which exchanges may take place (e.g., between coworkers, between supervisors, and subordinates etc...) with the exception of Goodman's(1977) recent work on social comparisons in organizations, the extension of the theory to a broad range of social relationship has been left to social psychologist.

This theory was proposed by Adams, whereby he wanted to know how employees would react when subjected to fair or unfair treatment as compared to other employees. According to this theory, employees that are treated unjustly compared to others will bring about a state of tension that may lead them to minimize their effort at work or even quit their jobs. This theory tries to show the outcome of employees that believe in being treated justly at their place of work. It indicates the importance of justice and fairness at the workplace such as

employees having the feeling of control over their future with their employees. This is because an unfair system that is full of victimization, unpredictability undermines the employee belief that effort will result in a negative outcome. They should be able to see the importance of acting with all modesty towards their subordinates, and also how equity may come in handy in different situations and its effect to the organization as a result of employee reactions(Al-Zawahreh& Al-Madi). This theory is very much relevant to this study so that it will point out some of the reasons as to why employees may decide to underperform at their work stations.

2.3. Empirical Literature Review

2.1.3. Reward System and Employee Performance

Reward is a broad construct that has been said to represent anything that an employee may value that an employer is willing to offer in exchange for his or her contributions (Chiang and Birtch, 2008). The lack of rewards will create an unpleasant environment, thus diminishing employees' work efforts and may cause them to withdraw from their jobs. For these reasons, rewards are increasingly important. The main objectives of rewards are to attract and retain employees, to motivate employees to achieve high levels of performance, and to elicit and reinforce desired behavior of the employees. Organizations often use financial rewards to prevent employee dissatisfaction and to motivate employees, although it may not be the best motivator for the long term (Mossbarger and Eddington, 2003).

Deeprise (2014) had stated that "while the presence of money may not be a very good motivator, the absence of it is a strong de-motivator". In addition, financial rewards are significant not only in terms of their instrument value as a medium of exchange, but also a highly tangible means of recognizing an individual's worth, improving self-esteem, and symbolizing status and achievement(Armstrong, 1996).

The overall aim of reward systems is to attract and retain quality human resources. When the pay conditions are perceived by the employee as equitable and in relation to their performance improvement. Organizations can use non-financial rewards like transport fee, incentive schemes to increase performance (Armstrong 2006). Additionally, organizations should adopt reward systems that are similar to the industry in which they operate or organizations can develop performance based pay systems in order to reward employees

according to the set performance standards and profitability goals. Therefore, for performance to improve, organizations need to create and maintain a sense of fairness equity and consistence in their pay structures (Davar 2006). Employees expect that the employers will purchase their labor at a certain price.

Rewards have two broad types; extrinsic and intrinsic rewards are also called financial and nonfinancial rewards and these rewards further divided in so many sub categories. Extrinsic rewards relate to financial rewards or cash related like formal recognition, fringe benefits, incentive type payments, pay, promotion and intrinsic relates to nonfinancial or non-cash rewards like achievement, accomplishment feelings, recognition, job satisfaction and growth (Clifford,1985).

Incentive Systems of the Organizations

One of the most common ways that organizations put motivation programs into action is by putting together some type of incentive system. Incentives are a type of reward system where somehow an individual receives some type of motivation for their performance. An organization uses the next incentive systems:

- Monetary: An Organizations use the monetary incentive to motivate employees but in little bit cases such as perks.
- Non-monetary: Moving away from the monetary aspect of incentive programs, non-monetary programs do not use money but instead use perks or different types of rewards. For example, developmental opportunities, training, work life balance and offering opportunities for professional growth.
- Employee Recognition: Employee recognition is a means for employers to offer feedback and encouragement to their employees. Recognition and praise can be powerful workplace motivators. Organization uses: verbal praise, employee of the month programs and other types of recognition

Therefore, organizations can best utilize financial rewards in supporting organizational human resource strategy. Non-financial rewards are tangible rewards provided and controlled by a firm; which do not necessarily benefit employees in monetary sense (Chiang and Birtch, 2008).

Nowadays, individuals require beyond monetary rewards for their effort (Millmore et al, 2007). This means that employees seek for other return in exchange for their contribution which is of value and meaningful to them, rather than being given just money (Johnson and Welsh,1999). Given the labor-intensive nature of the hospitality industry and the rising pressure to control costs, nonfinancial rewards are being used increasingly to motivate employee performance and to increase employee satisfaction (Chiang and Birtch, 2008).

Chijioke et al (2015) conducted a research about the effect of rewards on employee performance in selected Commercial Banks in Awka Metropolis, Nigeria. The empirical results indicated the presence of a relationship between rewards and employee performance and that there is a significant difference on the effects of intrinsic and extrinsic rewards on employee performance.

Berhan (2017) conducted a research about the effect of reward system on employee's perceived performance in case of National Bank of Ethiopia. The purpose of the study was to examine the effect of reward systems on the dimensions of employees' perceived performance. The findings of the study indicated that there was a significant relationship between reward system and employee performance in general and financial and non-financial rewards in particular. The financial reward component base pays positively and significantly influenced employees' working performance while from non-financial dimension, career development highly correlated. In addition, the findings of the study revealed that financial rewards strongly affected employees' perceived performance than non-financial rewards and the researcher observed that there was a significant difference in its effect due to demographic factors.

2.1.4. Job Design and Employee Performance

Job design is the process of organizing work into the tasks required to perform a specific job. Job design involves the conscious efforts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives. "Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in term of techniques, systems and procedures and on the relationships that should exist between the jobholder and his superiors, subordinates and colleagues".

An HR manager should have a keen interest in the design and specification of individual jobs within the organization. It also referred to as work design is a function of the HRM

department of an organization that is concerned with specifying of work content, their methods and relations regarding these jobs so as to satisfy the technology as well as the organizational needs and then the personal requirements of the people doing these jobs. The main reason for implementing a job design is to enable the employer to put the right person in the right workstation and also enhance their level of satisfaction in order to attain maximum productivity.

A study used conduct by Zareen, Razzaq and Mujtaba (2013) to see whether job design has an impact on performance of employees. Also the study will come up with a new variable known as psychological perception just to put an emphasis on how employees act towards a job design. Job design, job enrichment and job enlargement are put together as variables in a conceptual framework to show the relationship that they have with performance of employees.

Also the study intended to find out whether job design affects the performance of both organizations (WACT and MCMDO). The researcher showed that task significance, task variety and task identity whether an impact on the accomplishment of the employees or not. However, task autonomy will not see as a factor for performance in this study.

Ali & Aroosiya (2013) conducted a research about the impact of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka and which factors of job design highly influence on employees' performance in the organizations. The study was conducted by using a random sample of fiveschool in Kalmunai Zone. Type of investigation was correlational and it was cross-sectional on time horizon. The results of the study showed a significant and positive relationship between perceived level of job design and perceived degree of employees' performance in the schools.

Ali & Zia-ur-Rehman (2014) conducted a research about the impact of job design on employee performance, mediating Role of job satisfaction in FMCG's Sector in Pakistan. Findings of the research indicated that a positive relationship between job design and employee performance.

2.1.5. Working Conditions and Employee Performance

Working conditions are the conditions in which an individual or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger, and the like.

Also working conditions are the circumstances in which an employee is subjected to at their workstation. They include; their physical environment, the local amenities and facilities, stress as well as noise levels, the degree of safety at this particular work station and the likes. Quality working environment is important and it may greatly determine the level to which employees are productive at their work place.

Working conditions play a very central role in influencing employee performance of any employee. Kyongo (2006), asserts that employees would feel satisfied in their jobs if they are working in a clear and orderly work place, with adequate tools and equipment, acceptable levels of environmental quality, temperature, humidity and noise. The surrounding in which people work should not be that which pose a threat to the workers lives; when that is the case then the employer should ensure that there are safety measures in place to ensure that the hostile conditions are tamed. According to Herzberg (1968), if working conditions are not conducive, hardworking employees who can find work elsewhere leave, while mediocre employees would remain and this compromises the success of the organization.

Michael et al (2019) conducted a research about the relationship between working environment and employee performance. The study aimed to investigate the relationship between the working environment and employee performance based on five dimensions of the working environment. The quantitative survey design was utilized in this study and data were collected by using questionnaires. The respondents of this study were administrators from different departments in a local municipality located in Kuching. The data were analysed by using Pearson's Correlation Analysis to measure the relationship between the variables. The finding showed that there was a significant relationship between the working environment and employee performance. Accordingly, the study showed that the five dimensions of working environment (i.e. physical working environment, supervisor support,

co-worker relationship, job safety and security, working hour) weakly & positively correlated with employee performance.

2.1.6. Leadership Style and Employee Performance

A leadership style is a leader's method of providing direction, implementing plans, and motivating people. Also leadership styles are characteristic ways of making decisions and relating to subordinates. According to Prasetya and Kato (2011), the most important reason of leadership styles is to improve the performance of the staff working at the organization and as a result improve the overall productivity of the organization by utilizing these human resources well. Because of this for effective and efficient organization management, the human factor must be critically looked out from the employee performance point of view.

Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baldoni, 2005). The leaders and the employees help one another to attain high levels of morality and motivation.

Anyango (2015) conducted a study about the effects of leadership styles on employee performance at boa Kenya limited. The overall findings of the study indicated that scores in transformational leadership style were found to be strongly correlated with both measures of employee performance and overall performance except for the intellectual simulation dimension, which had insignificant positive correlation with quality of performance. Transactional leadership style was found to be positively correlated with both measures of employee performance as well as overall performance. However, contingent rewards had a negative but insignificant correlation with performance while management by exception had insignificant positive correlations. Authoritative leadership style had insignificant relationship while laissez faire style had insignificant positive correlation.

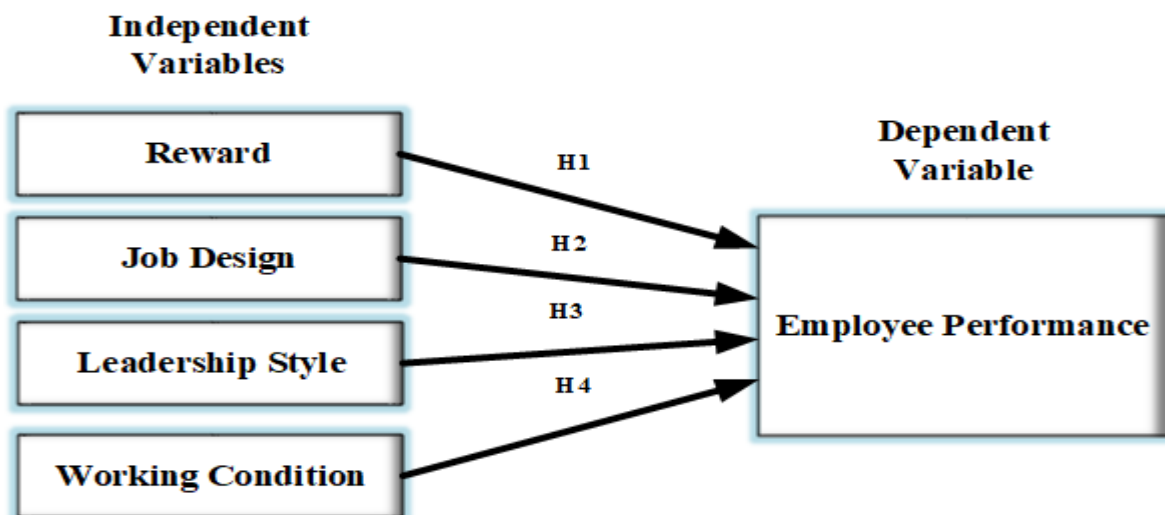
2.4. Conceptual Framework

A conceptual framework is a structure which the researcher believes can best explain the natural progression of the phenomenon to be studied (Camp, 2001). It is linked with the concepts, empirical research and important theories used in promoting and systemizing the

knowledge espoused by the researcher (Peshkin, 1993). It is the researcher’s explanation of how the research problem would be explored. The conceptual framework presents an integrated way of looking at a problem under study (Liehr&Smith, 1999). In a statistical perspective, the conceptual framework describes the relationship between the main concepts of a study.

