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ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**THE RELATIONSHIP BETWEEN EMPLOYEE WORK RELATED ATTITUDES AND
EMPLOYEE PERFORMANCE: IN THE CASE OF ETHIOPIAN INSURANCE
INDUSTRY**

BY:

TESFAYE GIRMA (GSE/0254/09)

ADVISOR: JEMAL MOHAMMED (PhD)

JUNE, 2019

ADDIS ABABA, ETHIOPIA

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**A Thesis Submitted to the School of Graduate Studies of Addis Ababa University College
of Business and Economics in Partial Fulfillment of the Requirements for the Degree of
Executive Master of Business Administration**

June 2019

ADDIS ABABA, ETHIOPIA

Declaration

I, hereby declare that the thesis entitled “**Relationship between Employee Work Related Attitudes and Employee Performance: in the case of Ethiopian Insurance Industry**” is my own original work and has not been submitted for any degree in any other University. It is offered for the award of the degree of Executive Master of Business Administration from Addis Ababa University.

Name: Tesfaye Girma

Signature: _____

Advisor Name: Jemal Mohammed (PhD)

Signature: _____

Statement of Certificate

This is to certify that the thesis titled: **The Relationship between Employee Work Related Attitudes and Employee Performance: in the case of Ethiopian Insurance Industry** prepared by Tesfaye Girma Jufar, for the partial fulfillment of Executive Master of Business Administration at Addis Ababa University-College of Business and Economics. A Study was conducted and compiled with the regulations of the University and meets the accepted standards with respect to originality and quality.

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_____	_____	_____
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<u>Lakew Alemu (PhD)</u>	_____	_____
Internal Examiner	Signature	Date
<u>Jemal Mohammed (PhD)</u>	_____	_____
Advisor	Signature	Date

Chair of Department or Graduate Program Coordinator

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Abstract

The aim of this study was to examine the relationship between employee work related attitudes and employee performance. The independent variable is employee work related attitudes consist with three sub variables namely; job satisfaction, organizational commitment and job involvement while employee performance was treated as a dependent variable. Accordingly, four research hypotheses were developed to address the research objectives. Explanatory research design was adopted with quantitative approach to examine the relationship among the study variables. Stratified random sampling procedure was applied. 360 questionnaires were distributed to employees, including managerial and supervisory staff, drawn from insurance companies, out of which 301 (83.6%) were successfully filled in and returned. Descriptive and Inferential statistics were applied and the major statistical tools used were frequency, percentage, mean, standard deviation, Pearson correlation and multiple regression analysis. The study found that job satisfaction, organizational commitment and job involvement are positively related with employee performance. The findings also showed that job satisfaction, organizational commitment and job involvement in aggregate explained 56.3% of variance in employee performance. Finally, recommendations were forwarded for insurance companies and at the end; the study identified and suggested areas for future research.

Key Words: *Job Satisfaction, Organizational Commitment, Job Involvement and Employee Performance.*

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ACRONYMS

HRM:	Human Resource Management
JS:	Job Satisfaction
JI:	Job Involvement
OC:	Organizational Commitment

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Attitudes are evaluative statements either favorable or unfavorable about objects, people, or events. They reflect how we feel about something. In organizations, attitudes are important for their behavioral component (Robins & Judge, 2017). According to Robins and Judge (2017), organizations should try to understand how this attitude formed, how it impacts job behavior, and how it might be changed in favor of better performance. According to Malini and Atchyuthan (2016), work related attitudes are the feelings employees have toward different aspects of the work environment. Many psychological and environmental factors including work related attitudes are related with employee performance. For instance, employees' expectations play a vital role in attitude development (Kahn, Dongping, & Ghauri, 2014). Results from the study by Rotenberry and Moberg (2007) indicated that employees that had good attitude in their job were good performers as compared to the employees whose attitude towards work is not good. In other words, better attitude towards work resulted in enhanced performance.

Work related attitudes research is the most relevant and popular topic in organizational psychology (Malini & Atchyuthan, 2016). Khan et al., (2014) in their study on the impact of attitude on employee performance suggested that it is important to identify the variables associated with the employee work related attitude and organizational performance. Organizations are in existence to succeed and the achievement of the strategy through individual output places the attention directly on performance (Amos & Ristow, 2016). According to Amos and Ristow (2016), effective management of job performance through developing positive work related attitude is critical if the goals and objectives of the organization are to be achieved.

Great interest of organizational topics that related to attitude and behavior such as organizational commitment, job satisfaction and job performance has been sparked by its potential benefits to individuals and organizations. This is because satisfied, committed and involved employees are unlikely to indicate low performance and are normally highly productive for the achievement of organizational goals and organizational values (Hettiarachch & Jayarathan, 2014). When people have more positive work attitudes, they may have the inclination to perform better. Thus, to sustain within the competition and to achieve the competitive advantage, it is vital to focus on the work related attitudes and respective job performance of the employees in a significant manner (Malini & Atchyuthan, 2016).

Job satisfaction, job involvement and organizational commitment are three key attitudes that are the most relevant to important outcomes (Kahn et al., 2014). Hence, the present study was planned to explore the relationship between work related attitudes (Job Satisfaction, Organizational Commitment and Job Involvement) and employee performance in the case of Ethiopian Insurance Industry.

Studies are conducted in the world on the relationship between employee work related attitude and employee performance. Most of existing studies were undertaken in the developed and developing countries context. To the best knowledge of the researcher, no study was conducted in the Ethiopian context in general and Ethiopian insurance sector context in particular. In this regard, Abdallah, Obeidat, Aqqad, Janini, and Dahiyat (2017) suggested that it is important to determine whether the concepts and conclusions regarding work related attitude and performance hold true in cultural context. Since most of the studies in the area are focused on other countries' context, this research is interested to carry out the study on insurance companies in Ethiopia.

According to the information obtained from insurance companies, the total numbers of permanent employees as at March 31, 2019 are 358 (Africa Insurance), 566 (Awash Insurance), 380 (Nile Insurance), 336 (Nyala Insurance), 430 (Nib Insurance), and 386 (United Insurance). As there is a stiff competition in the Ethiopian insurance industry and there are threats faced by insurance companies including lack of public awareness regarding insurance, high accident rate of vehicles that adversely affects motor insurance which took the lion share of portfolio and high staff turnover, insurance companies need to develop a positive work related attitudes of their employees which in turn enhance employee performance for the overall success of their business.

1.2. Statement of the Problem

Enhancement in employee performance is the major concern of organizations in current business environment (Kahn et al., 2014). According to Kahn et al. (2014), employees are the basic source of profit and competitive advantage for the overall success of the organization. So, organizational activities attempted in enhancing employee performance through positive attitude development actually have the motive of organizational performance enhancement. Different psychological and environmental factors are associated with employee performance of which job satisfaction; organizational commitment and job involvement are mostly studied by researchers.

Various researchers and scholars studied the relationship among work related factors that relates to employee performance. Among researchers argued the existence of relationship between work related attitudes and employee performance, Atmojo (2012) stated that work related attitude such as job satisfaction has a significant positive relationship. According to Kahn et al. (2014), motivation, commitment and attitude of employees and leaders are highly correlated with the performance and organizations need to create cooperative and employee oriented culture to

achieve higher level of performance through these variables. Jan and Subramani (2016) also concluded that there is a significant positive relationship between job satisfaction, job involvement and organizational commitment with employee performance. The study by Velnampy (2008) titled “Job Attitude and Employees Performance” conducted in Sri Lanka also argued that work related attitude namely, job satisfaction and job involvement are significantly related with employee performance stating the relationship between job involvement and employee performance is somewhat higher than the correlation among job satisfaction and performance.

However, other scholars and researchers argue against the existence and nature of the relationship between employees work related attitude and performance. According to Mathiew and Zajac (1990), the relationship between organizational commitment and employee performance is found weak. The model developed by Dailey (2003) indicates that there is no a direct relationship between employee performance and job satisfaction. Rather, they argued perceptions of equity tie the two together. Miroshnit (2013) also revealed that job satisfaction is not correlated significantly with performance ratings. The relationship between job involvement and employee performance is found weak although the relationship is positive (Hettiararchci & Jayarathna, 2014).

One of the main reasons for studying the relationship between work related attitudes and employee performance is the widely held view that individuals attitude has consequences for his performance. The nature of the relationship between work related attitudes and employee performance have cast doubts as a result of varying theoretical concepts and empirical evidences. Shah, Ahmed, & Ahmed (2010) in their empirical study found a weak relation between job satisfaction and performance where as organizational commitment has strong positive relation

with performance. Dimensions of the same attitudinal element even found to have opposite relationship with performance. For instance, Miroshint (2013) correlated commitment and satisfaction scores with indices of performance obtained from the managers' immediate supervisors and concluded affective commitment was correlated positively and continuance commitment was correlated negatively, with measures of performance. Surprisingly, job satisfaction did not correlate significantly with performance ratings (Miroshint, 2013).

It is imperative for organizations to evaluate and realize the significance of employees for their success and also to devise strategic means through which employees can be influenced in order to develop positive job attitudes that can lead to higher performance (Inuwa & Mashi, 2017). The popularity of work attitudes concepts stem from its linkage with several employees' work behaviors. As there is a stiff competition between the existing 17 insurance companies in Ethiopian, and also there are threats against the insurance business including lack of public awareness and high staff turnover, the need to assess employees' attitude and its relationship attempting employee performance enhancement is inevitable due to the fact that employees are indispensable resources. Among different attitudinal factors associated with performance, Job Satisfaction, Organizational Commitment, and Job Involvement are the most common (Kahn et al., 2014). In this regard studying the characteristics of relationship between employee work related attitudes and employee work performance enables to address and prioritize human resource practices that can improve employee performance.

Although, previous researches widely studied the relationship between employees works related attitudes and employee performance, the results obtained are inconclusive and even some of the findings are contradictory. A Meta-Analytic Examination by Bowling, Khazon, Meyer and Burrus (2013) noted that though employee attitudes such as satisfaction has generally been found

to be positively related to performance, the magnitude of this relationship has been found to vary considerably across studies. The controversy from research outcomes might be resulted from the context where the studies were conducted. Researchers should be conducted within cultures around the world and researchers should investigate the feasibility of adopting common generational delimiters across countries and cultures to enable more complex research models investigating the interaction between culture and generation (Kowske, Rasch, & Wiley, 2010). They further argue that future research could address the lack of cross-culture generalizability of study in this regard. Cooper and Withey (2009) and Meyer, Dalal, and Hermida (2010) also revealed as situational strength reflects the degree to which a situation contains cues that make it obvious how one is expected to behave, the degree to which the situation limits one's choice of behavior, and the degree to which the situation that are relevant to these behaviors. To fill this research gap it needs research attention to help further build the theory and literature of employee work related attitudes and job performance. Consequently, this study will contribute to theoretical constructs and empirical evidences related with employee work related attitude and employee performance. Furthermore, it fills the controversial gaps of different research studies that have been conducted on the relationship between work related attitude and employee performance. Consequently, it contributes meaningfully to the body of growing literature and knowledge in this area of study in insurance industry.

The purpose of this study was therefore, to explore the relationship between Employee Work Related Attitudes (Job Satisfaction, Organizational Commitment and Job Involvement) and Employee Job Performance in the Ethiopian Insurance Industry. Based on the research problems, the study addressed the following research questions:

- ✚ What is the relationship between employees' job satisfaction and employee performance?

- ✚ What is the relationship between employees' organizational commitment and employee performance?
- ✚ What is the relationship between job involvement and employee performance?
- ✚ What is the effect of employee work related attitude on employee performance?

1.3. Objective of the Study

1.3.1. General Objective

The general objective of the study was to explore the relationship between “Employee Work Related Attitude and Employee Job Performance in the Ethiopian Insurance Industry focusing on six private insurance companies.

1.3.2. Specific Objectives

Specific Objectives of the Study were:

- ✚ To explore the relationship among employee job satisfaction and job performance.
- ✚ To explore the relationship between organizational commitment and employees job performance.
- ✚ To explore the relationship between job involvement and employees job performance.
- ✚ To examine the effect of employee work related attitude towards employee performance.

1.4. Significance of the Study

Work related attitudes play a vigorous role in manipulating the work performances of employees' in organizations. Therefore, the necessity to recognize, measure, and boost employee attitudes is noteworthy for the organizations of today. Hence, this study will enable insurance companies in Ethiopia to identify what the existing work related attitudes of their employees seem.

Employee job performance has always been an important concern for managers of organizations (Inuwa & Mashi, 2017). Similarly, employee performance is key edifice of an organization therefore; aspects that place the grounds for high performance must be scrutinized critically by the organizations for them to succeed (Abbas & Yaqoob, 2009). In this regard, the study helps to explore the association of selected work related attitudes that are significant for employee performance.

Companies in the Ethiopian Insurance Industry can use this research to enhance the performance of the employees thereby to increase the performance of the entire organization through the new insight that provides in the research to shape the employee work related attitudes towards more positive ones.

The study will serve as a policy guide to the management of the targeted companies in areas relating to employee performance improvement through work related attitudes and it will also further make an impetus the field of organizational behavior and human resource management.

The intended study is valuable for individuals working in the targeted companies. At the individual level, this research study is ready to lend a hand in improving individual performance and thereby to gain higher rewards and benefits to individuals. Also the research provides guidance to change the attitudes towards work in a better manner, in such a way it gives more self satisfaction to the individuals. This is very important, because only the self satisfaction of the work last long for years and provides the energy and enthusiasm for an individual (Hettiarachch & Jayarathna, 2014).

The study will also contribute to the theoretical constructs of the relationship between work related attitudes and employee performance.

Finally, the study supports the researcher as a partial fulfillment of Masters Degree in Executive EMBA program.

1.5. Scope of the Study

It would be appropriate if the study covered the insurance industry in Ethiopia as a whole, but due to time constraints, the researcher chose to concentrate the study on employees of six private insurance companies. The study also applied only three independent variables of employee work related attitude (Job Satisfaction, Organizational Commitment and Job Involvement) to measure the relationship with employee performance.

1.6. Organization of the Study

The study is organized into five chapters. Chapter one introduces the study by giving the background information on the research problem, objectives, research questions, scope of the study and limitations. Chapter two deals with the review of relevant literature and empirical evidences on the research problems and concepts with specific reference to apply for the study. Whereas, chapter three discusses the research methodology adopted for the study and relevant justifications. It outlines the methodology applied for carrying out the primary data collections and how results were analyzed. Chapter four presented the data analysis, findings of the study with associated discussions, interpretation, and hypothesis testing. Finally, chapter five presents the summary of findings, conclusions drawn from the research findings and recommendations.

1.7. Definition of Key Terms, and Concepts

- ✚ **Attitude:** Attitude is termed as a hypothetical construct that represents an individual's like or dislike for any behavior.

- ✚ **Employee:** All staff members including managerial and supervisory staff except senior executives.
- ✚ **Employee Work Related Attitude:** Is the feelings and beliefs that largely determine how employees will perceive their environment, commit themselves to intended actions, and ultimately behave.
- ✚ **Job Satisfaction:** Job satisfaction is the amount of pleasure or contentment associated with a job.
- ✚ **Organizational Commitment:** Is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization.
- ✚ **Job Involvement:** Job involvement is the willingness of a person to work hard and apply effort beyond normal job expectations.
- ✚ **Employee Performance:** Is quantity and quality expected from each employee in their job. Employee performance can be divided in to three, task, contextual and adaptive. Task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Contextual performance is a kind of pro-social behavior demonstrated by individuals in a work set-up. Adaptive performance refers an individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation.

CHAPTER TWO

LITERATURE REVIEW

This chapter serves as the foundation for the development of the study. It discussed the relevant literature related to the relationship between work related attitudes and employee performance. It specifically focused on theoretical review, past studies on the subject in an effort to highlight the relationship of those researches and this research and a review of some of the literature on the variables of the research. These variables include: job satisfaction, organizational commitment, job involvement and employee performance. The chapter also provides the conceptual framework that shows the relationship between the dependent and independent variables of the study.

2.1. Review of Theoretical Concepts

2.1.1. Work Related Attitude

Robbins and Judge (2017) defined attitudes as evaluative statements that can be either favorable or unfavorable concerning objects, people, or events. Therefore, they reflect how one feels about something. According to Mowday, Steers, and Porter (1979), attitude is termed as a hypothetical construct that represents an individual's like or dislike for any behavior. The term attitude is often used as an umbrella expression covering such concepts as preferences, feelings, emotions, beliefs, expectations, judgments, appraisals, values, principles, opinions, and intentions (Onzima, 2011). According to Onzima (2011), attitudes form a mental set that affects how we view something else. It has an impact on how we view and judge our surroundings at work. Attitudes may be positive, negative, or neutral (valence); may vary in intensity (extremity); can be more or less resistant to change; and may be believed with differing levels of confidence or conviction (Oskamp & Schultz, 2005).

Employee work related attitudes are the feelings and beliefs that largely determine how employees will perceive their environment, commit themselves to intended actions, and ultimately behave (Velnampy, 2008). Based on definition of attitude, it makes sense to conclude that how the employee behave in their job (satisfy or not) depends on the result of a summary evaluation of the condition of their workplace. How people behave at work often depends on how it feels about being there. Therefore, making sense of how people behave depends on understanding their work attitudes. Work related attitudes and organizational performance are the fundamental research issues in industrial psychology (Rahman & Kodikal, 2017). The relationships between these factors are essential in every organization for maintaining efficiency of a business enterprise. Several studies which examined the level of productivity of similar industries and establishments found that some enterprises persistently operate much more efficiently than others (Gibbons & Henderson, 2012). The role of human resource management practices in similar enterprises which explained the persistent productivity differences are now receiving considerable weigh in both intra-industrial and cross industrial studies.

Managers of organizational behavior are vitally interested in the nature of the attitudes of their employees toward their jobs, toward their careers, and toward the organization itself. Job attitudes of the employees are most important to achieve the individual and organizational objectives through their performance (Velnampy, 2008). Hence, the present study is intended to deal with work related attitudes (job satisfaction, organizational commitment, job involvement) and employee performance.

2.1.2. Job Satisfaction

Wood and Locke (1990) defined job satisfaction as the degree to which individuals feel positively or negatively about their jobs. It is an emotional response to one's tasks as well as to

the physical and social conditions of the work place. Robbins and Judge (2013) define job satisfaction as the positive feeling about one's job resulting from an evaluation of characteristic. As a concept, job satisfaction also indicates the degree to which expectations in someone's psychological contract is fulfilled. Job satisfaction is among the important attitudes that influence human behavior in the work place. Thus, organizational behavior researchers are interested in accurately measuring job satisfaction and understanding its consequences for people at work (Wood, 1976). Job satisfaction is likely to be higher for persons who perceive an inducements-contributions balance in their relationship with the employing organization. Employees will have high job satisfaction when they have positive attitudes toward job factors such as the work itself, recognition and opportunity for advancement.

Extensive research on job satisfaction shows that personal factors such as an individual's needs and aspirations determine this attitude, along with group and organizational factors such as relationships with coworkers, supervisors, working conditions, work policies, and compensation. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job (Robins & Judge, 2017). The happier the individual, the higher is level of job satisfaction (Susanty & Miradipta, 2013). It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual.

2.1.2.1. Dimensions of Job Satisfaction

Job satisfaction generally has two dimensions; intrinsic and extrinsic (Stride, Wall, & Catley, 2007). Intrinsic Job Satisfaction covers people's affective reactions to job features that are integral to the work itself (e.g. variety, opportunity to use one's skills, autonomy); whereas Extrinsic Job Satisfaction covers features external to the work itself (e.g. pay, the way the firm is

managed). Extrinsic and intrinsic rewards are related to job satisfaction (Dailey, 2003). Extrinsic rewards are those that the organisation provides based on employee performance and effort. Examples of extrinsic rewards are pay rises, promotions, supervisor praise and recognition, job status symbols and job security. Intrinsic rewards are those that the employee experiences internally. For example, feelings of competence, pride and craftsmanship are intrinsic rewards for a job well done. They occur as the employee's work unfolds. Since these rewards affect how the employees feel about themselves, they can be very powerful for maintaining motivation and performance. Both types of rewards are related strongly to job satisfaction. The theory which links them is called equity theory. This theory posits that employees make comparisons about the rewards they receive relative to their effort and performance levels. Further, they make these comparisons relative to the rewards, efforts and performance exhibited by other employees. These comparisons are referred to as 'social comparisons' which result in perceived equity or inequity. To make such comparisons, an employee usually selects a 'comparison other'. The comparison other can be another employee, all of the employees in a particular profession or selected employees in a similar organization. If the results of these 'social judgements' seem fair, the employee is satisfied with his levels of extrinsic and intrinsic rewards. If, on the other hand, the employee judges the comparison other's reward to be greater than his own, a perceived inequity occurs. Therefore, it is necessary that managers attend to supervision, job challenge, job clarity and incentives so that employees' expectations about job demands are clear. Through the process of participation, it is then possible to create more reasonable equity comparisons which result in improved levels of job satisfaction.

According to Kondalkar (2007), Job Satisfaction has three important dimensions:

- ✚ **Emotional Response to a Job Situation:** Job satisfaction can be measured by the emotional response to a job situation, hence it cannot be seen, and it can only be inferred.
- ✚ **Reward and Expectation:** Job satisfaction is related to what you actually get as reward and what you expect to get. If the difference between the actual reward and expectation is minimum or negligible then a person will display a positive attitude and if there is wide difference between the two, a person will display a negative attitude towards his job and therefore the satisfaction level will be low.
- ✚ **Job Dimensions:** Job satisfaction is related to job dimensions. These can be expressed in terms of job content, remuneration, attitude of co-workers, and opportunity of growth that job is able to provide in terms of promotion and last but not the least the expert loyal and experienced leadership is available in terms of supervision.

2.1.2.2. Determinants and Consequences of Job Satisfaction

Determinants of job satisfaction can be discussed at an individual, as well as at an organizational level. Individual differences influence experienced levels of satisfaction for employees (Dailey, 2003). Two of the prominent individual determinants of job satisfaction are years in career and job expectation. As employees grow older, they experience more satisfaction at work. This continues until people approach retirement, where a sharp decrease usually occurs (Dailey, 2003). Also, a sharp decline in job satisfaction often occurs for employees who have been working for between six months and two years. Everyone develops expectations about future jobs. As individuals search for jobs, their expectations about work are influenced heavily by information from their colleagues, from recruiters and from knowledge acquired about labour market conditions. The expectations that are formed during these early encounters remain intact until individuals begin participating in organizations. If pre-work expectations are met,

satisfaction on the job occurs. If they are not met, the individual experiences declining job satisfaction. According to Dailey (2003), supervision, job challenge, job clarity and incentives are organizational determinants of job satisfaction.

Ensuring the satisfaction of employees in the organization is one of the most important tasks for management of the organization. In this way, employees may pose maximum efficiency and output, and this will contribute to the progress of the organization. Individuals are mostly more satisfied when they feel the support of organization managers and their business competence. According to Davis (2004), the most important evidence of deterioration of working condition is decreasing of job satisfaction. The employees that unhappy from the conditions offered them by the organization have low-level satisfaction from their job. In the opposite case, they have a positive view towards their job and their productivity is increased. As a result of job dissatisfaction observed strikes, work slowdown, disciplinary issues and performance problems.

2.1.3. Organizational Commitment

Meyer and Allen (1984) defined that organizational commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization. Greenberg and Baron (2003) defined organizational commitment as the extent to which an individual identifies and is involved with his or her organization and /or is unwilling to leave it. This definition highlights the people's willingness to involve in organizational affairs and interest to remain in the organization as the organizational commitment. According to Kondalker (2007), organizational commitment refers to degree to which an employee identifies himself with the organizational goals and wishes to maintain membership in the organization. They further stated that organizational commitment is a measure of willingness to remain with the firm in the future. It often reflects the employees'

belief in the mission and goals of the firm, willingness to expend effort in their accomplishment, and intentions to continue working in the organization. Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals.

2.1.3.1. Dimensions of Organizational Commitment

Meyer and Allen (1997) have identified three types of organizational commitment: affective, continuance, and normative.

- ✚ **Affective Commitment:** Affective or moral commitment occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization.
- ✚ **Continuance Commitment:** Continuance or calculative commitment occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations.
- ✚ **Normative Commitment:** Normative commitment occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and formality. Research suggests that they tend to display the same attitudes and behaviors as those who have affective commitment.

2.1.3.2. Determinants and Consequences of Organizational Commitment

Organizational identification and generalized values of loyalty and duty are viewed as its immediate determinants of organizational commitment (Miroshnik, 2013). Thus, commitment can be influenced by both personal predispositions and organizational interventions.

Higher levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational level (Sharma & Bajpai, 2010, as cited in Ogiamien & Izuagbe, 2016). A highly committed person will probably see himself or herself as a true member of the firm, overlook minor sources of dissatisfaction, and see him or herself remaining a member of the organization. In contrast, a less committed person is more likely to see himself or herself as an outsider (Reichheld, 1993). Employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals (Malini & Atchyuthan, 2016). The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational level (Sharma & Bajpai, 2010).

2.1.4. Job Involvement

Lodhal and Kejner (1965) defined that job involvement is the internalization of values about the goodness of work or the importance of work for the person's worth. According to Lodhal and Kejner (1965), job involvement involves the internalization of values about the goodness of work or the importance of work in the worth of the individual (Lodahl & Kejner, 1965). Job involvement is the degree to which employees immerse themselves in their jobs, invest time and energy in them, and view work as a central part of their overall lives.