The study used examine four variables which include; reward, job design, leader ship style and working conditions in relations to the main objective which is employee performance. There for the researcher used the following conceptual framework: -

Figure 1: Conceptual Framework Indicating the Possible Factors Affecting Employee performance



Source: Lawrence Nwaeke(2015) and modified by the researcher

2.5. Research Hypothesis

Based on the literature review and findings of different researchers, the following hypotheses were derived.

H₁: The Reward strategy is positively and significantly related to employee performance in WACT and MCMDO.

H₂: The Job design is positively and significantly related to employee performance in WACT and MCMDO.

H₃: The leadership style is positively and significantly related to employee performance in WACT and MCMDO.

H₄: Working Condition is positively and significantly related to employee performance in WACT and MCMDO.

2.6. Chapter Summary

Employee performance is one of the greatest challenges most management face due to the competition in the world market. Some organizational management has acknowledged the importance of employees based on their contributions towards achieving organizational goals and objectives. Various measures have been put into consideration to avoid organizational collapse. The management cannot work without involvement of other organizational employees. Missions and visions are set to ensure that all employees work towards achieving similar goals. Employers acknowledge that their organizations will flourish if they can engage their employees, meaning that they will be motivated to give their very best to their employer (Foot and Hook, 2008).

From the literature reviewed therefore, the researcher identified major gaps from the studies that showed a few authors have had little studies in this area of Factors Influencing Employee performance in Non-Governmental Organizations in public universities although a few were conducted in industries, factories, and schools. The fact that there is scanty literature in this area especially regarding the Factors Influencing Employee performance particularly on how it impacts on the performance of employees in a given organization shows a big gap in most of the studies reviewed. It is against this background that the current researcher was finds it suitable to investigate the relationship between reward, job design, leadership style, working condition and employee performance at the WACT and MCMDO not exceptional. Building on these studies, the current researcher wishes to bridge the gaps identified in these studies by putting more emphasis and focus on the critical role factors play towards improvement of employee performance at both organizations (WACT and MCMDO).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section elaborates in detail the research design, sampling size & type, the sampling technique, data type & sources, research instrument, data collection instrument, procedure of data collection, method of data analysis, the dependent and independent variables applied throughout the research, validity, reliability, model specification and ethical considerations to be applied over the course of the study.

3.1. Research Design and Approach

The research design refers to the overall strategy that a researcher chooses to integrate the different components of the study in a coherent and logical way, thereby, ensuring that the research effectively addressed the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (De Vaus, 2006). A research design can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevancy with the research purpose. It is the conceptual structure within which research is conducted.

Business research can be classified on the basis of either technique or purpose. One is based on their purpose. In terms of their purpose we can divide the research into exploratory, descriptive or causal (explanatory). Matching the particular decision with the right type of research is important in obtaining useful research results (William, Barry, Carr and Griffin, 2010).

The study used an explanatory design to find out the factors influencing employee performance within the organizations. Explanatory researches are studies that establish causal relationship between variables. Also an explanatory research design is explore it in details for better understanding of the problem and its solution.

The study applied quantitative data (quantitative method research) in order to study the factors influencing employee performance. The data were collected using questionnaire. This is because questionnaire helps to collect data from a large no of respondents. With the help of quantitative approach, it will be easy to have a clear and scientific view on the opinions by

having them on questionnaires and analyze them with Statistical Package for Social Scientists (SPSS) in both organizations.

3.2. Population of Study

As discussed above this research is aimed at examining at Water Action (WACT) and Mothers and Children Multi-Sectoral Development Organization (MCMDO). The actual population were(184) Field staff, (71) Administrative staff, (51) support staff of the organizations. The population comprises of 306 members from WACT and MCMDO.

In this study, the staff of WACT and MCMDO that happened 54 and 295 respectively staff across all levels of management spread across all branches country wide were the target population and is illustrated bellow.

Table 3.1: Target Population

Category	Organizations			
	WACT		MCMDO	
	(N)	(n)	(N)	(n)
Field staff	30	27	174	121
Program	5	4	35	30
Admin staff	5	4	34	29
Support staff	10	9	47	42

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

A simplified formula to calculate sample size (Yamane, 1967)

n= corrected sample size, N = population size, and e = Margin of error (MoE), e = 0.05 based on the research condition.

3.3. Determination of Sample Size and Selection

Sampling is the procedure a researcher uses to gather people, places or things to study. It was the process of selecting a number of individuals or objects from the population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho&Kombo, 2002). The researcher used (Yamane, 1967) population sample size calculation formula to determine the sample size for undertaking the research.

A sample size of 266 respondents excluding management in both organizations were determined using statistical tables of (Yamane, 1967) as cited by Vikas Saxena(2017). These include various categories as specified in table 3.2 below.

Table 3.2: Sample Design

No.	Category of Respondents	WACT	MCMDO
1	Field staff	27	121
2	Program	4	30
3	Administrative staff	4	29
4	Support staff	9	42
Total		44	222
Grand total		266	

3.4. Sampling Techniques and Procedure

Simple random sampling is a strategy that adds credibility to a sample when the potential purposeful sample is larger than one can handle whereby it uses small sample sizes, thus the goal is credibility, not representativeness or the ability to generalize (Patton, 2001). This sample used to select (148) field staff, (51) Support staff from WACT and MCMDO who are expected to participate in the research. The researcher chooses this sampling technique because each member in this population had an equal chance of being included in the sample.

As it is mentioned in Kothari (2004), stratified sampling results in more reliable and detailed information and enables to get more representative samples. Stratified sampling is a sample that focuses on characteristics of particular subgroups of interest and facilitates comparisons. The samples are taken within samples, except the sample size is typically much smaller and “stratifies” a sample based on a characteristic (Patton, 2001). This sample used to select (67) Program and Administrative staff from WACT and MCMDO because it enabled the researcher to determine desired levels of sampling precision for each group, and can provide administrative efficiency. In general, participants in the research used 266 of employees in both organizations out of which, 44 employees of WACT, and 222 MCMDO permanent employees.

3.5. Data Collection Methods and Instruments

The researcher conducted the study using mainly quantitative data collected from the sample respondents. The source of data for this research collected primarily from questionnaires distributed to WACT and MCMDO employees filled by the field, support and administrative staffs of the organizations. The secondary source of data were the official documents of the organizations and books and articles written on the subject and personal experience and observation since the writer of this research is an employee of one of the organizations.

3.5.1. Instrument Design/ Variable Measurement

Measurement instrument refers to various methods through which a researcher obtains data from respondents for this research work. The term data refers to all forms of information that researchers obtain from the participant of the study Adedokun (2003). To conduct this research, the researcher used systematically designed questioners to address the four factors that are affecting employee performance in the organizations.

The questionnaire for this study consists of total 32 questions that are developed based on four independent variables and one dependent variable. The questionnaire was formatted in a simple and easy to answer manner with a Likert scale of five in which the response rate could be increased as:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Table 3. 3: Measurement of Variables

Variables	Source	Scale
Reward	<ul style="list-style-type: none"> • Muhammad Ibrar, Owais Khan 2015 • Achieng, O. E., Ochieng, I., &Owuor, S. (2014). 	Five point Likert Scale (Strongly Disagree – Strongly Agree)
Job Design	<ul style="list-style-type: none"> • Ambrose et al, (2013) • Curvin, Y. (2004) • Achieng, O. E., Ochieng, I., &Owuor, S. (2014). 	Five point Likert Scale (Strongly Disagree – Strongly Agree)
Leadership Style	<ul style="list-style-type: none"> • Ogbonna, E. & Harris, L. (2000) • RonahTugume Arinanye.(2015). • KhurramZafar Awan1, Ibn-E-WaleedQureshi and SadiyaArif (2012) 	Five point Likert Scale (Strongly Disagree – Strongly Agree)
Working	<ul style="list-style-type: none"> • Quinlan, M., Croucher, R., Stambitz, B., & 	Five point Likert Scale

Condition	Vickers, I. (2013) • RonahTugume Arinanye.(2015).	(Strongly Disagree – Strongly Agree)
Employee Performance	• RonahTugumeArinanye 2015 Ambrose et al, 2013 • Achieng, O. E., Ochieng, I., &Owuor, S. (2014).	Five point Likert Scale (Strongly Disagree – Strongly Agree)

3.5.2. Questionnaire

A questionnaire is a data collection instrument used to gather data over a large sample or number of respondents (Kombo and Tromp, 2006). This structured questionnaire developed the following recommended guidelines by various scholars that include Kothari (2005); Sekaran & Bougie (2010) and Saunders, et al (2009). The first section of the instrument were address issues of demographic data, section A addressed Reward, section B addressed Job Design, section C addressed Leadership Styles, section D addressed Working Conditions and section E addressed Employee Performance. In each section, the respondents were given clear instructions on how to complete the item. The questionnaire was refined, once the instrument has been piloted.

Research questionnaire were distributed to 45 WACT employees randomly, by excluding the management members. Same were replicated for 222 employees of MCMDO. Also secondary data of both organizations were referred.

3.6. Validity and Reliability

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 2004).

In this research, the researcher used questionnaire that its validity and reliability was checked and modified according to literatures within the specific topic and the objective of the research. Approval from advisor and consultations from other HR professionals were applied in order to increase the content validity.

Reliability is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Sekaran and Bougie, 2016). In conducting the reliability test, the researcher analyzed Cronbach’s alpha values using SPSS for the items in each construct. According to Sekaran and Bougie (2016),

reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 are good.

3.7. Procedures of Data Collection

The researcher used approval or clearance from Addis Ababa University College of Business and Economics School of Commerce Human Resource Department to ensure that the ethical guidelines are followed throughout the data collection process.

At the onset of data collection, the researcher used permission from the Office of the Principal organizations (WACT and MCMDO) to help access the employees at their place of work. Each questionnaire was containing an opening introductory letter requesting for the respondents' cooperation in providing the required information for the study. The respondents were further being assured of confidentiality of the information provided and that the study findings used for academic purposes only and necessary corrective measures in the Organizations.

3.8. Data Analysis and Presentation

Data collected through questionnaire for this study were analyzed using both descriptive and inferential statistics. Descriptive statistics was computed to obtain a general understanding of the respondents' demographic characteristics (age, sex, organization, title, level of education and duration of service) by using frequency and percentage. Descriptive statistics like mean and standard deviation values were also computed for each categories of the variables along with their respective items. Inferential statistics (Pearson correlation and multiple linear regression) were employed to analyze the collected data of the study.

Correlation analysis was conducted to examine the relationship between the independent variables (reward, job design, leadership style and working condition with the dependent variable- employee performance). Multiple regression analysis was carried out in order to determine the explanatory power of the independent variables on the dependent variable.

According to Kothari (2004), in multiple regressions we form a linear composite of explanatory variables in such way that it has maximum correlation with a criterion variable. This technique is appropriate when the researcher has a single, metric criterion variable. Which is supposed to be a function of other explanatory variables. The main objective in using this technique is to predict the variability the dependent variable based on its

covariance with all the independent variables. One can predict the level of the dependent phenomenon through multiple regression analysis model, given the levels of independent variables.

3.9. Measurement of the Variables

The variables were measured using nominal and ordinal types of measurements. The questionnaires specifically for respondents were measured on a five interval Likert Scale, the level of agreement were ranked as strongly agree, which reflected more agreement than just agreement or strongly disagree compared to just disagree. Ordinal scale as measurement of variables were not only categorize the elements being measured but also rank them into some order.

The numbers in the ordinal scale represents relative position or order among the variables (Mugenda & Mugenda, 1999); (Amin, 2005). The nominal scale of measurement was applied to cases which have some common characteristics such as sex, marital status, and employment status among others. In nominal measurement of variables, numbers were assigned only for the purposes of identification but not allow for comparison of the variables to be measured. On the other hand, interval scales of measurement used to capture personal data of respondents. To conduct this research, the researcher used systematically designed questioners to address the four factors that are affecting employee performance of the organizations.

Therefore, the questionnaire for this study were consisted of a total of 32 questions that are develop based on four independent variables and one dependent variable. The questionnaire had two sections in it; the first section consists of age, gender, marital status, educational level, length of employment, and length of service in current position. Whereas, the second section were included the target questions for the main independent and dependent variables. The questionnaire was formatted in a simple and easy to answer manner with a Likert scale of five in which the response rate can be increased as: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree.

3.10. Ethical Considerations

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities (Cooper and Schindler, 2001:112). The researcher undertook to protect the rights of the respondents by: -

- i. Ensuring that none of the respondents were named during the research or subsequent thesis;
- ii. Making sure that the respondents were selected to participate without compulsion;
- iii. Informing the respondents about the reason and purpose of the research; and
- iv. Informing the respondents that consent was sought from the management of the selected organization before the commencement of this research initiative.

3.11. Model Specification & Development

The linear multiple regression equation of the model is: -

$$\gamma = \alpha + \beta_1\chi_1 + \beta_2\chi_2 + \beta_3\chi_3 + \beta_4\chi_4 + \varepsilon$$
$$EP = \alpha + \beta_1RD + \beta_2JD + \beta_3LS + \beta_4WC + \varepsilon$$

Where:

EP = Employee Performance

RD = Reward Strategy

JD = Job Design

LS = Leadership Style

WC = Working Conditions

$\beta_1 - \beta_4$: parameters or coefficients of explanatory variables to be estimated

α = Intercept of the regression line

ε = *Residual*/error term of the model

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction

This chapter deals with data presentation, analysis as well as interpretation the data collected using questionnaire. The collected data were described and analyzed using statistical tools of descriptive and inferential statistics including multiple regressions with the help of SPSS.

4.2. Questionnaire Response Rate

The study targeted 266 respondents and 195 questionnaires were returned for the analysis. Accordingly, the response rate for the study was 73.3%. Some questionnaires that were not received were due to the outbreak of the new pandemic virus (i.e. COVID-19) that attacked the world including our country and there was no work in most of the organizations which made it difficult to get some of the respondents to collect the distributed questionnaires. In addition, 3 questionnaires were rejected due to incomplete responses.

Mugenda and Mugenda (2003) aid that 50% of a sample data is good enough to carry on with the research. Hence, 73.3% was quite good enough for the researcher to continue with the analysis of the data.

The response rate was achieved since the study was conducted in an organization where the researcher works, as well as good coordination of the data collection exercise which was supported by the organizations program director and human resources management team.

Table 4.1: Response Rate of the Study

Category	Frequency	Percentage
Valid	195	73.3
Invalid	71	26.7
Total	266	100

Source: Own Survey (2020)

4.3. Demographic Profile of the Respondents

Under this section the data collected about the general background of the respondents is presented. The demographic information of respondent gathered for this study was Organizations, gender, age, educational level, service year and position in the organizations.

Table 4.2: Demographic Characteristics of the Respondents

Description		Frequency	Percent
Gender	Male	115	41.0
	Female	80	59.0
	Total	195	100.0
Age	Less than 25 years	40	20.5
	26-35 years	102	52.3
	36-45 years	35	17.9
	46-55 years	15	7.7
	56 years and above	3	1.5
	Total	195	100.0
Organization	MCMDO	37	19.0
	WACT	158	81.0
	Total	195	100.0
Title	Program	30	15.4
	Field staff	109	55.9
	Administration Staff	25	12.8
	Support Staff	31	15.9
	Total	195	100.0
Educational Qualification	Diploma	45	23.1
	Bachelors	105	53.8
	Masters	17	8.7
	PHD	16	8.2
	Others	12	6.2
	Total	195	100.0
Duration of Service	Less than 5 years	138	70.8
	5-10 years	22	11.3
	11-16 years	4	2.1
	17 years and above	31	15.9
	Total	195	100.0

Source: Own Survey (2020)

From the overall respondents of the survey 59% were male and 41% were females. This implies that both genders were involved impartially in the study and thus the finding of the study did not suffer from gender bias. Refer to Table 4.2.

The frequency table result showed that 21% of the respondents belong to age group of less than 25 years, 52% of them belong to 26-35 years of age group, 18% of them are between 36-45 years of age, 8% of them are between ages of 46-55 years and the remaining 2% belongs to 56& above years of age group. The result shows that even though majority of the respondents belong to 26-35 years of age group, other age groups are also fairly included in the study. Regarding the study area organizations in which the respondents work, 19% were from MCMDO and the remaining 81% were represented from WACT included in the sample.

Regarding job title/position, 15% of the respondents worked as Program staff, 56% of them as Field staff, 13% of them as Administration Staff and the remaining 16% as Support Staff. From this we can understand that most of the respondents are field staff and we can conclude that the sample includes different career positions from the both organizations.

Regarding level of education, 23% of the respondents were diploma holders, 54% of them were bachelors, 9% of them were master/second degree holders, 8% of them are PHD holders and the remaining 6% are represented by other educational qualification. This indicates that the majority of the respondents can easily comprehend and fill out the questionnaires.

Concerning work experience of the respondents, 71% of them have less than 5 years of work experience, 11% of have work experience between 5-10 years, 2% of them 11-16 years and the remaining 16% have worked for 17 years and above in the organizations. This indicates that majority of the respondents are at their early stage of career.

4.4. General View of the Respondents about Factors Influencing Performance

Table 4.3 General View of the Respondents about Factors Affecting Employee performance

Do you know about Reward?	Frequency	Percent
No	40	20.5
Yes	155	79.5
Total	195	100.0
What does Reward mean?		
I don't know about reward	12	6.2
Motivation of employee	148	75.9
No motivation of employee	9	4.6
Any other	26	13.3
Total	195	100.0
Does the reward bring positive impact on employee performance?		
No	3	1.5
Yes	192	98.5
Total	195	100.0
If it bring positive impact clarify for what aspect?		
keeps more employee	38	19.5
Lower turnover	45	23.1
To achieving the target goals	90	46.2
Any other	22	11.3
Total	195	100.0
Do you think that job design affects performance in your organization?		
No	26	13.3
Yes	169	86.7
Total	195	100.0
Do you think leadership style influence the performance in your organization?		
No	6	3.1
Yes	189	96.9
Total	195	100.0
Does working conditions influence performance in your organization?		
No	13	6.7
Yes	182	93.3
Total	195	100.0

Source: Own Survey (2020)

As per the above table 4.3 above, almost 80% of the respondents reported that they knew about reward while the remaining 20% of them didn't know about reward.

For the 76% of the respondents' reward mean motivation of employee. Almost 5% of them believed that reward isn't a strategy for motivating employee. Almost 5% of them believed that reward has no motivation to employees and the remaining 13% of them reported any other meaning for reward.

Almost 99% of the respondent reported that the reward brings positive impact on employee performance. The remaining 1% believes the opposite. Regarding the positive impact of reward on employee performance, the majority (46%) reported that the result/impact of reward is achieving the target goals. 23% of them reported to lower turnover. 29% of them believed to keep more employee and the remaining 11% reported any other reasons.

Regarding job design, 87% of the respondents believe that job design affects performance in their organizations while the remaining 13% of them believe that job design doesn't affect performance.

With regard to leadership style, 97% of the respondents believe that leadership style influences the performance in their organizations while the remaining 3% of them don't believe that leadership style influences the performance in their organizations.

With regard to working conditions, 93% of the respondents believe that working conditions influence performance in their organization while the remaining 7% of them believe the opposite.

4.5. Descriptive Statistics

4.5.1. Descriptive Statistics on Reward Strategy

Table 4.4 shows that majority 126(64.6%) and 44(22.6 %) of the respondents agreed that recognition by their manager/supervisor for a job well-done is very important to them. 94 (48.2%) and 69(35.4%) of the respondents believed that the reward system facilitates the implementation of strategy by attracting and retaining the right kind of people. 36 (18.5%) & 30(15.4%) of the respondents are felt that their organization doesn't uses monetary rewards like base pay, commissions, bonus incentives and health allowances to make them perform better but 31 (15.9%) that they were neutral. 104(53.3%) & 32(16.4%) of the respondents agreed that performance goals are mutually developed and have specific time frames. In addition, the majority 95 (48.7%) and 36(18.5%) of the respondents believed that the challenges that their job provides motivates them to perform better. On the other hand, 9(4.6%) and 34 (17.4%) of the respondents disagreed with this statement. Refer Table 4.4.

Table 4.4: Descriptive Statistics Result of Reward Strategy

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		Mean	SD
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%		
Recognition by my Manager/supervisor for a job well-done is very important to me.	3	1.5	0.96	6.7	9	4.6	44	22.6	126	64.6	195	100	4.42	0.96
The reward system facilitates the implementation of strategy by attracting and retaining the right kind of people.	3	1.5	0.93	7.7	14	7.2	94	48.2	69	35.4	195	100	4.08	0.93
Our organization uses monetary rewards like base pay, commissions, bonus incentives and health allowances to make us perform better.	36	18.5	1.45	15.4	31	15.9	49	25.1	49	25.1	195	100	3.23	1.45
Performance goals are mutually developed and have specific time frames.	3	1.5	1.01	18.5	20	10.3	104	53.3	32	16.4	195	100	3.65	1.01
The challenges that my job provides motivates me to perform better.	9	4.6	1.12	17.4	21	10.8	95	48.7	36	18.5	195	100	3.59	1.12
Aggregate Mean													3.79	1.09

Source: Own Survey (2020)

4.5.2 Descriptive Statistics on Job Design

Under this section, respondents were asked questions regarding job design on their performance. Regarding job design, more than half of the respondents believed that their extent of agreement on whether they are required to use a number of high-level skills while conducting their job. Refer Table 4.5.

78(40%) and 37(19%) of the respondents believed that their jobs involve completing a piece of work that has no definite beginning and end. Also 82 (42.1%) and 87(44.6%) of the participants agreed that their job gives them the opportunity to organize how they should do it.

And also, the majority 74 (37.9%) and 67 (34.4%) of the respondents agreed that the work activities themselves provide direct and clear information about the effectiveness of their job performance in terms of quality.

Similarly, the majority of the respondents, 43 (22.1%) strongly agreed and 55 (28.2%) of the respondents agreed that their job hardly provides them the chance to define it. This implies that the job design strategy of the organization is not suitable or favorable to the majority of the employees.