According to Robbins and Judge (2017), job involvement is the degree to which people identify psychologically with their jobs and consider their perceived performance levels important to their self-worth. Employees with high job involvement strongly identify with and really care about the kind of work they do

2.1.4.1. Determinants and Consequences of Job Involvement

Rabinowitz, Hall, and Goodale (1977) posit that personal and environmental variables are equally important in determining job involvement, though Newton and Keenan (1983) indicate that environmental variables can better predict job involvement, whereas another study considers personal attributes more relevant (McKelvey & Sekaran, 1977). Thus, it appears that both personal attributes and work environment factors can explain job involvement. Overall, existing research assumes that higher job involvement is an inherently desirable attribute of employees (Mudrack, 2004). As such individuals who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. On the one hand, described the job involved person as one for whom work is a very important part of life, and who is personally greatly affected by his or her entire job situation. On the other hand, the non job-involved worker makes a living off of the job. Work is not as important a part of her or his psychological life. According to Mudrack (2004), job involvement results in an individual's tendency to exceed the normal expectation associated with his or her job. An employee with little job involvement will see it as just something to do to earn a living. Thus, all of his/her motivation is extrinsic and she/he has little or no interesting on learning how to perform the job better. On the other hand, a person with a lot of job involvement will derive intrinsic satisfaction from the job itself and will want to learn more and more about how to perform the job effectively. Job involved employees

are likely to believe in the work ethic, to exhibit high growth needs, and to enjoy participation in decision making. As a result, they seldom will be tardy or absent, they are willing to work long hours and they will attempt to be high performers (Newstrom & Davis, 1997, as cited in Hettiararchchi & Jayarathna, 2014).

In particular, employee involvement ensures that employees who are close to the work have the power to control work methods, and are able to use their knowledge and skills to improve work process (Lowler, 1992, as cited in Velnampym, 2008). This approach also attempts to move information and power downward in the organization, so that employees can work autonomously and regulate their own behaviors. As a consequence, organizations that use this approach typically experience a flattening of the organizational hierarchy. Although there is no one theoretical basis for employee involvement, it is derived from a number of key human relations assumptions.

2.1.5. Employee Performance

Some of the well known definitions of job performance provide clear insight of it and they can be extensive used for this research study. Employee's performance has been defined as work performance in terms of quantity and quality expected from each employee (Khan, Razi, Ali &, Asghar, 2011). With increase in competition, firms have recognized the importance of the employee's job performance to compete in this global market because as the performance of the employees increases, it will affect firm's performance and ultimately profitability of the firm.

Every employee working within the organization is expected to perform his or her job in a dependable way. He or she is responsible for successful performance of tasks and duties involved in the job according to the employment contract. Employees accept certain job assignments and agree to do them dependably.

2.1.5.1. Dimensions of Employee Performance

Performance is a multicomponent concept and on the fundamental level one can distinguish the process aspect of performance, that is, behavioral engagements from an expected outcome (Borman & Motowidlo, 1993; Campbell, McCloy, Oppler, & Sager, 1993; Roe, 1999). The behavior over here denotes the action people exhibit to accomplish a work, whereas the outcome aspect states about the consequence of individual's job behavior (Campbell, 1990; Borman and Motowidlo (1993) suggested that performance can be divided into two parts, task and contextual performance.

2.1.5.1.1. Task Performance

Performance in the form of task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 1999). Therefore, the primary antecedents of task performance are the ability to do the job and prior experience. In an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task. Entrusted task performance is broken into two segments: technical-administrative task performance and leadership task performance. The expected job performance comprising of planning, organizing, and administering the day-to-day work through one's technical ability, business judgment and so on are called as technical-administrative task performance. Leadership task performance is labeled through setting strategic goals, upholding

the necessary performance standards, motivating and directing subordinates to accomplish the job through encouragement, recognition, and constructive criticisms (Borman & Brush, 1993; Tripathy, 2014). Borman, and Motowidlo (1993) defined job performance in the context of task performance as “effectiveness with which job occupants execute their assigned tasks, that realizes the fulfillment of organization’s vision while rewarding organization and individual proportionately.” Werner (1994) has synthesized the earlier propositions of task performance through relating it to organizational formal reward stating as “the demonstrated skill and behavior that influences the direct production of goods or service, or any kind of activities that provides indirect supports to organization’s core technical processes.”

2.1.5.1.2. Contextual Performance

Contextual performance is a kind of attitude like volunteering for extra work, helping others in solving difficult task, upholding enthusiasm at work, cooperating with others at the time of need, sharing critical resources and information for organizational development, abiding by the prescribed rules and regulations, and supporting organizational decisions for a better change (Motowidlo & Schmit, 1999). This kind of behavior contributes for creating a stimulating culture and climate of the organization which aids in achieving individual productivity and organizational effectiveness. For selecting and inducting the right personnel in organizations, introducing personality tests and group discussion for measuring a prospective candidate’s ability for contextual performance along with the efficiency tests (ability and experience tests) to measure their task performance is proposed.

2.1.5.1.3. Adaptive Performance

Earlier studies have found that once the employees derive a certain amount of perfection in their assigned tasks, they try to adapt their attitude and behavior to the varied requirements of their job

roles (Huang, Zabel, & Palmer, 2014). An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Hesketh & Neal, 1999).

An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014). Industrial psychologists have referred such non-job components as organizational citizenship behavior (OCB) or contextual performance that refers to voluntary actions of employees (Bateman, & Organ, 1983) that benefit employers intangibly.

2.2. Review of Empirical Evidences

2.2.1. Employee Attitude towards Work and Employee Performance

The attitude-performance problem has drawn extensive research from all fields of behavioral sciences over the past 70 years (Susanty & Miradipta, 2013). Arguments that support an attitude towards works cause performance usually refer to the functions of attitudes as guidelines and facilitators of behavior or refer to the functions of attitudes as the motivational effects of the personal importance or identification with the job or organization (E.g., as a component or a consequence of the commitment (Meyer & Allen, 1984).

Attitudes have significant effects on the behavior of a person at work (Malini & Atchyuthan, 2016). Some of the areas of attitudes that a person in the world of work is concerned with are superior, subordinates, peers, supervision, pay, benefits, promotions or anything that leads to trigger positive or negative reactions. Kahn et al. (2014) from their study on the impact of attitude on employees' performance deduce that, there is a significant and positive relationship between job attitude (Job Satisfaction, Commitment, Organizational Leadership and Job Involvement) and job performance. In conclusion, their research finding demonstrated that, even

though performance of employees and all the four dimensions viz; job attitude, job involvement, job satisfaction, job leadership and commitment are different but they are closely related and influenced each other.

The job performance of the employee depends on their attitude towards the work and organization (Jan & Subramani, 2016). If the work related attitude of the employees are positive i.e. more satisfied in their job, more involvement towards the job, which in turn improves efficiency, then more committed towards the organization, obviously which will result in better job performance. Harrison, Newman, and Roth (2006) also raise a very important question as to how crucial is job attitude for forecasting and comprehending employee performance as well as overall work role behavior. A study conducted by Liao, Lu, Huang, and Chiang (2012) in a paper aims to discover whether there was an important correlation between work values, work attitude and job performance with the controlling role of leadership of employees in the green industry in Taiwan discover out that work attitude of employees has a positive connection to job performance. Linz and Semykina (2008) in a research titled Attitude and Performance: Analysis of Russian employees also finalize that job attitude is correlated to employee performance.

In a study conducted by Susiana, Sulaiman and Almsafir (2013), with the aim of investigating the nexus between competency and attitude on attaining organizations vision define job attitude as an effective and core impetus of employee to accomplish their respective jobs successfully and further conclude that job attitude is believed to have a matching outcome on employee job performance. Likewise, Pandey, Soodan, and Jamwal (2014) in an endeavor to explore employee's attitude to job related factors in rural intervention organizations in India finds out that there is a significant relation of employee productivity and factors which are related to the job.

In conclusion, great interest of organizational topics that related to attitude and behavior such as organizational commitment, job satisfaction, job involvement and job performance has been sparked by its potential benefits to individuals and organizational performances.

2.2.2. Relationship between Job Satisfaction and Employee Performance

Job satisfaction can be explained as a general attitude towards one's job (Kondalker, 2007). Job satisfaction is the difference between the amount of rewards workers receive and the amount they believe they should receive. The speculation that job satisfaction is related to performance dates back to the early days of the field of Industrial/Organizational Psychology and there were a complex relation between job satisfaction and performance. Job satisfaction is important because it displays demonstrated relationship to performance and value preferences.

Many researchers have carried out various studies to examine the relationship between job satisfaction and employee's job performance. Individuals with higher job satisfaction perform better, and organizations with more satisfied employees tend to be more effective than those with fewer (Robins & Judge, 2017).

Empirical studies conducted by Atmojo (2012), Rahiman and Kodical (2017), Malini and Atchyuthan (2016), and Vandenabeele (2009) concluded that there is positive relationship between job satisfaction and employee performance. Awan and Islam (2015), in an empirical paper aimed at finding the relationship between satisfaction, attitude and performance suggested that there is a strong positive relationship between job satisfaction and performance of employees. They further elaborate their finding as "If one person is happier with his designation, salary and job, working hours it means he/she is satisfied, and satisfaction leads to good performance. Other empirical studies also suggested that there is a significant positive

relationship between job satisfaction and employee performance (Inwa & Muhammed, 2016; Jan & Subramani, 2016; Velnampy in 2008).

2.2.3. Relationship between Organizational Commitment and Employee Performance

As defined by Kondaker (2007), organizational commitment refers to degree to which an employee identifies himself with the organizational goals and wishes to maintain membership in the organization. Employees with organizational commitment may perform better (Dailey, 2003). Committed employees expend more job effort and they can be more productive than less committed employees. Besides, they set more ambitious goals when they participate in goal setting. Committed employees adopt the goals and values of the organization in personal terms. This means that committed employees are strong advocates for the products, services and policies of their employers. An empirical study conducted by Susanty and Miradipta (2013) found that organizational commitment has positive and significant relationship with employee performance. Similarly Jan and Sabrimani (2016) in their empirical study aimed at studying the “Impact of Employees Work Related Attitude on Employees Performance in Cement Industries at Trichy” concluded as there is a significant positive relationship between organizational commitment and employee performance. Inline to these studies by Malini and Atchyuthan (2016); Rahiman and Kodikal (2017) in their empirical studies concluded that organizational commitment is positively and significantly related to employee performance.

2.2.4. Relationship between Job Involvement and Employee Performance

Job involvement refers to the degree to which a person identifies himself (psychologically) with his job, actively participates and considers his perceived performance level important to self-worth (Robbins, 2017).

Job involvement is an important aspect by which organization can increase the productivity of the employees (Rizwan, Kahn, & Saboor, 2011). These results are checked and verified by different empirical studies and concluded as there is a positive relationship between the construct of job involvement and employee performance (Chughtai, 2008; Malini & Atchyuthan, 2016). By high degree of involvement the employee produce more favorable results for the organization. Jan and Sabrimani (2016); Velnampy (2008) in their empirical studies also revealed that there is a significant positive relationship job involvement and employee performance.

2.3. Hypothesis Developed for the Study

The dependant variable employee performance followed work related attitude as an independent variable will be supported by the dominant model linking attitudes to behaviors and action is the Theory of Reasoned Action (TRA) (Ajzen & Fishben, 1980; Fishben & Azen, 1975) and Theory of Planned Behavior (TPB) (Ajzen, 1991). TRA posits that behavioral intentions, which are the immediate antecedents to behavior, are a function of salient information or beliefs about the likelihood that performing a particular behavior will lead to specific outcome (Maden, Ellen, & Ajzen, 1992). TPB proposes that general attitudes give rise to specific attitudes, which in turn can give rise to intentions to perform the behavior in question. According to Ajzen (1991), an attitude is an individual's disposition to react with a certain degree of favorableness or ungovernableness to an object, behavior, person, institution, or event or any other discriminable aspect of the individual's world. Ajzen's Theory of Planned Behavior (TPB), which is formed on the basic premise that attitudes are significantly correlated to behavioral intentions, which in turn are the proximal determinants of behavior (Armitage & Conner, 2001). This implies that if employees are disposed favorably to their work environment or when they are satisfied with their

job; committed to their organization and job involved, they intend to behave and act for better performance.

The findings of the previous studies have given varied results. Some have found a positive relationship between employee work related attitudes and employee performance, while others have examined weak, negative or insignificant relationship between the two. As it can be inferred from the aforementioned part previous empirical research has added growing support to a possible relationship between work related attitudes and employee performance. Therefore, the proposed overall relationships between employee work related attitudes and employee performance can be best described by the following hypotheses.

H₁: There is a significant positive relationship between job satisfaction and employee performance.

H₂: There is a significant positive relationship between organizational commitment and employee performance.

H₃: There is a positive and significant relationship between job involvement and employee performance.