Table 4.5: Descriptive Statistics Result of Job Design

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		Mean	SD
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%		
I am required to use a number of high-level skills while conducting my job.	-	-	0.87	7.7	18	9.2	91	46.7	71	36.4	195	100	4.12	0.87
This job involves completing a piece of work that has no obvious beginning and end.	16	8.2	1.26	23.6	18	9.2	78	40	37	19	195	100	3.38	1.26
My job gives me the opportunity to organize how I should do it.	3	1.5	0.90	5.1	13	6.7	82	42.1	87	44.6	195	100	4.23	0.90
The work activities themselves provide direct and clear information about the effectiveness of my job performance in terms of quality.	8	4.1	1.09	8.2	30	15.4	74	37.9	67	34.4	195	100	3.90	1.09
This job hardly provides me the chance to define it.	17	8.7	1.30	16.9	47	24.1	43	22.1	55	28.2	195	100	3.44	1.30
Aggregate Mean													3.81	1.08

Source: Own Survey (2020)

4.5.3 Descriptive Statistics on Leadership Style

Questions regarding the effects of leadership style on employee performance were asked under this section. Respondents were required on a statement that asked whether the department had a clear division of responsibilities. Hence, 83 (42.6%) agreed, 45(23.1%) strongly agreed, 31(15.9%) were neutral about this, while 3(1.5%) strongly disagreed and 33(16.9%) disagreed on the issue. Refer Table 4.6.

They were asked whether senior management give staff a clear picture of the direction in which the organization is headed hence motivating them to perform better. 17(8.7%) strongly agreed, 83(42.6%) agreed, 31(15.9%) were neutral while 61(31.3%) disagreed and3(1.5%) strongly disagreed about it. This shows that somewhat employees do their job with frequent interference by the supervisors which can build employees confidence in what they do.

They were also asked their extent of agreement on whether the internal dealings of the company with employees are done with integrity. 2 (1.0%) strongly agreed, 26(13.3%)agreed, 32(16.4%) were neutral, 111 (56.9%) disagreed while 24(12.3%) strongly disagreed. This implies that lack of integrity was observed while managing internal businesses of the company with the employees.They were also asked whether the organization encourages them to come up with innovative ideas. 22(11.3%) strongly disagreed, 81(41.5%) disagreed, 38(19.5%) were neutral, 42(21.5%) agreed while 12(6.2%) strongly agreed. This shows that the leadership lacks exercising transformative & participatory approach to encourage employees for creativity. This in turn make employees to feel that they are not accepted within the organization and ultimately their belongingness, commitment and performance declines. (idealized influence)

They were also asked whether they were actively involved in the decision-making process. 13(6.7%) strongly agreed, 49(25.1%) agreed,38(19.5%) were neutral, 78(40%) disagreed while 17(8.7%) strongly disagreed. This implies that the leadership lacks employing participatory approach for incorporating employees' feedback or opinion in the decision-making process.

Table 4.6: Descriptive Result of Leadership Strategy

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		Mean	SD
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%		
The department has a clear division of responsibilities.	3	1.5	33	16.9	31	15.9	83	42.6	45	23.1	195	100	3.69	1.06
Senior management give staff a clear picture of the direction in which the organization is headed hence motivating me to perform better.	3	1.5	61	31.3	31	15.9	83	42.6	17	8.7	195	100	3.26	1.04
The internal dealings of my company with employees are done with integrity.	24	12.3	111	56.9	32	16.4	26	13.3	2	1.0	195	100	2.34	0.90
The organization encourages us to always come up with innovative ideas.	22	11.3	81	41.5	38	19.5	42	21.5	12	6.2	195	100	2.70	1.12
I am actively involved in the decision-making process.	17	8.7	78	40.0	38	19.5	49	25.1	13	6.7	195	100	2.81	1.11
Aggregate Mean													2.96	1.04

Source: Own Survey (2020)

4.5.4 Descriptive Statistics on Working Conditions

This section asked questions on the conditions surrounding the employees and their effect on their performance. Hence, 35 (17.9%) and 52(26.7%) of the respondents strongly disagreed and disagreed that the furniture is comfortable enough to enable to perform their job respectively. 78 (40%) of the respondents agreed and 9 (4.6%) of them strongly agreed on the issue. Here, the respondents equally agreed and disagreed that the furniture is comfortable enough. However, from this result, we can infer that the working environment/condition isn't comfortable for the average of the employees. On the other hand,44(22.6%) of the respondents strongly disagreed and 45 (23.1%) of them disagreed that their workplace provides an undisturbed environment without any noise that gives them alone time to perform their duties. But, 48 (24.6%) of them agreed and 29 (14.9%) strongly agreed on the issue. This result indicates the work environment was disturbing for the majority of the employees and they were working under unsecure/unsafe environment and this condition ultimately decrease their performance. Refer Table 4.7.

Concerning harassment and bullying, 7 (3.6%) of the respondents strongly disagreed and 27 (13.8%)of them disagreed that there are no cases of harassment and bullying at the workplace.

However, 60 (30.8%) of them agreed and73 (37.4%) of them strongly agreed that there are no cases of harassment and bullying. This implies that cases of harassment and bullying is minimal to the majority of the respondents and the working condition is safe in this regard.

6 (3.1%) of the respondents strongly disagreed and 24 (12.3%) of them disagreed that they loved their work environment. Yet, 63 (32.3%) of them agreed and 73 (37.4%)of them strongly agreed that they loved their work environment. This indicates that the majority of the employees had organizational affection/commitment though lack of the above mentioned perceived work environment security and safety issues. Regarding cultural and emotional climate, 12 (6.2%) of the respondents strongly disagreed and 28 (14.4%) of them disagreed that the cultural and emotional climate of the organization is generally positive and supportive. However, 79 (40.5%) of them agreed and 43 (22.1%)of them strongly agreed that the cultural and emotional climate of the organization is generally positive and supportive. This indicates that cultural and emotional climate of the organization is favorable or suitable to the majority of the employees.

Table 4.7 Descriptive Statistics Result of Working Conditions

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		Mean	SD
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%		
My furniture is comfortable enough to enable me perform my job without getting tired.	35	17.9	52	26.7	21	10.8	78	40.0	9	4.6	195	100	2.87	1.25
My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties.	44	22.6	45	23.1	29	14.9	48	24.6	29	14.9	195	100	2.86	1.40
There are no cases of harassment and bullying at the workplace.	7	3.6	27	13.8	28	14.4	60	30.8	73	37.4	195	100	3.85	1.17
I love my work environment.	6	3.1	24	12.3	29	14.9	63	32.3	73	37.4	195	100	3.89	1.13
The cultural and emotional climate of the organization is generally positive and supportive.	12	6.2	28	14.4	33	16.9	79	40.5	43	22.1	195	100	3.58	1.16
Aggregate Mean													3.41	1.22

Source: Own Survey (2020)

4.5.5 Descriptive Statistics on Employee Performance

With regard to employee performance, 93 (47.7 %) agreed and 65 (33.3%) of the respondents strongly agreed that they understand the policies and procedures of their organization and 28 (14.4%) were neutral on this issue. Only 9 (4.6%) of the respondents feel that they didn't understand the policies and procedures of their organization. Refer Table 4.8.

44.6% and 33.8% of the respondents strongly agreed and agreed with the idea that they actively get involved in projects so as to benefit their organizations respectively while 16.4% of them were neutral where as 1% and 4.1% disagreed and strongly disagreed with this statement respectively.

88 (45.1%) and 80 (41%) of the respondents felt that they can complete their work within the time allocated whereas only 2 (1%) and 3 (1.5%) respondents felt that strongly disagreed and disagreed with this statement respectively while 22 (11.3%) were neutral.

Finally, they were asked whether they work well with other employees. 95 (48.7%) and 79 (40.5%) of the respondents are strongly agree and agree with the idea respectively were as 2 (1%) and 3 (1.5%) respondents didn't agree with this idea while 16 (8.2%) were neutral.

Table 4.8: Descriptive Statistics Result of Employee Performance

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total		Mean	SD
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%		
I understand the procedures and policies.	2	1.0	7	3.6	28	14.4	93	47.7	65	33.3	195	100	4.09	0.84
I actively get involved in projects.	2	1.0	8	4.1	32	16.4	87	44.6	66	33.8	195	100	4.06	0.87
I complete my work within the time allocated.	2	1.0	3	1.5	22	11.3	88	45.1	80	41.0	195	100	4.24	0.79
I work well with other employees.	2	1.0	3	1.5	16	8.2	95	48.7	79	40.5	195	100	4.26	0.76
I take part in solving problems in my organization.	2	1.0	6	3.1	20	10.3	97	49.7	70	35.9	195	100	4.16	0.81
Aggregate Mean													4.16	0.81

Source: Own Survey (2020)

4.5.6. Summarized Descriptive Statistics

The descriptive statistics of the study variables were summarized and presented in table 4.9 below revealing the mean and standard deviation of the variables. The average score from the 5-point scale questionnaire ranging from 0-5 indicates the extent of their agreement and disagreement on the factors influencing employee performance. Hence, 1-point scale indicates that the respondent is highly disagreed on the factors and 5-point scale indicates that the respondent is highly agreed on the factors affecting their performance.

Where the mean for the variable is more than half of the 5-point scale (i.e. 2.5), that the respondent agreed on those factors where the mean for the variables is less than half of the 5-point scale (i.e. 2.5), the respondent disagreed on factors. According to Creswell (2011), mean value of ≥ 4.5 =Very High, 3.51-4.51=High, 2.51-3.5= Moderate, 1.51-2.5=Low; < 1.5=Very Low.

Table 4.9: Summarized Descriptive Statistics of Variables

Description	N	Mean	Std. Deviation
Reward	195	3.79	1.09
Job Design	195	3.81	1.08
Leadership Style	195	2.96	1.04
Working Environment	195	3.41	1.22

Source: Own questionnaire 2020

As indicated in table 4.9, the mean score of reward was 3.79, which is greater than the average score on the 5-point scale, while the standard deviation (SD) was 1.09. This result indicates that majority of the respondents agreed that reward strategy affects their performance.

The mean score of job design was 3.81, which is greater than the average score on the 5-point scale, while the standard deviation (SD) was 1.08. This result indicates that majority of the respondents agreed that job design strategy also affects their performance.

The mean score of leadership style was 2.96, which is greater than the average score on the 5-point scale, while the standard deviation (SD) was 1.04. This result indicates that majority of the respondents agreed that leadership style affects their performance.

The mean score of working environment was 3.41, which is greater than the average score on the 5-point scale, while the standard deviation (SD) was 1.22. This result indicates that majority of the respondents agreed that working environment affects their performance.

4.6. Reliability

Reliability is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the goodness of a measure (Sekaran and Bougie, 2016). In conducting the reliability test, the researcher retrieved Cronbach's alpha values using SPSS for the items in each construct as indicated in table 4.10 below. According to Sekaran and Bougie (2016), reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable, and those over 0.80 are good.

As indicated in table 4.10 the Cronbach's alpha coefficients for Reward, Job Design, Leadership Style, Working Condition & Employee Performance were 0.401, 0.548, 0.291, 0.786 and 0.888 respectively. The Cronbach's alpha coefficients of Working Condition & Employee Performance relatively show good reliability while the Cronbach's alpha coefficients of Reward, Job Design and Leadership Style didn't have good reliability. However, the overall reliability of the measures used in this study can be considered acceptable since the overall Cronbach's alpha coefficient of the items was over 0.80 (i.e. 0.832).

Table 4.10: Reliability Statistics Analysis (Cronbach's Alpha)

S.N	Variables of the Study	No. of Items	Cronbach's Alpha Value
1	Reward	5	.401
2	Job Design	5	.548
3	Leadership Style	5	.291
4	Working Condition	5	.786
5	Employee Performance	5	.888

Source: Own Survey (2020)

4.7. Inferential Statistics

4.7.1. Correlation Analysis

The Pearson's Product Movement Correlation Coefficient was computed to determine the relationships between Reward, Job Design, Leadership style, Working Conditions with Employee Performance. Correlation analysis is a useful way of exploiting relation (association) among variables.