H₄: Employee work related attitude has a positive effect on employee performance.

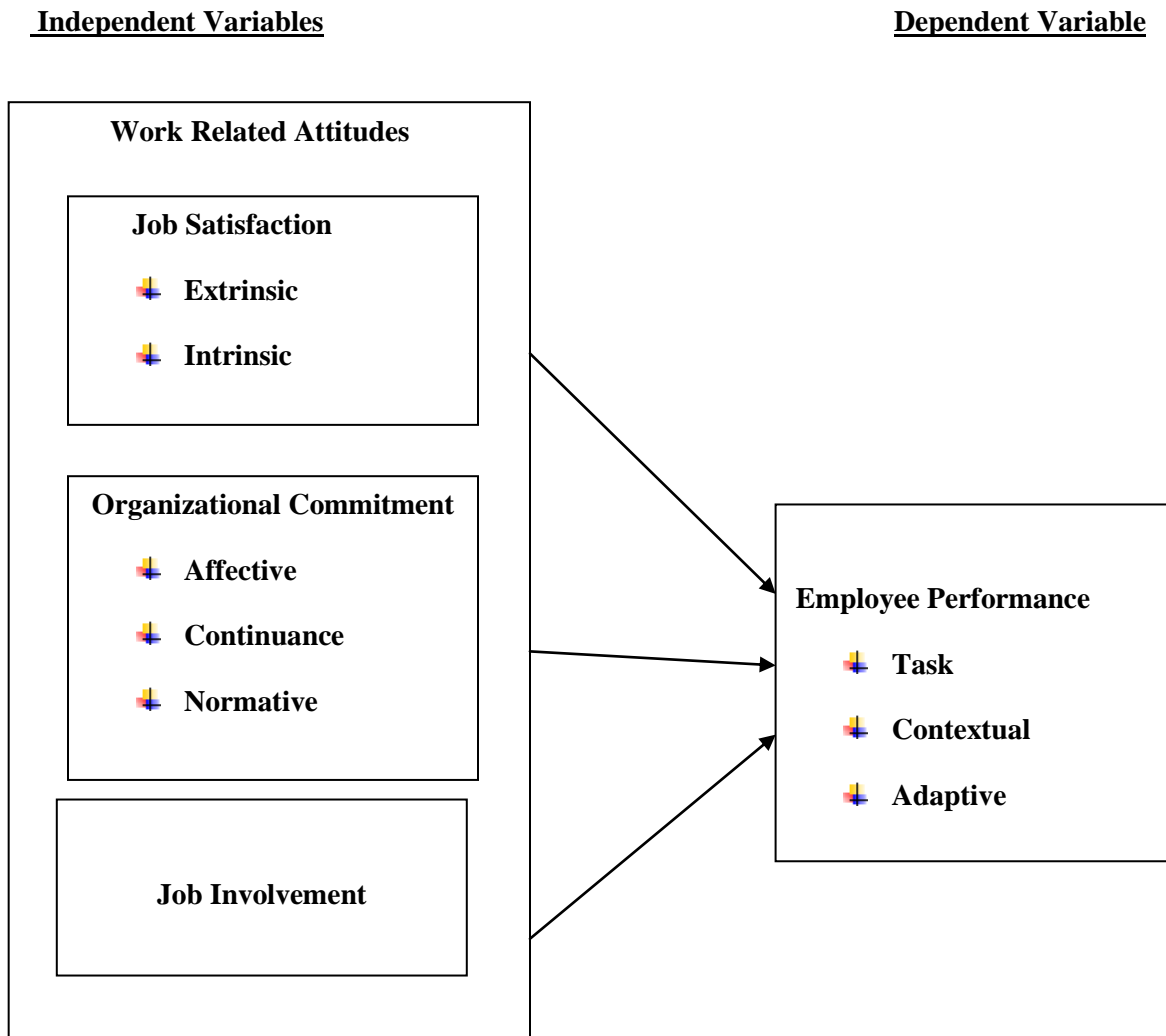
2.4. Conceptual Framework

After reviewing different related literatures, empirical evidences and the hypotheses developed by the study, following conceptual frame work is depicted in Figure-1 below.

In the below conceptual frame work the independent variable of the study was work related attitude, under three sub variables named job satisfaction, organizational commitment and job involvement whereas, the dependent variable was employee performance. All the three

independent variables have direct relationship with the dependent variable employees performance.

Figure 1: Conceptual Model of the Study



Source: Adopted from Jan and Subramani (2016).

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter focuses on research methodology including; research design, research approach, population, sampling technique, data collection procedure, and data analysis procedures.

3.1. Research Design

The study was intended to explore the relationship between the independent variables (Job Satisfaction, Organizational Commitment and Job Involvement) and employee performance. The study used explanatory research design to examine the relationship among the variables. Purpose of this study is hypotheses testing, since this research study was conducted to investigate the relationship between the work related attitudes and job performance of employees of insurance companies in Ethiopia. Studies that engage in hypotheses testing usually explain the nature of certain relationships, or establish the differences among groups or the independence of two or more factors in a situation (Sekaran, 2003). The type of this study was correlational. Correlational research is used to examine a relationship between two or more concepts (Walliman, 2011). Correlational research enables the researcher to understand the relationship between the independent variables (Job Satisfaction, Organizational Commitment and Job Involvement) and dependant variable (Employee Performance). Correlation analysis was used to determine the direction and strength of the relationship between these variables. Regression analysis was also run to look at the predictive ability of employee work related attitude on employee performance.

The planned study was cross sectional in time and the unit of analysis in this research was individuals as the data was collected from the employees working in the selected six private insurance companies in Ethiopia.

3.2. Research Approach

The study adopts a quantitative approach by which data were collected through self administered questionnaire. According to Gilbert (2008), quantitative data is advantageous in its relative precision and lack of ambiguity. Typical forms of quantitative research are surveys, in which many respondents are asked questions and their answers are averaged and other statistical calculations; and research based on administrative data is counted (Gilbert, 2008). Quantitative research is also an approach for testing theories by examining the relationship among variables (Creswell, 2014). The rational for using quantitative approach is that it best fits for the data collection instrument (questionnaire) which is selected by the study. Furthermore, quantitative approach is useful as it enables the researcher to collect objective and numerical data which is simple to apply statistical tools and to examine the relationship between variables. These variables, in turn can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures.

3.3. Population and Sampling Technique

3.3.1. Population of the Study

The general source of population for the study was insurance companies in Ethiopia. Employees of insurance companies including managerial and supervisory staff members were population elements. Cooper and Schindler (2008) observe that a population is the total collection of elements about which one wants to make inferences. Meanwhile, there are 17 insurance companies run insurance business in Ethiopia of which 16 are privately owned share companies.

According, to the preliminary information gathered from the industry, insurance companies are suffering from high staff turnover, by which directly or indirectly related with attitudes such as job satisfaction and organizational commitment. Even if it is possible, it was prohibitive to

address all the insurance companies in terms of time, cost, and other resources. Therefore, out of the 17 insurance companies 6 of them namely Africa Insurance, Awash Insurance, Nile Insurance, Nyala Insurance, Nib Insurance, and United Insurance are subjectively selected by the researcher. The major criteria to select these six companies were year of establishment, scope of operation and number of total staff. These six insurance companies are pioneer by which spent more than 15 years of insurance service in Ethiopia.

It is believed that staff members' performance at each level has his/her own contribution for the overall success of companies. In line to this, all employees of the targeted companies were considered by the study except senior executive members such as Managing Directors and Deputy Managing Directors. Therefore, the target population for the study from which the sample was drawn is all staff member of the selected six insurance companies. Target population refers an entire group of individuals, events or objects having common observable characteristics (Mugenda & Mugenda, 2003).

Employees of the targeted companies from which the information was desired or respondents were scattered throughout the country. Basically, they are placed at the head office and branch offices. Since, it is not convenient to collect data from employees placed at all branches spread throughout the country due to time and budget constraint, only main branches were addressed rather than all branch offices in addition to the head office. The information obtained from the insurance companies assures that main branches entail staff members of each group (Managerial/Supervisory, Professional/Clerical and Non Clerical). Thus, they can represent employees that could be addressed in other branch offices.

Therefore, out of the total target population for the study, the sampling frame accessed for sample selection was employees of the six insurance companies placed at the head office and

main branches. Higher officials such as Managing Directors and Deputy Managing Directors were excluded from the sampling frame because of difficulty to access them to fill questionnaire. The total number of target population for the study as at March 31, 2018 was 2,456 as tabulated in Table-3.1.

Table 3.1: Target Population

Name of Insurance Company	Total Number of Employees
Africa Insurance	358
Awash Insurance	566
Nile Insurance	380
Nyala Insurance	336
Nib Insurance	430
United Insurance	386
Total	2,456

Source: HRM Officers of Respected Companies (2019)

3.3.2. Sampling Technique and Sample Size

While the total number of target population is 2,456, the total number of sampling frame obtained and considered for sample selection were 1,210 employees located at the head office and main branches of the six insurance companies. The stratified random sampling technique was used to select 360 employees from selected insurance companies for the study. If a population from which a sample is to be drawn does not constitute a homogeneous group, stratified sampling technique is generally applied in order to obtain a representative sample (Kothari, 2007). Under stratified sampling the target population was classified into three sub-

populations or stratum (Managerial/Supervisory, Professional/Clerical and Non Clerical). Elements within each stratum were individually more homogeneous within the sub-group. Then sample members were selected from each stratum proportionally to constitute a sample. Since each stratum is more homogeneous than the total population, the researcher was able to get more precise estimates for each stratum and by estimating more accurately each of the component parts; a better estimate of the whole. Finally, sample was drawn from managerial/supervisory, professional/clerical and non-clerical employees using simple random sampling technique for an all representative samples.

The sample size for employee's population was determined by rule of thumb using Krejcie and Morgan table (1970). This table was used because it is widely applicable in service sector research. In determining the sample size, a 95% confidence level and a 5% margin of error were taken in consideration. Consequently, the sample size became 335. Attempting at maximizing confidence on the representation of the sample, additional 25 employees were included and so a total of 360 respondents were chosen. Table – 3.2 below shows proportional allocation of sample size for the study.

Table - 3.2: Proportional Allocation of Sample Size

Insurance Company	Category/Stratum	Stratum Population (a)	Stratum weight in % <u>Stratum Population</u> Total Stratum Population (b)	Proportional Sample Allocation (c = b*n) (Approximate Value)
Africa Insurance	Managerial/Supervisory	24	2	7
	Professional/Clerical	112	9	33
	Non Clerical	37	3	11
Sub Total		174	14	51
Awash Insurance	Managerial/Supervisory	38	3	11
	Professional/Clerical	178	15	54

	Non Clerical	58	5	18
Sub Total		274	23	83
Nile Insurance	Managerial/Supervisory	29	2	7
	Professional/Clerical	131	11	40
	Non Clerical	43	4	14
Sub Total		203	17	61
Nyala Insurance	Managerial/Supervisory	23	2	7
	Professional/Clerical	109	9	33
	Non Clerical	36	3	11
Sub Total		168	14	51
Nib Insurance	Managerial/Supervisory	23	2	7
	Professional/Clerical	110	9	33
	Non Clerical	36	3	11
Sub Total		169	14	51
United Insurance	Managerial/Supervisory	31	2	7
	Professional/Clerical	144	12	42
	Non Clerical	47	4	14
Sub Total		222	18	63
Total		1,210	100	360

Source: Calculated by the Researcher (2019)

n = Sample Size

Then after, proportional stratified sampling technique was employed to obtain respondents from each insurance company. This sampling technique deemed appropriate because employees' population is dispersed in six companies and also because of the need to address each company proportionally to the total target population. Besides, proportional stratified sampling helps to make the strata sample size proportional to size; it reduces sampling bias and also allow coming up with a better representative sample (Gay & Others, 2009 as cited in Nitsu, 2018).

3.4. Data Source and Data Collection Techniques

The data used in this study was primary data which was collected from sample members through closed questionnaires with 1-5 Likert Scale (1= Strongly Disagree and 5= Strongly Agree). The structured questionnaire will be circulated by the researcher through the welfare officers of the selected insurance companies in Ethiopia. Initially, the questionnaire is prepared in the English language and translated to Amharic to make it convenient to the non-clerical employees who are possibly with lower level education. Accordingly, the English version was filled by managerial/supervisory and professional/Clerical employees while non-clerical employees filled the Amharic version.

3.5. Description of Measurement Scales of the Study

The researcher used a survey instrument which consists three sections. The first section was developed to obtain demographic profile of respondents. The second section of the instrument with three subsections was used for measuring employees' work related attitude (Job Satisfaction Scale, Organizational Commitment Scale and Job Involvement Scale). The final section of the instrument was applied to measure employees self rated performance. Each of measurement scales are described as follows:

3.5.1. Demographic Questionnaire

Demographic questions were designed by the researcher. They entail; particularly their gender, education level, service year in their current organization and position category. The demographic questionnaire is found under section I of the study questionnaire.