The purpose of this analysis is to explore the strength as well as the direction of the relationship among the study variables namely Reward, Job Design, Leadership Style, Working Conditions (the independent variables) and Employee Performance (i.e. dependent variable). Pearson correlation analysis was used to explore their relationships. The results are summarized in the table below:

Table 4.11: Pearson Correlation Matrix

Correlations					
	Reward	Job Design	Leadership Style	Working Conditions	Employee Performance
Reward	1				
Job Design	.470**	1			
Leadership Style	.224**	.283**	1		
Working Conditions	.403**	.462**	.449**	1	
Employee Performance	.454**	.471**	.165*	.235**	1

Source: Own Survey (2020)

According to Cohen (1988), effect size standards, correlation coefficients $< \pm 0.28$ are small effects; medium effects range from $\pm 0.28-0.49$; and, large effects are greater than ± 0.49 .

Accordingly, as we can refer from table 4.11, all the independent and dependent variables correlated in a positive way both moderately and weakly at 0.05 and 0.01 significant levels. Reward strategy positively & moderately correlated with Job Design, Working Conditions & Employee Performance by 0.470, 0.403 and 0.454 respectively at 0.01 significant level. While it positively & weakly correlated with Leadership Style by 0.224 at 0.01 significant level.

Job Design positively & moderately correlated with Working Conditions & Employee Performance by 0.462 & 0.471 respectively at 0.01 significant level. But it is positively & weakly correlates with Leadership Style by 0.283at 0.01 significant level.

Leadership Style positively & moderately correlates with Working condition by 0.449at 0.01 significant level. Working Condition positively & weakly correlated with Employee Performance by 0.235at 0.01 significant level.

4.8. Test for Assumptions of Linear Regression Model/Regression Diagnostic Tests

Prior to running the regression analysis to test the research hypotheses, a preliminary analysis (Regression Diagnostics) was conducted to verify the assumptions of classical linear regression model like linearity, normality, multi-collinearity, and homo-scedasticity tests/assumptions.

4.8.1. Linearity Test

The assumption of linearity can be checked by inspecting the Normal Probability-Probability (P-P) Plot of the Regression Standardized Residual and the scatter plot. Therefore, the linearity of the relationship between the dependent variable and the independent variables was checked using scatter plots of the regression residuals for the model through SPSS software. The scatter plot of residuals (see Appendix 1) indicates that the points lie in a reasonably straight line from bottom left to top right. Therefore, we can conclude that the assumption of linearity was not violated.

4.8.2. Normality Test

Normality test was used to determine whether the error term is normally distributed. The frequency distribution of the standardized residuals was compared to a normal distribution (see Appendix 2). As we can see, although there are some residuals that are relatively far away from the curve, many of the residuals are fairly close. Moreover, the histograms are bell shaped which lead to infer that the residual (disturbance or errors) are normally distributed for all the models. Thus, we can deduce that the assumption of “normally distributed error term” is not violated.

4.8.3. Multi-Collinearity Test

Multi-collinearity will occur if some or all of the independent variables are highly correlated with one another. It shows the regression model has difficulty in explaining which independent variables are affecting the dependent variable (Brooks, 2008). Multi-collinearity can be tested either from correlation coefficient results or from the Value of Tolerance and VIF. According to Sekaran and Bougie (2016), the acceptable value of tolerance and Variance Inflation Factor (VIF) is above 0.10 and below 10 respectively. As we can see from table 4.12 the Tolerance Values are 0.735, 0.685, 0.791 & 0.645 for each independent variable respectively which are above the threshold of 0.10 and the VIF values are also 1.361, 1.459, 1.264 & 1.550 respectively as illustrated in the table below. These VIF values are below the threshold of 10. Therefore, we can conclude that there is no collinearity issue between the independent variables.

Table 4.12: Collinearity Diagnosis

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Reward	.735	1.361
	Job Design	.685	1.459
	Leadership Style	.791	1.264
	Working Conditions	.645	1.550

a. Dependent Variable: Employee Performance

Source: Own Survey (2020)

4.8.4. Test of Homoscedasticity

One of the key classical assumptions of regression is that the variance of the errors is constant across observations. If the errors have constant variance, the errors are called homoscedastic. The possible existence of heteroscedasticity is a major concern in the application of regression analysis, including the analysis of variance, because the presence of heteroscedasticity can invalidate statistical tests of significance that assume that the modeling errors are uncorrelated and normally distributed and that their variances do not vary with the effects being modeled (Gujarati, 2004).

One of the main assumptions for the ordinary least squares regression is the homogeneity of variance of the residuals. If the model is well-fitted, there should be no pattern to the residuals plotted against the fitted values. If the variance of the residuals is non-constant, then the residual variance is said to be “heteroscedastic.”

Though there are other statistical methods for testing homogeneity of variances, the researcher here used Breusch-Pagan/Cook-Weisberg and scatter plot tests for homoscedasticity. A p-value of greater than 0.05 were acceptable for Breusch-Pagan/Cook-Weisberg tests. As the result revealed in table 4.13 below and p-value of 0.000 for the model is greater than 0.05 of the critical value, shows that there exists homogeneity of variances across the model.

Table 4.13: Breusch-Pagan Test for Heteroskedasticity

Breusch-Pagan Test for Heteroskedasticity^{a,b,c}		
Chi-Square	df	Sig.
18.005	1	.000

a. Dependent variable: Employee Performance

b. Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.

c. Predicted values from design: Intercept + Reward + Job Design + Leadership Style + Working Conditions

Source: Own Survey (2020)

The standard suggestion for examining the assumption of heteroscedasticity in regression analysis is to plot the predicted variable values against the residual values. Heteroscedasticity is indicated when these values spread or fan out from left to right or right to left. Thus, the scatter plot shows that majority of the points are concentrated around 0 which shows that no violation of homoscedasticity (see Appendix 3).

4.9 Regression Analysis

4.9.1 Model Summary

After testing all the relevant classical linear regression model assumptions for the data used, the researcher conducted regression analysis to explore the relationship between the independent and dependent variables.

As indicated in table 4.14, Adjusted R-square value for the regression model was 0.279. This indicates that factors like Reward, Job Design, Leadership Style & Working Conditions explain about 27.9% of the variation in the level of employee performance. Hussaini Bala in Kaduna State University (2018) said that Just because R² is small doesn't mean that your model is bad or worthless of being interpreted. Even small R² can have unique contribution in relation to your field of study. Also Bikramaditya Ghosh from Christ University, Bangalore (2018) stated that R-squared is nothing but a linear fit. However, if the data is procured from real sources, it may not be a linear fit all the time. Hence, either use AIC, SC and HQ as measures of model fit. You can even use RMSE, MAE, MAPE as well. If the plotting indicate polynomial fit, please use MARS (Multiple Adaptive Regression Spline) instead of Regular Gaussian Regression.

The coefficients of determination (R square value), the regression coefficients (Beta coefficient) and the p-value for the significant relationships was presented and reported here under. Each of the proposed hypotheses were empirically tested and discussed.

Table 4.14: Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.279	.57520

a. Predictors: (Constant), Working Conditions, Reward, Leadership Style, Job Design

b. Dependent Variable: Employee Performance

Source: Own Survey (2020)

4.9.2 Analysis of Variance (ANOVA) or F-Test

As it is showed in the ANOVA table (table 4.15) the p-value of 0.000 for Model is less than 0.05 significant level. This indicates that the sample data provides sufficient evidence, to conclude that the regression model was well fit. In other words, the p-value (0.000) is highly

significant and can be concluded that (reward and job design) can predict employee performance significantly.

Table 4.15: Analysis of Variance (ANOVA) Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.176	4	6.544	19.779	.000 ^b
	Residual	62.863	190	.331		
	Total	89.039	194			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Reward, Job Design, Leadership Style, Working Conditions

Source: Own Survey (2020).

4.9.3 Coefficients of Variables

The regression coefficient result of the Model showed that (see table 4.16), Reward has positive and significant effect on employee performance ($a=0.311$, $p=0.000$). The positive effect of reward strategy on employee performance implies that the reward strategy practiced in both organizations increased employees' performance. In other words, the regression coefficient of 0.311 for reward indicates a percent/unit increase in reward strategy will lead to 31% increase in employees' performance.

On the other hand, job design strategy has also positive and significant effect on employee performance ($a=0.346$, $p=0.000$). The positive effect of job design on employee performance implies that the job design strategy practiced in both organizations increased employees' performance. In other words, the regression coefficient of 0.346 for job design indicates a percent/unit increase in job design strategy will lead to approximately 35% increase in employees' performance. The other two explanatory variables (Leadership Style & Working Conditions) has no significant effect on employees' performance but in a positive and negative way.

Table 4.16: Coefficients of Variables

Coefficients ^a					
Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	1.535	.334		4.590	.000
Reward	.350	.080	.311	4.372	.000
Job Design	.358	.076	.346	4.706	.000
Leadership Style	.031	.087	.025	.363	.717
Working Conditions	-.047	.057	-.062	-.819	.414

a. Dependent Variable: Employee Performance

Source: Own Survey (2020)

The study result indicated that the effect of reward strategy on employee's performance is significant and positive. Hypothesis 1 stated that the reward strategy is positively and significantly related to employee performance. Thus, the finding of the study supports hypothesis 1 (H1). Therefore, it is in agreement with the findings of Chijioke et al (2015) & Berhan (2017).

Similarly, the study result proved that the effect of job design on employee's performance is also significant and positive. Hypothesis 2 stated that job design has positive & significant effect on employee's performance. Thus, the finding of the study supports hypothesis 2 (H2). Therefore, it is in agreement with the findings of Aroosiyah & Ali (2013), Ali & Zia-ur-Rehman (2014).

Hypothesis 3 stated that the leadership style has insignificant effect on employees' performance. Thus, the study rejects hypothesis 3 (H3). However, it positively & weakly correlated with employee performance. Therefore, it is in agreement with the findings of Anyango (2015).

Hypothesis 4 stated that working conditions has insignificant effect on employees' performance. Thus, the study rejects hypothesis 4 (H4). However, it is negatively & weakly correlated with employee performance. Therefore, it is in agreement with the findings of Michael et al (2019).

Mathematically, the linear multiple regression equation of the model was presented as follows:

$$\begin{aligned} \gamma &= \alpha + \beta_1\chi_1 + \beta_2\chi_2 + \beta_3\chi_3 + \beta_4\chi_4 + \varepsilon \\ EP &= \alpha + \beta_1RD + \beta_2JD + \beta_2LS + \beta_2WC + \varepsilon \\ EP &= \alpha + 0.311(RD) + 0.346(JD) + 0.025(LS) - 0.062(WC) + \varepsilon \end{aligned}$$

4.10 Testing the Research Hypotheses

This section presents Research Hypotheses tests and the result of the test is presented in table 4.17 below.

Table 4.17: Summary Hypotheses Results/Decisions

	Hypotheses	Decision/Result
H ₁	The Reward strategy is positively and significantly related to employee performance in WACT and MCMDO.	Accepted
H ₂	The Job design is positively and significantly related to employee performance in WACT and MCMDO.	Accepted
H ₃	Working Condition is positively and significantly related to employee performance in WACT and MCMDO.	Rejected
H ₄	The leadership style is positively and significantly related to employee performance in WACT and MCMDO.	Rejected

Source: Own Survey (2020)

4.11 Limitations of the study

4.11.1 Lack of Co-operation

The researcher experienced lack of cooperation from one of the organization (WACT) management in that they did not want to allow the investigator to conduct the research in the organization. This challenge, however, was solved by making discussion and presenting co-operation letter that indicates the research was for academic purposes. Hence, permission was granted to distribute the questionnaires to the respondents.

4.11.2 Difficulty of Collecting the Questionnaires

The researcher couldn't manage to collect the entire questionnaires due to the current outbreak of the deadly virus (COVID-19), throughout the world including our country, for which reason the Ethiopian government declared a state of emergency & stay at home regulatory directives to mitigate the potential of the upcoming consequences. Accordingly, the researcher couldn't be able to find & collect some of the questionnaires from the respected respondents.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter outlines brief summary and conclusion of the study in accordance with the study results and forward recommendations based on the overall results of the study and outlines future research potential areas.

5.2. Summary of the Key Findings

After going through the analysis and interpretation obtained from the questionnaire, the researcher come up with the following summarized key findings: -

1. Analysis conducted under the multiple regression showed that reward, job design, working condition and leadership style explains 27.9% (adjusted R² = 27.9) of the dependent variable (employee performance). This suggests that 28% of employees' employee performance level in the organizations clearly depends on the independent variables while the remaining 72% is determined by other unaccounted factors.
2. When we see the values generated in the Pearson correlation, all the independent and dependent variables correlated in a positive way both moderately and weakly at 0.05 and 0.01 significant levels. Reward strategy positively & moderately correlated with Job Design, Working Conditions & Employee Performance by 0.470, 0.403 and 0.454 respectively at 0.01 significant level. While it positively & weakly correlated with Leadership Style by 0.224 at 0.01 significant level. Job Design positively & moderately correlated with Working Conditions & Employee Performance by 0.462 & 0.471 respectively at 0.01 significant level. But it is positively & weakly correlates with Leadership Style by 0.283 at 0.01 significant level. Leadership Style positively & moderately correlates with Working condition by 0.449 at 0.01 significant level. Working Condition positively & weakly correlated with Employee Performance by 0.235 at 0.01 significant level.
3. When we look at the arithmetic mean generated by the descriptive statistics, it shows that reward, job design and working condition are above the average cut-off point of 3. While other factor such as leadership style is below average.

4. When we see the relative contribution of each of the different independent variables, Job design (Beta=.346) makes the strongest unique contribution to explaining the dependent variable followed by reward (B=.311).
5. The overall analysis result of the study indicated that reward strategy has positive and significant effect on employees' performance. Similarly, job design was also found to have positive and significant effect on employees' performance.
6. On the other hand, leadership style and working conditions showed insignificant effect on employees' performance.

5.3. Conclusion

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

As the study has shown through the correlation analysis, all the independent and dependent variables correlated in a positive way both moderately and weakly.

1. Reward strategy positively & moderately correlates with Job Design, Working Conditions & Employee Performance at significant level. While it is positively & weakly correlated with Leadership Style at significant level.
2. Job Design positively & moderately correlates with Working Conditions & Employee Performance at significant level. But it is positively & weakly correlates with Leadership Style at significant level.
3. Leadership Style positively & moderately correlates with working condition at significant level.
4. Working Conditions is positively & weakly correlated with Employee Performance at significant level.
5. Thus, it can be concluded that from the four factors/variables selected to this study, reward and job design were the major factors that are significantly & positively affecting employee performance within the targeted organizations.
6. The remaining two factors (i.e. Working Conditions & Leadership Style) were not affecting the employees' performance in a significant and positive way.

5.4. Recommendation

Based on the findings of the study, the researcher forwarded the following recommendations that are assumed to better improve or increase level of employees' performance. Therefore,

1. The two NGOs under study should maintain their current reward approach/practice. Also the management of the organizations should focus on how to improve reward. To do so, the organizations needs to focus on: assessing the overall reward strategy that is currently being practiced in the industry and by taking that as a benchmark lay down a better reward scheme, if not an equivalent one. Also they can revise and improve their reward strategy through application of monetary rewards like base pay, commissions, bonus incentives and health allowances to make the employees perform better to better motivate and enhance the performance of their employees.
2. The two NGOs under study should maintain their current job design approach/practice. However, periodical revision on their job design system is required to improve the employees' performance. They can critically review & enhance the job design system through job enlargement, job enrichment and simplification through adopting an effective task identity, autonomy, skill variety, task significance and feedback of the employees. Hence, the adoption process needs to ensure that employees are able to define it and give them meaning while completing their jobs from end to end.
3. The supervisors or managers in the organizations should to apply transformative leadership behaviors so that the employees are adequately encouraged to generate innovative ideas and participate in the decision making process & ultimately to improve their performance better.
4. The organizations should to give due consideration to improve some aspects of working environment facilities/equipment like furniture and also need to make the working environment undisturbed to allow the employees work safely. The organizations should create improved work environment for their employees as a result employee will feel motivated and offer their optimum efforts.
5. The organizations should capacitating the Human Resource and Development section by creating a subsidiary HR unit under each directorate to support on working condition need analysis to have a proper diagnosis of what working condition needs are out there to use as an opportunity for the organizations, for which employees and within what type of organizational system.

5.5. Indication for Future Research

This study is conducted only on data collected from Water Action and Mothers and Children's Multisectorial Development Organization. However, the essence of employees' employee performance needs to be researched in all types of industries since it has the potential to help an organization to go above and beyond the norms. Moreover, since the research is conducted using a five-point liker scale questionnaire for employees' respondents might have answered questions being in a state of emotional detachment or for the sake of giving a socially desirable answer. Thus, the research needs to be further strengthened using critical combination of various data collection tools.

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- CCRDA website <https://CCRDA.com/>

Appendix 1: Probability-Probability (P-P) Plot of the Standardized Residual

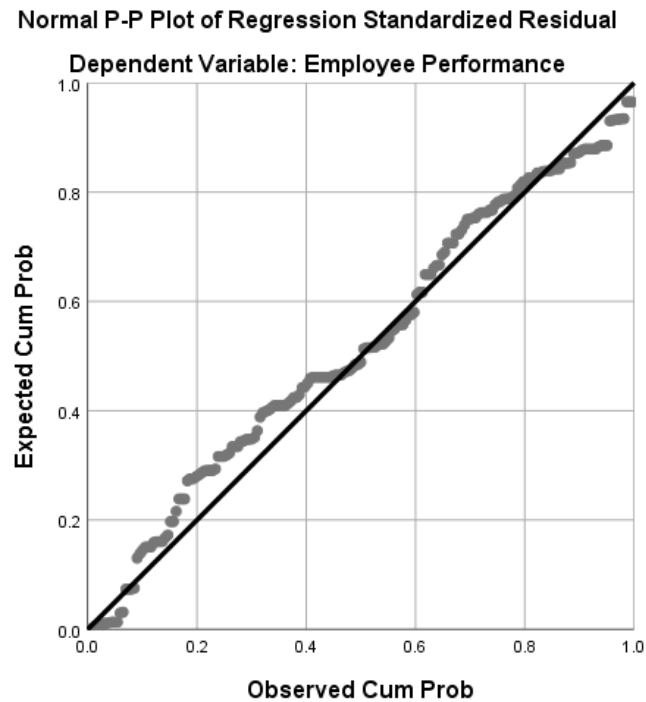


Figure 2: Probability-Probability (P-P) Plot of the Standardized Residual

Appendix 2: Frequency Distribution of Standardized Residual

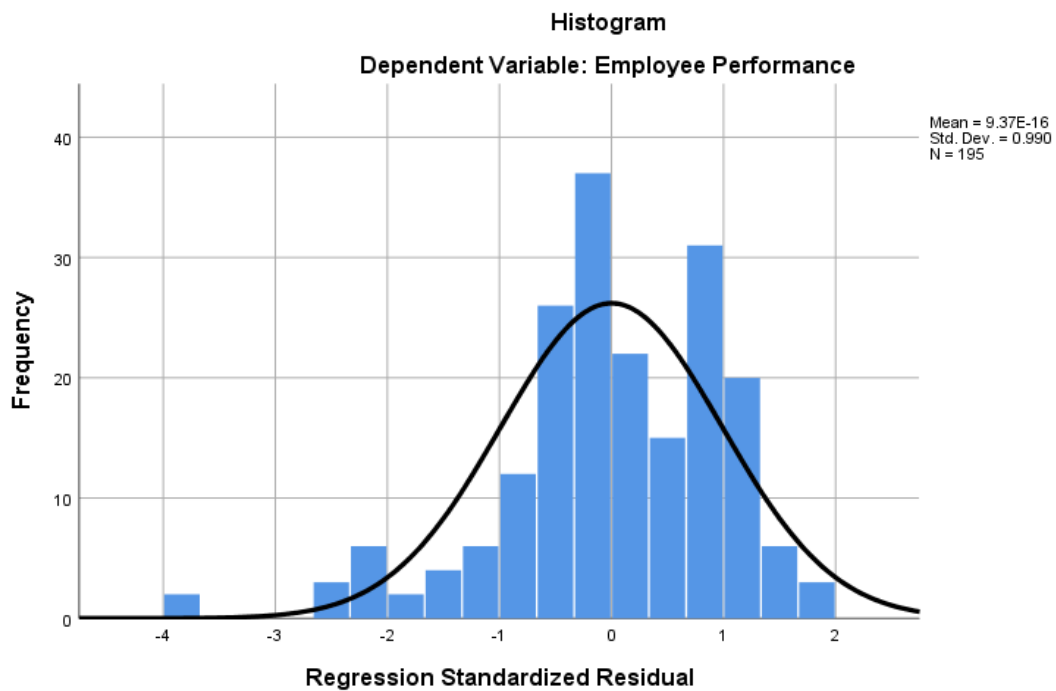


Figure 3: Frequency Distribution of the Standardized Residual

Appendix 3: Scatter Plot

Figure 4: Scatter Plots of Regression Standardized Residual against Standardized Predicted Value

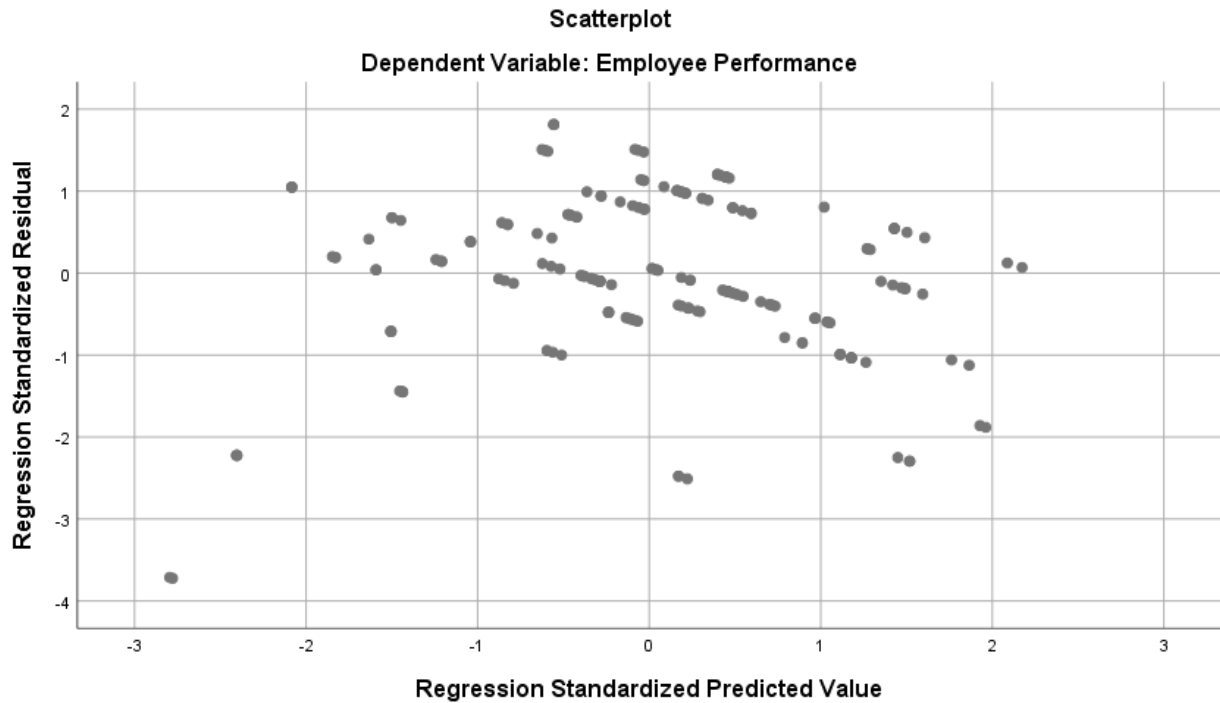


Figure 5: Partial Regression Plot (1)