3.5.2. Employee Work Related Attitude Measurement Instruments

The instrument selected to measure the independent variables in this study was a combination of three questionnaires. Each of the questionnaires was used to measure job satisfaction, organizational commitment and job involvement of employees. All items of the three questionnaires were scales with 5 - point response Likert scale, ranging from 5 (Strongly Agree) to 1 (Strongly Disagree).

Job satisfaction was measured using 15 items scale that was developed by Warr, Cook, & Wall (1979). This job satisfaction measurement instrument is a robust instrument that is easily completed by employees at all levels and is psychometrically sound (Stride et al., 2007). It can be scored to provide a single index of overall job satisfaction, or separate indices of intrinsic and extrinsic job satisfaction (Warr, et al., 1979). This job satisfaction scale is widely used measure of job satisfaction in industrial/organizational psychology research and practice (Heritage, Pollock, & Roberts, 2015). Therefore, this job satisfaction measurement scale was applied.

Organizational commitment was measured using Meyer and Allen's (1984) instrument. Meyer and Allen (1984) commitment scales is considered more valid scales to measure organizational commitment (Cohen, 2003). Meyer and Allen's three-component model of organizational commitment has become the dominant model for study of workplace commitment (Jaros, 2007). This instrument consists three subscales with eight items under each sub scale. This model proposes that organizational commitment is experienced by the employee as three simultaneous mindsets encompassing affective, normative, and continuance organizational commitment. This model of commitment has been used by many researchers to predict important employee outcomes, including job performance (Meyer, Stanley, & Herscovitch, 2002). Having all these

facts the Meyer and Allen (1984) questionnaire was applied by the study to measure employee organizational commitment.

Job involvement was measured using Lodhal and Kejner (1965) 20 items scaled instrument. Hundreds of empirical studies have been conducted on this form of attitude (Brown, 1996). Lodhal and Kejner (1965) concluded from their findings that their 20 items job involvement scale was a multidimensional attitude that could be scaled with adequate reliability. This scale became the common one for job involvement and was applied in almost every study that examined job involvement in its long or short version (Cohn, 2003). The adequacy level of psychometric property for this job involvement scale was also analyzed and confirmed by Heritage et al. (2015). Based on all these facts, Lodhal and Kejner (1965) 20 items job involvement measurement scale was used by the study.

3.5.3. Employee Performance Measurement Instrument

In terms of employee performance there is a questionnaire designed by Pradhan and Jena (2016). The document mentions that while developing the measurement scale they interviewed researchers and corporate practitioners regarding their understanding of performance at workplace. On the basis of literature and feedback from academicians and industry professionals, a conceptual framework along with 42-item instrument on employee performance was proposed for empirical validation. The instrument obtained empirical views from experts on its proposed dimensions and statements. The initial analysis of content validity ratio (CVR) of the instrument had resulted in 38 items having CVR value of 0.49 and above with 75 percent acceptability from expert analysis. The retained items were taken for field survey. In total, 361 executives from Indian manufacturing and service organizations responded to the 38-item employee performance scale. Exploratory factor analysis revealed three distinct factors of employee performance that

constitute the new scale: Task Performance, Adaptive performance, and Contextual performance (TAC). Reliability study on the sample reported significant internal consistency on the total scale ($\alpha = 0.80$) along with the three subscales (Ranging from 0.80 to 0.91).

Finally, after a thorough psychometric analysis employee performance measurement comprised three dimensions with their corresponding indicators: Task Performance (6 Indicators), Adaptive Performance (10 indicators), and Contextual Performance (7 indicators) were developed. This measurement scale was believed as being developed with comprehensive analysis and compatible with related literatures. Hence, the study used this instrument to measure the dependent variable, employee performance.

In conclusion, eighty items were used to test the relationship between independent variables of employee attitude toward work and the independent variable, employee's job performance. Out of these eighty items, fifty seven items were used to measure attitude toward work (Fifteen items to measure job satisfaction, 24 items to measure organizational commitment and 20 items to measure job involvement), and 23 items were be used to measure employee's performance.

3.6. Description of Study Variables

The dependent variable of the study is employee performance and the independent variable is employee work related attitudes consisting three sub variables named; job satisfaction, organizational commitment and job involvement.

3.7. Data Analysis and Interpretation Issues

After collecting the distributed questionnaire, data were properly organized and codified. Following this, the coded data were fed to SPSS Version 20 software program. The data were analyzed using descriptive statistics (such as mean and standard deviation) to describe the demographic characteristics. In addition to this, a descriptive analysis was also conducted on the

level employee work related attitude and employees performance. Correlation analysis statistical tools were employed to examine the relationship between employee work related attitudes with employees' performance. Pearson movement correlation, with 1 - tail was used to determine the direction and strength of the relationship between the variables. It is mostly used method for investigating relationship among variables (Khan et al., 2014). Tables, percentages and graphs were used to present findings of the study.

Moreover, multiple linear regression analysis was conducted to determine the effect of independent variable (employee work related attitude) on dependent variable (employees' performance).

3.8. Issues of Validity and Reliability

Validity and reliability are the two most important and fundamental features in the evaluation of any measurement instrument (Mohajan, 2017). Validity concerns what an instrument measures, and how well it does so. Reliability concerns the faith that one can have in the data obtained from the use of an instrument, that is, the degree to which any measuring tool controls for random error. Therefore this study tried to addresses validity through the review of literature and adapting instruments used in previous research.

As the current study uses multiple items in all variables, internal consistency analysis was carried out through Cronbach alpha reliability tests. According to Hair, Black, Babin, and Anderson (2014), reliability is defined as the extents to which a variable or a set of variable is consistent in what it is extended to measure.

On the other hand reliability is concerned with the internal consistency of the items. Cronbach α measure the consistency with which participants answer items within a scale (Nunnaly & Bernstein, 1994). Nunnaly and Bernstein (1994) further stated, a high α (greater than .70)

indicates that the items within a scale are measuring the same construct. In this study, SPSS version 20 was used to produce the values for Cronbach α . Based on the results of the reliability analysis; internal consistency was assured. The result for Cronbach α of this study for employee work related attitude instrument and employee performance measurement were 0.910 and 0.898 respectively.

3.9. Ethical Issues

In this study, issues relating to the ethical conduct of research such as informed consent, confidentiality, privacy and anonymity were upheld. According to Saunders, Lewis, and Thornhill (2009), ethics is the norms or standards of behavior that guide moral choices about our behavior and our relationships with others. Participants and respondents were given full information on the purpose and objectives of the study in order for them to make informed decisions as to whether to partake or not. Furthermore, all information concerning the identity and personality of respondents were treated with utmost confidentiality. In addition, all information gathered was used for the sole purpose of this study.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with the presentation, analysis and interpretation of data. The quantitative data are presented in table format and the results from addressing the research questions were analyzed using the associated descriptive and inferential statistical tools. Explanation of statistical results was made within the context of this study and prior studies reviewed in chapter two.

360 questionnaires were distributed out of which 301 were successfully filled and returned and average method was applied for missed values. The data collected from the respondents were analyzed with the help of Statistical Software Program SPSS-20.

Descriptive statistics were performed on the demographic variables and responses of respondents about independent and dependent variables. To test the hypothesis Pearson Correlation analysis with 1 – tailed test of significance was conducted to examine whether the hypothesis were accepted or rejected. Regression analysis was also performed measuring the three independent variables effect individually on employee performance and combined predictive ability of all the independent variables in the dependent variable, employee performance.

4.1. Demographic Profile of the Respondents

This section presents demographic profile of the respondents. The personal profiles of the respondents were analyzed as per their gender, education qualification, service year in their respective company and position category.

Table 4.1 here under indicates about gender, education qualification, service year in their respective company and position category of sample respondents. The analysis shows, from the

sampled respondents 174 employees (57.8%) are male and the remaining 127 (42.2%) are female employees. This indicates that both genders are well represented by the study.

Under education level category, 52 (17.3%) of the respondents are second degree holders, 188 (62.5%) are first degree holders, 19 (6.3%) possessed college diploma, 12 (4%) possessed certificate and the rest 30 (10%) are below certificate. This shows that majority (90%) of the respondents hold certificate and above.

With regards to service year in their respective company the sampled respondents were divided into four groups, Group1: (More than 6 years), Group 2: (4 to 6 years), Group 3: (2 to 4 years), Group 4: (0 to 2 years). Accordingly, the number of years of service of respondents under Group 1: 92 (30.6%), Group 2: 67(22.3%), Group 3: 64(21.3%), and Group 4: 78 (25.9%). The result shows that 223 (74.1%) of the respondents have been serving for more than two years. So, they could have relevant information regarding variables under the study.

In terms of position classification, 45 (15%) of the respondents are management members or supervisory staff and above, 208 (69.1%) are professional/clerical staffs, and the rest 48 (15.9 %) are non clerical. This indicates, all the three job categories are represented.

Table 4.1: Demographic Profile of Respondents

Demographics	Frequency	Percentage
Gender		
Male	174	57.8
Female	127	42.2
Education Level		
Second Degree	52	17.3
First Degree	188	62.5
Diploma	19	6.3

Certificate	12	4
Less Than Certificate	30	10
Service Year		
More than 6 Years	92	30.6
4 - 6 Years	67	22.3
2 - 4 Years	64	21.3
0 - 2 Years	78	25.9
Position Category		
Managerial/Supervisory	45	15
Professional/Clerical	208	69.1
Non Clerical	48	15.9

Source: Own Survey (2019)

4.2. Factor Analysis

The factor analysis was used for all variables with multi-item scales. During all factor analysis procedures, principal component analysis and orthogonal rotation (Varimax) methods were employed. Each item was tested for correlation and factorability of the correlation matrix is assumed. The determinants value is $7.689E-0.9$ (0.0007689) which is greater than the necessary value of .00001 (Kaiser, 1974). Kaiser-Meyer-Olkin (KMO), measure of sampling adequacy according to Kaiser (1974), recommended results greater than 0.5 is acceptable and the result for this research is .534 which is at the acceptable level and it indicates that the data were sufficient for exploratory factor analysis. On the other hand Bartlett's test of sphericity the result of the null hypothesis having a significance value less than 0.05 is highly significant. The test χ^2 (3321) = 23856.381, $p < 0.001$ showed that there were patterned relationship between the items.

Table 4.2: KMO and Bartlett's Test of Sampling Adequacy.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.534
Bartlett's Test of Sphericity	Approx. Chi-Square	23856.381
	df	3321
	Sig.	.000
Commonalities (Range)		6.39 to 9.23

Source: Own Survey (2019)

Using an eigenvalue cut-off of 1.0, there were 22 factors that explain a cumulative variance of 76.739%. The scree plot also confirmed the findings of retaining of 1 factor. The factor loadings after rotation used a significant factor criterion of .4. Factor loading in the range of $\pm .30$ to $\pm .40$ are considered to meet the minimum level for interpretation of structure (Hair et al., 2014).

Communalities which indicate the variance of each item which is expected to explain by the extracted factor commonly for each item expected figure is above .5 (Field, 2013). To get the average result it is calculated and gets result of 0.767387 which is above .5.

Factor loadings based on a principal component analysis extraction with varimax rotation for each instruments with a significant factor criterion of .4 was also conducted and the result is attached as Appendix- III.

4.3. Preliminary Data Analysis

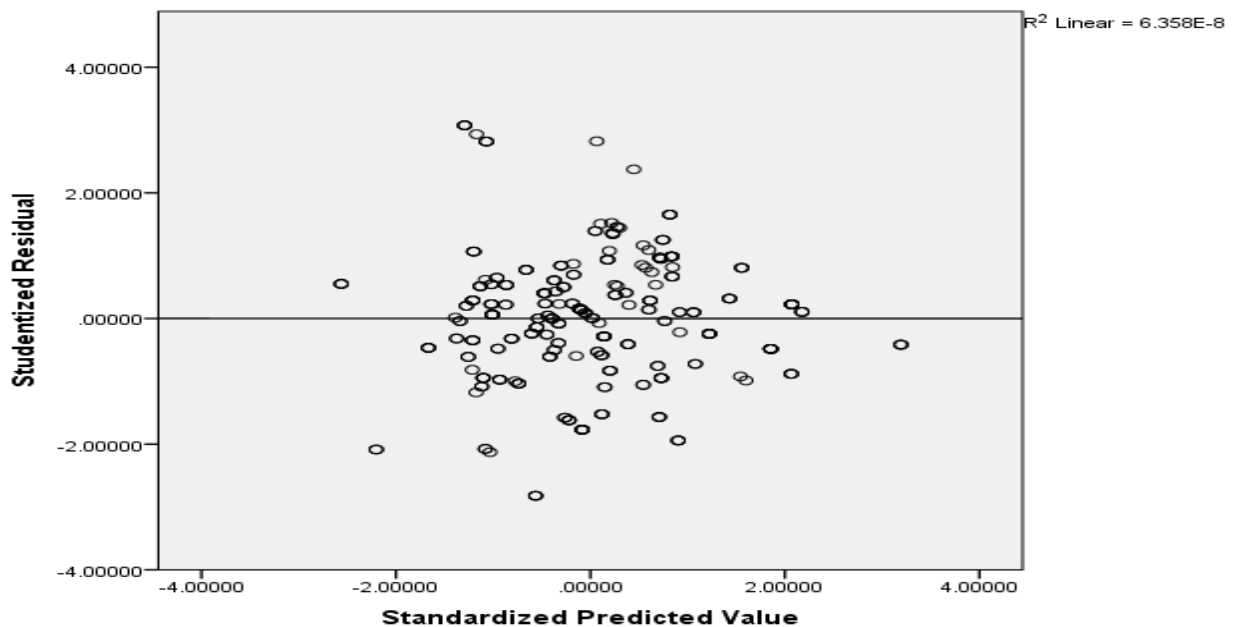
Most statistical tests rely up on certain assumptions about the variables used in the analysis. When these assumptions are not met the results may not be trust worthy or, resulting over or under estimation of significance or effect size (Osborne & Waters, 2002).