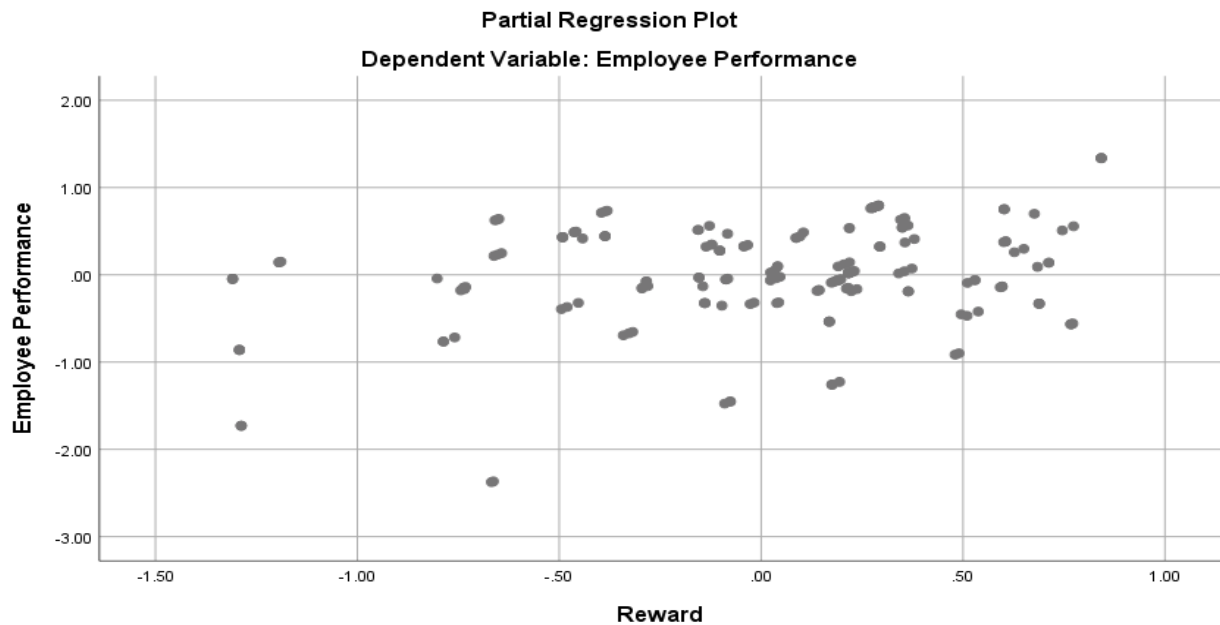


Figure 6: Partial Regression Plot (2)

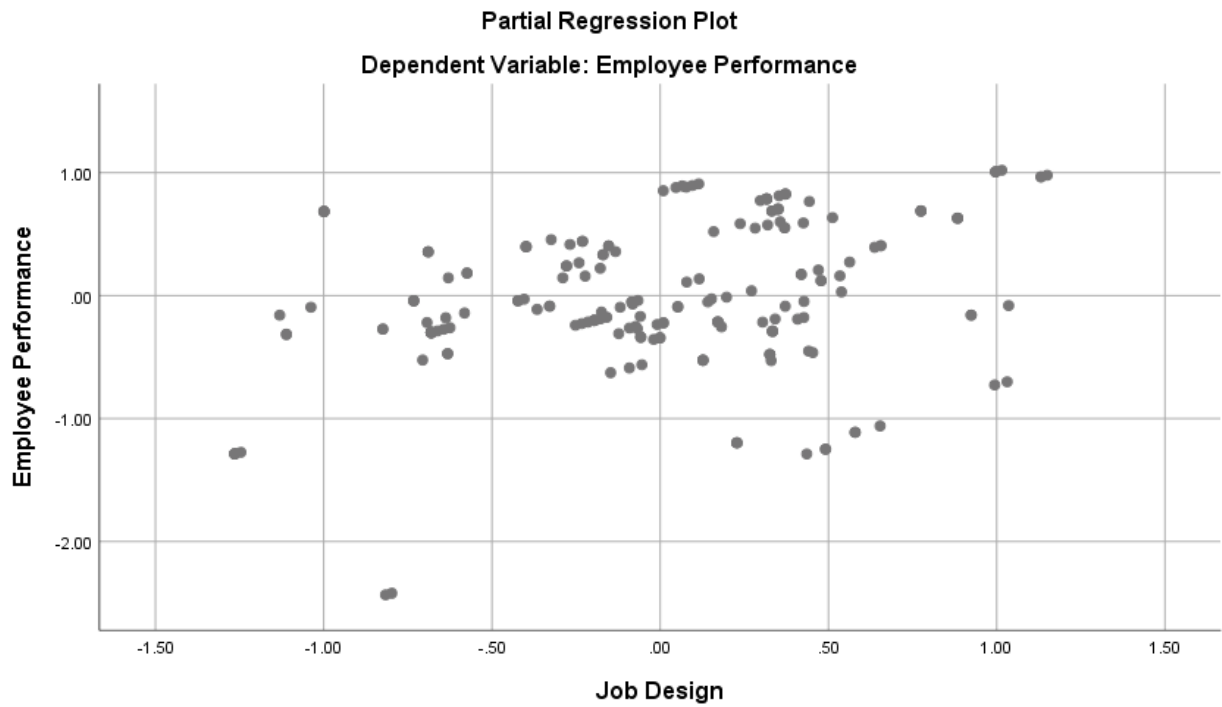


Figure 7: Partial Regression Plot (3)

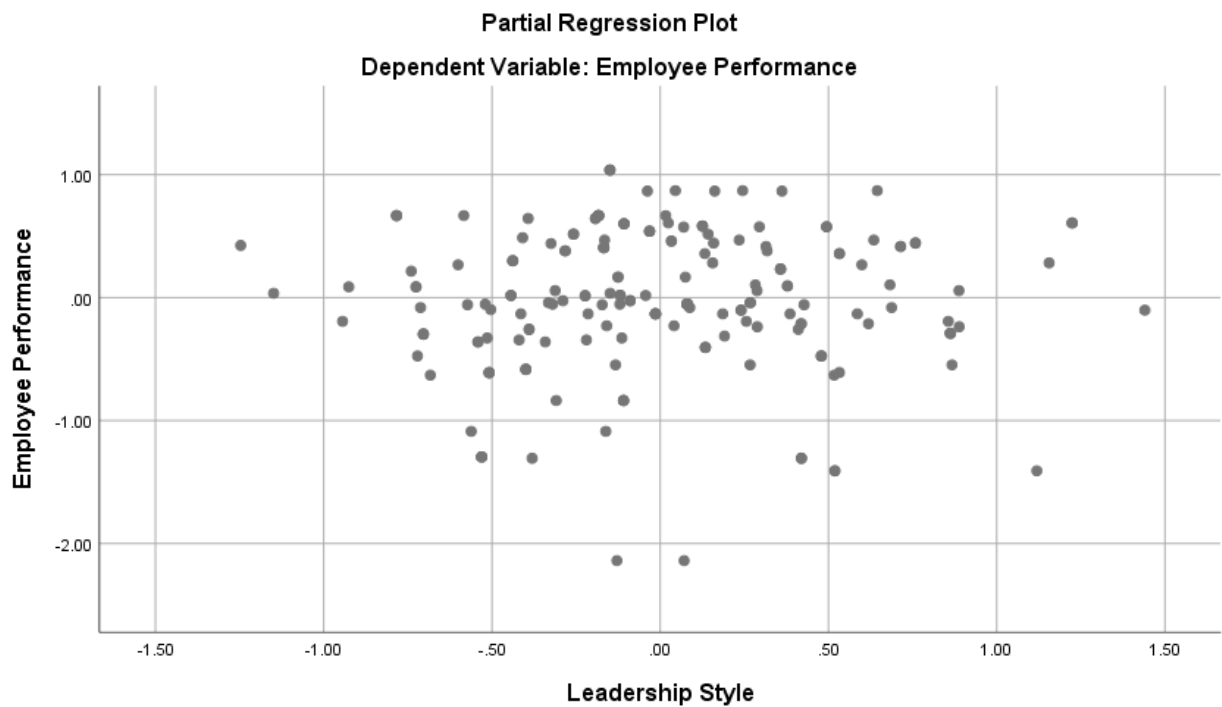
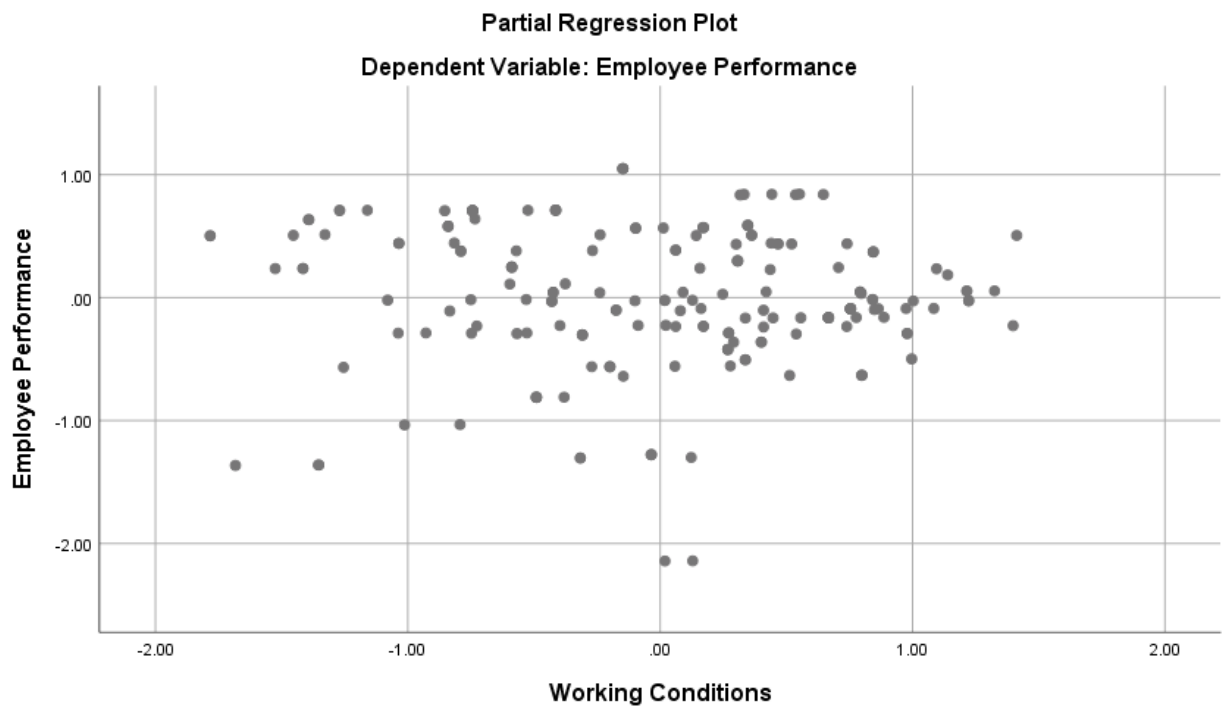


Figure 8: Partial Regression Plot (4)



APPENDIX 4: QUESTIONNAIRE- ENGLISH VERSION

Research Title: “Factors influencing employee performance in the case of Water Action (WACT) and Mothers and Children Multisectorial Development Organization (MCMDO), AAU School of Commerce”.