4.3.1. Linearity

The linearity of the relationship between dependent and independent variables represents the degree to which the change in the dependent variable is associated with the independent variable.

The concept of correlation is based on a linear relationship, thus making it a critical issue in regression analysis. When examining residuals, some form of standardization is recommended to make the residuals directly comparable (Hair et al, 2014). In their original form, larger predicted values naturally have larger residuals. The most widely used is the studentized residual, whose values correspond to t-values (Hair et al., 2014). Looking at the scatter plots produced by SPSS for the relationship between the dependent and each independent variable, the relationship was found linear (Scatter plots are annexed with Appendix-II). Besides, it can be seen from the scatter plot (Figure - 2) used to diagnose the relationship as a whole; the residuals points are scattered or distributed around zero showing linearity rather than curvilinear. This shows that the relationship between the dependent variable and independent variables is reasonably linear (Field, 2013; Hair et al., 2014). Therefore, the assumption of linearity is met. Although there are few outlier points they are not extreme cases.

Figure -2: Studentized Residual Plots

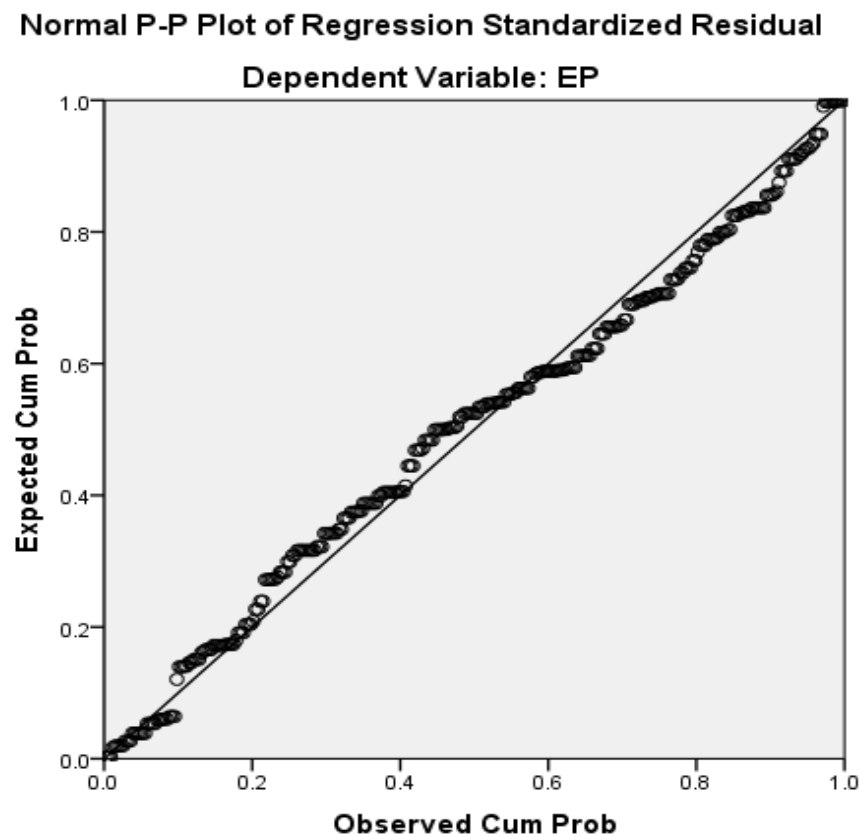


4.3.2. Normality

Assumption of normality was used for determining whether the residuals are normally distributed. To say the normality assumption of this study is achieved, P-P Plot dots should be closer to the diagonal line. Normal P-P plot–points should lie in reasonably straight diagonal line from the bottom left to top right. Besides, the P-P plot the dots are almost drawn closer to the diagonal line, it indicates as the assumption of morality is achieved.

As it can be seen from figure 3, the residuals show close to a diagonal line. Thus, it indicates as the assumption of normality is achieved. Furthermore, histogram showing normality of residuals is annexed with Appendix-II).

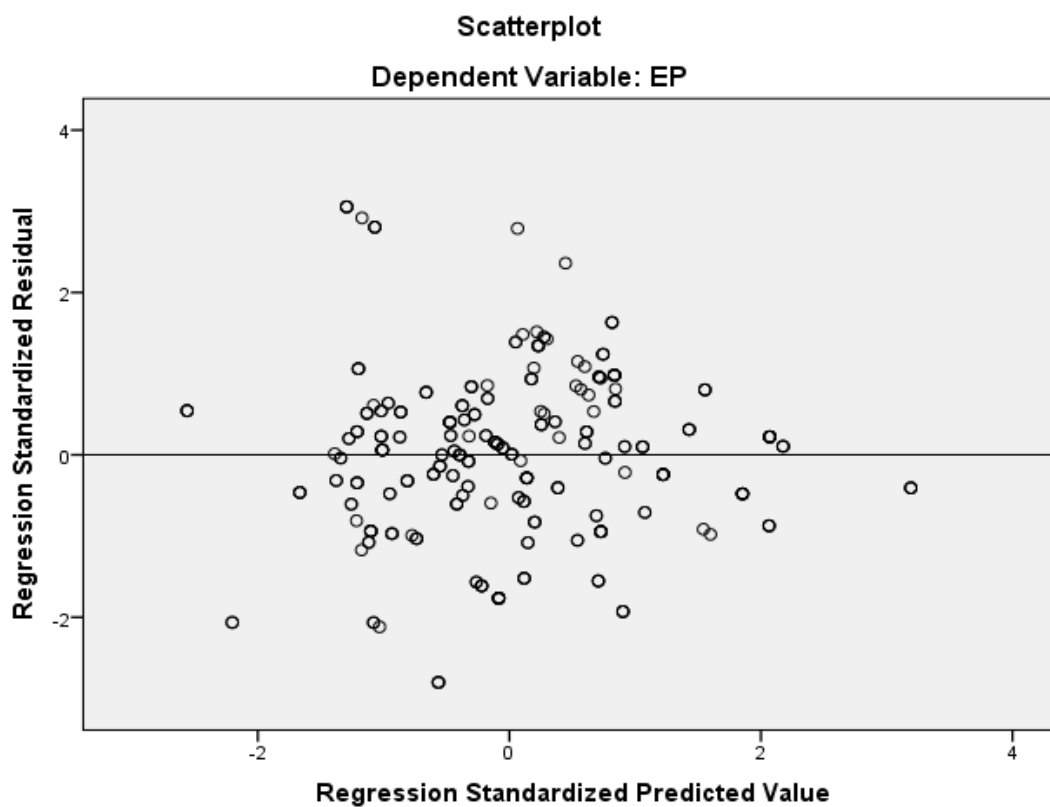
Figure - 3: P-Plot Regression



4.3.3. Constant Variance of Residuals (Homoscedasticity)

Homoscedasticity is the assumption that the variation in the residuals (or amount of error in the model) is similar at each point across the model. In other words, the spread of the residuals should be fairly constant at each point of the predictor variables (or across the linear model). To test this assumption, SPSS was used to plot the standardized values the study model would predict, against the standardized residuals obtained. As it can be visually checked from figure - 4 here under, the residuals plot shows a random scatter of points with constant variability rather than having a funnel shape. In other words, residuals are distributed around 0 or the horizontal line, so that the assumption of homoscedasticity of the study is met.

Figure -4 Scatter plot Showing Homoscedsticity



4.3.4. Multicollinearity

Multicollinearity, is the extent to which a variable can be explained by the other variables in the analysis. As multicollinearity increases, it complicates the interpretation of the variate because it is more difficult to ascertain the effect of any single variable, owing to their interrelationship (Hair et al., 2014).

The two most common measures for assessing both pair wise and multiple variable co linearity are tolerance and its inverse, the variance inflation factor. Tolerance is proportion of the variation in the independent variables not explained by the variables already in the model (function. Variance Inflation Factor (VIF), indicator of the effect that the other independent variables have on the standard error of a regression coefficient.

A common cutoff threshold is a tolerance value of .10, which corresponds to a VIF value of 10 (Hair et al., 2014). The tolerance coefficient of the independent variables for this study ranges from 0.388 to 0.720 while the VIF ranges from 1.389 to 2.580. Thus, multicollinearity level is within the acceptable cutoff threshold.

Table - 4.3: Test for Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
Extrinsic Job Satisfaction	0.388	2.580
Intrinsic Job Satisfaction	0.461	2.169
Affective Organizational Commitment	0.636	1.572
Continuance Organizational Commitment	0.720	1.389
Normative Organizational Commitment	0.716	1.396
Job Involvement	0.620	1.614

Source: Own Survey (2019)

4.3.5. Reliability

There are different types of reliability measures. Among, this the study focused on internal consistency. Based on this, the internal consistency of the study was checked using Cronbach Alpha Coefficient. Alpha values above 0.7 are generally considered acceptable and satisfactory, above 0.8 are usually considered quite well, and above 0.9 are considered to reflect exceptional internal consistency (Cronbach, 1951). In the social sciences, acceptable range of alpha value estimates from 0.7 to 0.8 (Nunnally & Bernstein, 1994).

Based on the test for reliability shown in table 4.4 below, employee work related attitudes was found to be highly reliable (59 items; $\alpha = .910$). Employee performance was also found highly reliable (23 items; $\alpha = .898$). The reliability Cronbach Alpha statistics of individual constructs are 0.795 and above, which is above the minimum required level of 0.7.

Table - 4.4: Reliability Analysis of the Items

Description	Cronbach's Alpha	Number of Items
Employee Work Related Attitudes	0.910	59
Job Satisfaction	0.906	15
Organizational Commitment	0.795	24
Job Involvement	0.840	20
Employee Performance	0.898	23

Source: Own Survey (2019)

4.4. Response on Employee Work Related Attitudes and Employee Performance

This section of the study report presents opinion of the respondents on independent variables (Job Satisfaction, Organizational Commitment, and Job Involvement) and the dependant variable (Employee Performance).

Table - 4.5: Summary of Responses on Employee Work Related Attitudes and Employee Performance

Variables	N	Min	Max	Mean	Std. Deviation
Job Satisfaction	301	2.40	5.00	3.7927	0.56727
Organizational Commitment	301	2.75	5.00	3.5952	0.42592
Job Involvement	301	2.80	5.00	3.7326	0.45529
Employee Performance	301	2.87	5.00	4.1226	0.41429

Source: Own Survey (2019)

Table 4.5 above summarizes the reactions of respondents on the various question items that were later associated to the various dimensions addressed in this study.

Fifteen items job satisfaction questionnaire, which were related to measuring respondent's job satisfaction level, was distributed. As a result, the mean vale of employees' job satisfaction is 3.7927with a standard deviation of 0.56727. It can be interpreted that employees of the insurance companies are satisfied.

In order to evaluate employees' opinion regarding organizational commitment, a 24 items questionnaire was distributed to respondents. Accordingly, the mean value of respondents'

organizational commitment level is 3.5952, which is above average with a standard deviation of 0.42592. Therefore, it indicates that employees are committed to their organization.

The study also gathered employees' response on their job involvement level through 20 items job involvement questionnaire. The result was found that the mean value of employees' job involvement is 3.7326 with a standard deviation of 0.45529. This implies that employees are involved in their job.

Overall employees were having positive work related attitude and the level of the three work related attitudes are similar with a mean value ranging 3.5952 to 3.7927.

Finally, employees' self rated performance level was measured using 23 items questionnaire. As a result the mean value was found being 4.1226 with a standard deviation of 0.41429. It indicates, the mean employee performance level exhibited high degree comparing to the three employee work related attitudes.

4.5. Correlation Analysis

Correlation analysis was applied to test the relationship of the three independent variables and the dependent variable. Through correlation analysis, the direction and degree of the strength of the relationship among the variables were determined. According to Cohn and Holliday (1982), correlation analysis is useful way of exploiting relation (association) among variables. Pearson's r allows in evaluating the strength and direction of linear relationship between variables to be gauged (Bryman & Cramer, 2005). Pearson's r varies -1 up to +1. The value of coefficient of correlation (r) indicates both the strength and direction of the relationship. If $r = -1$ there is perfectly negative correlation between the variable. If $r = 0$ there is no relationship between the variable and if $r = +1$ there is perfectly positive relationship between the variables. For values of

r between +1 and 0 or between 0 and -1, different scholars have proposed different interpretation with slight difference.

For the purpose of this study, the rule of thumb suggested by Zady (2000) to measure strength of association among the variables is applied as follows:

Table -4. 6: Correlation Strength Measure of Variables

Value of r	Description
0.00 to 0.29	Little if any Correlation
0.30 to 0.49	Low
0.50 to 0.69	Modest
0.70 to 0.89	High
0.90 to 1	Very High

Source: Zady (2000)

4.5.1. Relationship between Employee Work Related Attitude and Employee Performance

Literatures and empirical evidences (Inwa, & Mashi, 2017; Jan & Sabramani, 2016; Kahn et al., 2014; Liao et al., 2012) support that employee work related attitudes are related with employee performance. Since employee work related attitude positively influence employee performance, organizations should try to understand how this attitude formed, how it impacts job behavior, and how it might be changed favorably (Robbins & Judge 2107).

Accordingly, to explore the nature of the relationship between employee work related attitude and employee performance, Pearson correlation (r) was applied.

Table - 4.7: A Statistical Summary of Correlations between Employee Work Related Attitude and Employee Performance

Correlations									
	1	2	3	4	5	6	7	8	9
1. JS	-								
2. EJS	.923**	-							
3. IJS	.932**		-						
4. OC	.415**	.394**	.378**	-					
5. AOC	.409**	.432**	.331**	.792**	-				
6. COC	.308**	.281**	.290**	.793**	.471**	-			
7. NOC	.254**	.209**	.261**	.746**	.392**	.354**	-		
8. JI	.491**	.511**	.403**	.490**	.375**	.344**	.425**	-	
9. EP	.591**	.532**	.563**	.550**	.504**	.404**	.377**	.651**	-

** Correlation is significant at the 0.01 level (1-tailed).

N = 301

JS: Job Satisfaction

AOC: Affective Organizational Commitment

EJS: Extrinsic Job Satisfaction

COC: Continuance Organizational Commitment

Intrinsic Job Satisfaction

NOC: Normative Organizational Commitment

OC: Organizational Commitment

JI: Job Involvement

EP: Employee Performance

4.5.2. Relationship between Job Satisfaction and Employee Performance

Job satisfaction is an essential employee work attitude that is related systematically to organizational productivity and employee needs. It relates to turnover, absenteeism, physical and

emotional health, performance, and perceptions of fairness of rewards from compensation systems (Dailey, 2003). In this regard, this study tried to examine the link between job satisfaction and employee performance in the Ethiopian insurance industry context.

As Table 4.7, indicates, JS is significantly and positively related to EP ($r=0.591$, $p<.05$). The degree of the relationship was found moderate. The result shows that employees' job satisfaction positively influences employee performance level. The two dimensions of JS (EJS and IJS) have also a moderately positive significant relationship with employee performance with $r=0.532$, $p<.05$ and $r=0.563$, $p<.05$ respectively. This can be interpreted, if employees are satisfied with their job, they will be motivated for enhanced performance.

Generally, the fact that there is a significant and positive relationship between JS and EP employees would perform better if they are satisfied with their job. This result is consistent with previous empirical evidences in a way job satisfaction is positively correlated with employee performance (Atmojo, 2012; Islam & Awan, 2015; Malini & Atchhyuthan, 2012, Rahiman & Kodikal, 2017).

The descriptive analysis of this study shows that employees are satisfied with their job ($M = 3.7927$, Std. D. = 0.56727). On the other hand the employees performance level was found high ($M=4.1226$, Std. D. = $.41429$). Since, job satisfaction is positively and significantly related with employee performance; the current performance level can be positively influenced if the job satisfaction level can be improved more than the current level. As several studies have concluded, happy workers are more likely to be productive workers. Individuals with higher job satisfaction perform better, and organizations with more satisfied employees tend to be more effective than those with fewer (Robins & Judge, 2017).

4.5.3. Relationship between Organizational Commitment and Employee Performance

Literatures suggest that organizations whose members have higher levels of organizational commitment show higher performance and productivity and lower levels of absenteeism and tardiness (Cohen, 2003; Morris & Sherman, 1981).

The correlation analysis of the study (Table 4.7) shows that, OC is significantly and positively correlated to EP ($r=.550$, $p < .05$). The relationship is also moderate. The three dimensions of OC (AOC, COC and NOC) are positively and significantly related with EP with AOC ($r=0.504$, $p < 0.05$), COC ($r=0.404$, $p < 0.05$) and NOC ($r=0.377$, $p < 0.05$). While the degree of correlation between AOC and EP is moderate, the correlation of COC and NOC with EP is low. The result shows that OC has a positive influence on EP and the influence of AOC is higher than COC and NOC. If there is organizational commitment, it is followed by better performance. In other words, committed employees to their organization contribute a better performance. The result has a support from previous empirical studies that concluded the existence of positive and significant relationship between the two variables (Chaghtai, 2008; Kamar, Mariam, & Bosede, 2017; Rahiman & Kodikal, 2017).

An employee with organizational commitment identifies with a particular organization and its goals and wishes to remain a member (Robbins & Judge, 2017). Besides, committed employees to their organization actively promote the organization to interested parties or to those who are affected by the organization's actions. When employees defend their employer and promote the organization's goals, they are strengthening their organizational commitment.

Committed employees adopt the goals and values of the organization in personal terms. This means that committed employees are strong advocates for the products, services and policies of their employers. In line to this fact, it can be suggested that insurance companies can enhance the

current employee performance level ($M=4.1226$, Std. D. = $.41429$) if they can improve their employees organizational commitment to higher than the current level ($M=3.5952$, Std. D. = $.42592$).

Further to the direct influence of employee performance enhancement, committed employees are much less likely to leave their jobs. Organizational commitment correlates inversely with employee turnover that would adversely affect turnover. Therefore, companies can be benefited from their committed employees in a diversified way.

4.5.4. Relationship between Job Involvement and Employee Performance

Many researchers claimed that the employee job involvement clearly forecast employee outcomes, organizational performance and organization success. (Bates, 2004; Baumruk, 2004; Richman, 2006). People who are high in job involvement genuinely care for and are concerned about their work (Kanungo, 1982).

The correlation analysis result of the study shows as JI is significantly and positively related to EP ($r=.651$, $p < .05$). The relationship between the two variables is moderate. This shows that if employees' job involvement increases, they will be motivated for better performance. This is in agreement with literatures and empirical evidences that advocate the positive and significant relationship between job involvement and employee performance (Chughtai, 2008; Inuwa & Muhammed, 2016; Velnampy, 2008).

Job involvement is considered very important in many literatures for increasing the performance of employees (Rizwan et al., 2011). Employees exert considerable efforts for achieving the goals and objectives of the organization when they are job involved. These kinds of employees are highly productive and produce better results as compared to the employees who are not involved with their job. Involved employees work for the organization with their hand, head and heart. In

this regard, the result from the correlation analysis shows insurance companies can further positively influence existing level of their employees' performance ($M = 4.1226$, Std Dev. 41429) by improving employee job involvement since the two variables has a positive and significant relationship.

For job performance Lawler (1986), Kahn (1990) and Brown (1996) explained that different work behaviors of the employees are the consequences of job involvement and it is hypothesized that involvement ultimately impacts employees' efforts and motivation, which in turn explained performance. More involved employees are supposed to be actively present on their job and avoid the activities which are undesirable for the organization. In this way not only the employee performance and productivity of the organization will increase but the employees will be more satisfied with their working in the organization.

In conclusion, all relationships between the dependent and independent variables of this study are positively and significantly correlated. Relatively, the most significantly correlated of all the variables of employee work related attitude is job involvement ($r = 0.651$, $p < 0.05$) with employee performance. The next significant correlation was found between job satisfaction and employee performance with ($r = 0.591$, $p < 0.05$). Whereas organizational commitment is correlated at $r = 0.550$, $p < 0.05$. When employees are satisfied in their job, committed to their organization and job involved, their performance can be enhanced.

4.6. Multiple Regression Analysis

Positive job attitudes help to predict constructive behaviors; negative job attitudes help to predict undesirable behaviors (Hettiararchchi & Jayarathna, 2014). To further explore the association between each independent variable and the dependent variable as well as to look at the aggregate effect of the three independent variables (Work Related Attitudes) or the predictive ability of a

set of independent variables (Job Satisfaction, Organizational Commitment and Job Involvement) on employee performance, standard multiple regressions was employed. To this end, R^2 and β -coefficient, were used to interpret the results. The multiple regression result is displayed in Table 4.8.

Table - 4.8: A Statistical Summary of Regression Analysis Results

Dependent Variable: Employee Performance

Parameters	Standardized Coefficient (Beta)	Standard Error	t- Statistics	P-Value
Constant		.158	7.285	0.000
JS	.303	.033	6.686	0.000
OC	.234	.044	5.157	0.000
JI	.387	.043	8.177	0.000

Predictors: (Constant), JS, OC, JI

JS: Job Satisfaction

R-Square (R^2) = .560

OC: Organizational Commitment

R-Square Adjusted = .556

JI: Job Involvement

Standard Error of Estimate = .27616

F = 126.053, p = 0.000

The R^2 is the proportion of variation in the dependent variable (EP) that is explained by the three independent variables. It measures how much of the variability in the dependent variable is accounted for the set of independent variables. The R^2 value of the study model is 0.560. In terms of percentage, 56 % of the variation in overall EP can be explained jointly by the three independent variables JS, OC and JI, in the model. The rest 44% of variance of EP could be explained by variables other than the three variables considered by the study model. This shows that employee work related attitude has a positive effect on employee performance.

Table 4.8 shows whether the proportion of variance explained in the model summary table is significant. It also tells whether the overall effect of the three independent variables on overall employee performance is significant. Consequently, the estimated regression analysis of the Employee Work Related Attitude and EP was found statistically significant ($F = 126.053$, $P < 0.05$).

In table 4.8, beta-coefficient shows the effect of each Employee Work Related Attitudes on EP. Accordingly, JS has a significant effect on EP ($\beta = .303$) that is positive and t -value = 6.686. Similarly, p value = 0.000 that is less than 0.05 significant level. Whenever a higher level of JS is exhibited by the employees of insurance companies, the higher EP will be exhibited. Numerically; when JS is increase by one unit, EP increases by .303 while other two independent variables remain constant.

These results are also supported by previous studies such as Chughtai (2008); Jan & Sabramani (2016); Malini & Atchycuthan (2016). They suggested that job satisfaction is positively and significantly associated with employee performance.

OC also has a significant positive effect on EP ($\beta = .234$), t -value = 5.157 and P value = 0.000 that is below 0.05 significant level. This implies, whenever, a higher level of OC is exhibited by the employees of insurance companies; the higher EP will be exhibited. Numerically explained; when organizational commitment increase by one unit, EP increases by .234.

These results are supported by Chughtai (2008), Kahn et al., (2014); Kamar at el. (2017). They suggest that organizational commitment is positively and significantly associated with EP.

Finally, JI appear to have a significant positive effect on EP with $\beta = .387$ and, t -value = 8.177, with p value = 0.000 which is less than 0.05 significant level. Whenever a higher level of JI is

exhibited by employees, the higher EP will be there. Numerically explained; when JI increase by one unit, EP increases by .387.

Previous empirical study results supported these findings (Chugtai, 2008; Kodikal & Mangaluru, 2017; Velnampy, 2008). They suggest that job involvement is positively and significantly associated with employee performance.

4.7. Testing Hypothesis

Four hypotheses were developed by the study. On the basis of the aforementioned correlation and regression analysis, the hypotheses of the study were tested in this section.

Hypothesis No.1: There is a significant positive relationship between Job Satisfaction and Employee Performance.

Table - 4.9: Correlation between Job Satisfaction and Employee Performance

Correlation		
		Employee Performance
Job Satisfaction	Pearson Correlation	.591**
	Sig. (1 tailed)	.000
	N	301

** . Correlation is significant at the 0.01 level (1-tailed).

Results of correlation analysis supported that a positive relationship exists between job satisfaction and employee performance. The value of $r = .591$ that is positive and indicates as there is positive relationship among these two variables. P value = 0.000 which is less than 0.05. Similarly, regression analysis showed that significant relationship exists between these two variables. As we may observe from regression analysis table that the value of $\beta = 0.303$, that is positive and t- value is = 6.686 that is sufficient to show relative importance. Similarly, p value

is = 0.000 that is less than 0.05 and is significant. It is therefore evident from the result that the first hypothesis is true. So, H_1 is accepted.