Dear Respondent,

I am a student of Addis Ababa University school of Commerce pursuing an Executive Masters in (Human Resource Management). The questionnaire is intended to help the researcher get information on the “factors influencing employee performance in nongovernmental organization in the case of WACT and MCMDO”, AAU Organization of Commerce. The purpose of the study is purely academic and information given will be treated with the highest degree of confidence. Therefore, you are not required to write your name. You have been selected as a key respondent for this study. Kindly, complete the questionnaire to enable the researcher complete the study. Please tick the answer which represents your opinion on the subject.

I appreciate your participation in this effort.

Thank you,

BACKGROUND INFORMATION

Please tick or circle the appropriate number AGE (Years)

1	AGE (Years)				
	Less than 25 years	26 – 35 years	36 – 45 years	46 -55 years	56yrs and above

2	SEX
	Female Male

3	Organizations	
	WACT	MCMDO

4	TITLE			
	Program	Field Staff	Administration Staff	Support Staff

5	EDUCATION QUALIFICATION					
	PhD	Masters	Bachelors	Diploma	Certificate	Others (Specify)
	1	2	3	4	5	6

6	DURATION OF SERVICE AT WACT / MCMDO			
	Less than 5 years	5 – 10 years	11 – 16 years	17 years and above

Tick or circle the number that best indicates your opinion on the question using the following scales:

Scales	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

A. Reward

I. Do you know about Reward?

Yes []

No []

If yes, then what does it mean?

- a. Motivation of employee
- b. No motivation of employee.
- c. No impacts
- d. Any other

Does the reward bring positive impact of employee performance?

Yes []

No []

If yes, clarify for what aspect.

- a. keeps more employee
- b. Lower turnover
- c. To achieving the target goals
- d. Any other

ii. Using the key below, please indicate the extent to which you agree with each statement

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

	SECTION A.	1	2	3	4	5
	Reward					
1	Recognition by my manager/supervisor for a job well-done is very important to me					
2	The reward system facilitates the implementation of strategy by attracting and retaining the right kind of people.					
3	Our organization uses monetary rewards like base pay, commissions, bonus incentives and health allowances to make us perform better					
4	Performance goals are mutually developed and have specific time frames.					
5	The challenges that my job provides motivates me to perform better					

B. JOB DESIGN

i. Do you think that job design affects performance in your organization?

Yes [] No []

ii. Using the key below, please indicate the extent to which you agree with each statement.

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

	B. JOB DESIGN	1	2	3	4	5
1	I am required to use a number of high-level skills while conducting my job					
2	This job involves completing a piece of work that has no obvious beginning and end					
3	My job gives me the opportunity to organize how I should do it					
4	The work activities themselves provide direct and clear information about the effectiveness of my job performance in terms of quality					
5	This job hardly provides me the chance to define it					

C. Leadership Style

i. Do you think leadership style influence the performance in your organization?

Yes [] No []

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

	C. Leadership Style	1	2	3	4	5
1	The department has a clear division of responsibilities.					
2	Senior management give staff a clear picture of the direction in which the organization is headed hence motivating me to perform better.					
3	The internal dealings of my company with employees are done with integrity.					

4	The organization encourages us to always come up with innovative ideas.					
5	I am actively involved in the decision-making process					

D. WORKING CONDITIONS

i. Does working conditions influence performance in your organization?

Yes [] No []

ii. Using the key below, please indicate the extent to which you agree with each statement.

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

	D. WORKING CONDITIONS	1	2	3	4	5
1	My furniture is comfortable enough to enable me perform my job without getting tired					
2	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties					
3	There are no cases of harassment and bullying at the workplace					
4	I love my work environment					
5	The culture and emotional climate of the organization is generally positive and supportive					

E. EMPLOYEE PERFORMANCE

Using the key below, please indicate the extent to which you agree with each statement.

1= Strongly Disagree 2=Disagree 3=Neutral 4=Agree 5= Strongly Agree

	E. EMPLOYEE PERFORMANCE	1	2	3	4	5
1	I understand the procedures and policies of my organization					
2	I actively get involved in projects so as to benefit my organization					
3	I complete my work within the time allocated.					
4	I work well with other employees					
5	I take part in solving problems in my organization					

APPENDIX 5: QUESTIONNAIRE- AMHARIC VERSION

አጠቃላይ መረጃዎች

- መጠይቁን ለመሙላት ስም መጻፍ አያስፈልግም
- ለቀረቡት ጥያቄዎች በተዘጋጀው ቦታ ላይ የ (✓) ምልክት በማድረግ መልስዎን መስጠት ይቻላል።
- በመጠይቁ ላይ ጥያቄ ካለዎት በስልክ ቁጥር 0911-62 23 47 ወይም በኢሜይል አድራሻ gigietsub@yahoo.com መጠየቅ ይችላሉ።

አጠቃላይ መረጃዎች

1	እድሜ					
	ከ25 አመት በታች	26 — 35 አመት	36 — 45 አመት	46 — 55 አመት	56 አመት እና ከዛ በላይ	
2	ፆታ					
	ሴት	ወንድ				
3	ድርጅቶቹ					
	ዎተር አክሽን			ማስሚያ		
4	የስራ መደብ					
	የክፍል ኃላፊ	የፊልድ ሰራተኛ	የአስተዳደር ሰራተኛ	ድጋፍ ሰጪ		
5	የትምህርት ደረጃዎ					
	፲ ኤች ዲ	ሁለተኛ ዲግሪ	የመጀመሪያ ዲግሪ	ዲፕሎማ	የምስክርወረቀት	ከ10ኛ ክፍል በታች
	1	2	3	4	5	6
6	ከድርጅቱ ጋር አብረው የሠሩበት ጊዜ፡					
	ከአምስት ዓመት በታች	5 — 10 ዓመት	11 — 16 ዓመት	17 አመት እና ከዛ በላይ		

ሀ. ሽልማት

ስለ ሽልማት የምታውቀው/ቂው ነገር አለ?

አዎ[] አይ[]

አዎ ከሆነ መልስዎ ምን ማለት ነው?

ሀ. ለጥሩ የስራ መንፈስ የሚያነሳሳ

ለ. ለጥሩ የስራ መንፈስ የማያነሳሳ

ሐ. ምንም ለውጥ አያመጣም

መ. ሌላ

ዘ. ሽልማት የሰራተኛውን የስራ መንፈስ ያነሳሳል ብለው ያምናሉ?

አዎ[] አይ[]

አዎ ከሆነ መልሶ በምን መልኩ

ሀ. ሰራተኛውን ይጠብቃል

ለ. ሰራተኛው ቶሎ ቶሎ እንዳይለቅ ያደርጋል

ሐ. አላማው ግቡን እንዲመታ ያደርጋል

መ. ሌላ

ከዚህ በታች ለቀረቡት ጥያቄዎች ያለዎትን አስተያየት ከቀረቡት አማራጮች ውስጥ የመረጡትን የ (✓) ምልክት በማድረግ መልስ ይስጡ።

Scale	1ማለት	2ማለት	3ማለት	4ማለት	5ማለት
s	በጣም አልስማማም፤	አልስማማም፤	ምንም ማለት አልፈልግም፤	እስማማለሁ፤	በጣም እስማማለሁ

ተ.ቁ	ክፍል "ለ" የስራዝርዝር	1	2	3	4	5
1	ከፍተኛ የሆነ ክህሎት ተግባራን በማከናወንበት ጊዜ ያስፈልገኛል።					
2	ይህ ተግባር የተለያዩ ስራዎች መጠናቀቅን የሚፈልግ ሲሆን እነኚህ ተግባራቶች መጀመሪያም መቋጫም የሌላቸው ናቸው።					
3	ስራዬ የማከናወነውን ተግባር እንዴት ማከናወን እንዳለብኝ እድል ይሰጠኛል።					
4	ጥራትን በተመለከተ ስራዎቼ በራሳቸው ቀጥተኛ እና ጥርት ያለ መረጃን በመስጠት ስራዬን በብቃት ስለመስራቴ ያሳዩኛል።					
5	ይህንን ስራዬን ለመግለፅ የሚያስችል እድል አይሰጠኝም።					
ተ.ቁ	ክፍል "ሐ" የአመራር ዓይነት	1	2	3	4	5

1	የስራ ክፍሉ ግልፅ የሆነ የስራ ክፍፍል እና ኃላፊነትን የሚሰጥ ሲሆን ሲኒየር የአመራር አካላቶች ለስራተኞች ስለ ድርጅቱ አላማ ግልፅ የሆነ አቅጣጫን የሚሰጡ እና ስራተኞች ይህንን አላማ ከግብ እንዲያደርሱ የሚያበረታቱ እና የሚያነሳሱ ናቸው።					
2	ሲኒየር የአመራር አካላቶች ለስራተኞች ስለ ድርጅቱ አላማ ግልፅ የሆነ አቅጣጫን የሚሰጡ እና ስራተኞች ይህንን አላማ ከግብ እንዲያደርሱ የሚያበረታቱ እና የሚያነሳሱ ናቸው።					
3	በድርጅቱ የሚደረገው የውስጥ ውይይት ስራተኞችን ባሳተፈ መልኩ የሚደረግ ነው።					
4	ድርጅታችን ሁል ጊዜም አዲስ ሀሳብ እንድናመነጭ ያበረታታል።					
5	እኔ በውሳኔ አሰጣጥ ሂደት ውስጥ ከፍተኛ ተሳትፎ አደርጋለሁ።					
ተ.ቁ	ክፍል “መ” የስራ ሁኔታዎች	1	2	3	4	5
1	የቢሮዬ እቃዎች ምቹ በመሆናቸው ያለመሰላቸት ስራዬን እንድሰራ ያግዙኛል					
2	የስራ ስፍራው ምንም አይነት ሁከት የሌለበት በመሆኑ ተግባራን በአግባቡ እንዳከናውን ይረዳኛል።					
3	በስራ ቦታዎ ምንም አይነት የታዊ ትንኮሳም ሆነ ሌላ አፍራሽ ተግባር የለም።					
4	የስራ አካባቢዬን እወደዋለሁ					
5	የድርጅቱ ባህል እና አነሳሽነቱ አዎንታዊ እና አጋኝ ነው።					
ተ.ቁ	ክፍል “ሠ” የስራተኞች የስራ ተግባር	1	2	3	4	5
1	የድርጅቱን ፖሊሲ እና ስነስርዓት አውቃለሁ።					
2	ለድርጅቱ ጥቅም ሲባል በፕሮጀክት ውስጥ በጉልህ እሳተፋለሁ					
3	በተቀመጠው ጊዜ ውስጥ ስራዬን አጠናቅቄ እጨርሳለሁ።					
4	ከሌሎች የስራ ባለደረጃ ጋር ተግባብቼ ስራዬን እሰራለሁ					
5	በድርጅቱ ውስጥ ያለ ችግርን ለመቅረፍ ተሳትፎ አደርጋለሁ።					