Hypothesis No.2: There is a significant positive relationship between Organizational Commitment and Employee Performance.

Table - 4.10: Correlation between Organizational Commitment and Employee Performance

Correlation		
		Employee Performance
Organizational Commitment	Pearson Correlation	.550**
	Sig. (1 tailed)	.000
	N	301

** . Correlation is significant at the 0.01 level (1-tailed).

Correlation between organizational commitment and employee performance is also positive as the result of $r = .550$ with p value = 0.000 which is below 0.05 significant level.

Similarly standardized regression coefficient is also positive and explores that a positive and significant relationship exists between organizational commitment and employee performance.

The value of $\beta = 0.234$ and t - value is = 5.157 that is significant. The value of $p = 0.000$ that is less than 0.05 significant level. So these results are providing sufficient ground to accept the second hypothesis. Therefore, H_2 is accepted.

Hypothesis No.3: There is a significant positive relationship between Job Involvement and Employee Performance.

Table - 4.11: Correlation between Job Involvement and Employee Performance

Correlation		
		Employee Performance
Job Involvement	Pearson Correlation	.651**
	Sig. (1 tailed)	.000
	N	301

** . Correlation is significant at the 0.01 level (1-tailed).

The correlation analysis showed that a positive and significant relationship exists between job involvement and performance. The value of $r = .651$ with p value = 0.00 that indicates positive and significant relationship among these two variables. Regression analysis also showed that significant relationship exists between job involvement and employee performance.

As it can be observed from regression analysis table that the value of $\beta = .387$ that is positive and t - value is = 8.177 that is sufficient to show relative importance. P value is = 0.000 that is less than 0.05 significant level and is significant. It is therefore, evident that from the results the third hypothesis is found to be true. Thus, H_3 is accepted.

Hypothesis No.4: Employee Work Related Attitude Positively and Significantly Predicts Employee Performance.

Table - 4.12: Model Summary of Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.748	.560	.556	.27616	126.053	.000 ^b

As indicated in the Table 4.12, the scored value of $R^2 = .563$, which indicates that a set of Employee Work Related Attitudes incorporated in the model can predict Employee Performance. In other words, 56.3% of variance in employee performance can be explained by employee work related attitudes considered by this study (JS, OC, and JI). The result is also statistically significant ($F = 127.514$, $p = 0.000$) which shows the fourth hypothesis is true. As a result, the H_4 is accepted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter illustrates summary findings, conclusion and recommendation of the study. These summary findings, conclusions and recommendations are drawn based on the review of related literature, results of statistical analysis and discussions of findings from chapter four.

5.1. Summary of Major Findings

Literatures from scholars like Robins and Judge (2017) and Dailey (2003) advocate the importance of positive employee work attitude to enhance employee performance. To this end, efforts were made to identify the relationship between employee work related attitude and employee work performance.

In order to achieve the objective of the study, four research questions were raised and four hypotheses were developed. According to the finding all the alternative hypothesis are accepted. Of the total 360 sample population, 301 had filled and returned the questionnaires. The data collection instruments were questionnaire. Standardized self administer questionnaires were used to gather information regarding job satisfaction, organizational commitment, job involvement and employee performance. The first three were used to collect data about employee work related attitude and the later was used to gather the self rated employee performance level. The number of items used in collecting data about employee work related attitude was 59 (15 items for job satisfaction; 24 items for organizational commitment and 20 items for job involvement), whereas, the number of items to measure employee performance were 23. The questionnaire initially prepared in the English version was translated in to Amharic version to make it convenient to be filled by respondents at lower literacy level (Non- Clerical Employees) in the sample. Demographic questions were also used as developed by the researcher.

Demographic questions were analyzed using frequency and percentages and employees responses regarding employee work related attitude and employee performance were analyzed using descriptive statistics (Mean and Std Deviation). The first 3 research questions of the study were analyzed using correlation and regression analysis, specifically by using Pearson Correlation Coefficient (r) and Standardized Regression Coefficient (β). The last research question was addressed using standardized multiple regression analysis.

In chapter four, quantitative results were shown in tables associated with statistical tools employed and hypotheses were described in relation to statistical results and literatures.

5.1.1. Employee Work Related Attitude and Employee Performance

The findings from this study showed Job Satisfaction, Organizational Commitment and Job Involvement in the insurance companies positively influence employee performance with degree of relationship $r=0.591$; $r=.550$; and $r=.651$ respectively. Each relationship was also found significant at $p = 0.000$ which is less than 0.05 significant level.

To summarize the effects of job satisfaction, organizational commitment and job involvement, on employee performance; standardized regression analysis was performed. The result showed that; all the three employee work related attitudes has significant association with and has a positive effect on employee performance with standardized coefficient value of $\beta = .303$, $\beta = .234$ and $\beta = .387$ respectively. The results were also significant at 0.05 significant levels. In aggregate, the three employee work related attitudes have a predictive ability of employee performance with $R^2=0.560$ with $p\text{-value} = 0.000$) which is below 0.05 significant level.

5.2. Conclusions

This study tried to examine the relationship between employee work related attitude and employee performance in the Ethiopian insurance companies context. Consequently, the following conclusions were drawn from study findings.

The level of employee job satisfaction, organizational commitment and job involvement is above average with a mean score of 3.7927, 3.5952, and 3.7326. Therefore, it is concluded that employees have positive work related attitude. The level of employees' performance is also found higher with a mean score 4.1226, showing employees' performance is satisfactory.

The study found that there is a significant positive relationship between the three work related attitudes (Job Satisfaction, Organizational Commitment and Job Involvement) and Employee Performance. The findings of this study also showed that the degree of relationship between the variables is moderate. Relatively, the correlation between job involvements and employee performance is higher followed by job satisfaction and organizational commitment.

The present study concluded that employee work related attitudes have significant effect on the performance of insurance companies. Therefore, employees' job satisfaction, organizational commitment and job satisfaction in the insurance companies can positively influence employee performance. This means, whenever employees have a positive work related attitude particularly with these three dimensions, their performance will also be enhanced.

The regression results showed that, employee work related attitude has a predictive ability of explaining variance under employee performance by 56%. In other words, employee work related attitude in aggregate has a positive effect on employee performance. The result also showed that each employee work related attitude has a positive effect on employee performance. Comparing the three work related attitudes, job involvement has the highest effect on employee

performance following by job satisfaction and organizational commitment. Thus, insurance companies can predict 56% of their employees' performance through the three work related attitudes.

The study tested the hypothesis and concludes that:

- ✚ Job satisfaction has a significant positive relationship with employee performance.
- ✚ Organizational commitment has a significant positive relationship with employee performance.
- ✚ Job involvement has a significant positive relationship with employee performance.
- ✚ Employee work related attitude positively predicts and has a positive effect on employee performance.

5.3. Recommendations

Based on the findings of the study and conclusions, the following recommendations are forwarded:

- ✚ Insurance companies should introduce human resource practices that increase the levels of employees' job satisfaction, organizational commitment and job involvement and hence improve their motivation to higher performance. In particular issues like creating healthy relationships between co-workers as well as the relation between management and workers, developing the competence of the supervisor and workers, creating opportunities for employees to achieve their personal goals and facilitating channels to employee suggestions should be explicit elements of human resource management activities.
- ✚ Performance standards should be established with the participation of employee representatives and communicated to all members. Employees who are reaching standards and or above standard should be recognized and rewarded. This will create sense of

belongingness and ownership to the values and goals of the organization. This also motivates employees to achieve the standards and perform well.

- ✚ Periodical employees' attitude survey should be employed by the insurance companies in order to measure the level of employees work related attitude and accordingly immediate response should be given to the problems occurred by discussing with employees through creating employees voice channel.
- ✚ Insurance companies should focus on the strategies by which they can develop positive work related attitudes to gain from employees' performance. A good positive work related attitude driving packages like good compensation packages, conducive working conditions and equipments, opportunity for training and promotion should be in place in order to get the reflection of positive attitudes and improved employee performance.
- ✚ Insurance companies should pay attention to their employees' job satisfaction levels as determinants of their performance, turnover, absenteeism, and withdrawal behaviors. To raise employee satisfaction, they should evaluate the fit between the employee's work interests and the intrinsic and extrinsic parts of the job then create work that is challenging and interesting to the individual.
- ✚ As the job involved employees put extra efforts for the completion of their task, these employees become involved in the work not only physically but also emotionally and cognitively. Therefore companies should design jobs in a way that reflects the positive feeling of employee.

5.4. Limitations and Suggestions for Future Research

The study addressed only three independent variables and according to the multiple regression result of the study the three employee work related attitudes are not the only important factors that are related with and have effect on employee performance. This implies that employee performance could be affected by other work related attitudes or factors other than work related attitudes. To this effect, subsequent study needs to be made to address the variables that account for employee performance in insurance companies. The study was a cross sectional study conducted at one point in time and the data were collected within fifteen days. Therefore, similar studies need to be conducted to insight the seasonal impact and changes happened through time. Number of insurance companies considered to draw sample for the study was six whereas there are seventeen insurance companies in Ethiopia. So that, further study needs to be conducted having additional insurance companies in the industry to get better view of the relationship between employee work related attitude and employee performance.

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**APPENDIX – Ia**

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
EXECUTIVE MBA PROGRAM

Questionnaire to be filled by Study Participants.

Dear Participant,

I am conducting a research on **“The Relationship between Employee Work Related Attitude and Employee Performance in the Ethiopian Insurance Industry.** “The research is conducted in partial fulfillment of the requirement for the degree of Masters in Executive MBA. The survey intended to explore the relationship among employee work related attitude with employee performance in the Ethiopian Insurance Industry.

There is no risk associated with participating in this study. All responses are confidential as you are not asked to write your name on the survey, or any identifying information. Participation in the survey is voluntary. If there are queries regarding this study, please contact me with **0911-242358.**

Thank you for participating.

Sincerely yours,

Tesfaye Girma

Part I. Respondent’s Profiles

Please indicate your appropriate choice among the options provided by circling the alphabet that best represents you.

1. Gender

- a. Male
- b. Female

2. Educational Qualification

- a. Less than Certificate
- b. Certificate
- c. Diploma
- d. 1st Degree
- e. Masters Degree
- f. PHD

3. Service Year in the Company

- a. 0 - 2 Years
- b. 2 – 4 Years
- c. 4 – 6 Years
- d. More than 6 years

4. Position Category

- a. Management/Supervisory
- b. Professional/Clerical
- c. Non-Clerical

Part II: Employee Work Related Attitude

INSTRUCTION: Please describe your honest opinion about how you feel about the corresponding statements in the table below. If you are unsure of an answer, make your best guess. There is no right or wrong answers; your opinion is all that matters. Use the following scale in your rating and Tick (✓) the appropriate description.

Scale: Responses to each item are measured on a five-point scale with the anchors labeled:

(5) Strongly Agree, (4) Agree, (3) Neutral, (2) Disagree, (1) Strongly Disagree.

S.N	Description	5	4	3	2	1
1	Job Satisfaction					
1.1	Extrinsic Job Satisfaction					
1.1.1	My physical working condition is comfortable.					
1.1.2	I like fellow workers I work with.					

1.1.3	I like my immediate boss.				
1.1.4	I am satisfied with the rate of pay for my work.				
1.1.5	I am satisfied with the industrial relations between management and workers in my firm.				
1.1.6	I feel satisfied with the way the organization is managed.				
1.1.7	I believe my hour of work is convenient.				
1.1.8	I feel secured in my job.				
1.2	Intrinsic Job Satisfaction				
1.2.1	I am satisfied with the amount of variety in your job.				
1.2.2	I have freedom to choose my own method of working.				
1.2.3	I am satisfied with the recognition I get for good work.				
1.2.4	I am satisfied with the amount of responsibility I am given.				
1.2.5	I have the opportunity to use my abilities.				
1.2.6	I am satisfied with my chance for promotion.				
1.2.7	I am satisfied with the attention paid to suggestions i make.				
2	Organizational Commitment				
2.1	Affective Organizational Commitment				
2.1.1	I would be very happy to spend the rest of my career with this organization.				
2.1.2	I enjoy discussing about my organization with people outside it.				
2.1.3	I really feel as if this organization’s problems are my own.				
2.1.4	I think that I could easily become as attached to another organization as I am to this one (R).				
2.1.5	I do not feel like “part of the family” at my organization (R).				
2.1.6	I do not feel “emotionally attached” to my organization (R).				
2.1.7	This organization has a great deal of personal meaning for me.				
2.1.8	I do not feel a “strong” sense of belonging to my organization (R).				
2.1	Continuance Organizational Commitment				
2.1.1	I am not afraid of what might happen if I quit my job without having another one lined up (R).				
2.1.2	It would be very hard for me to leave my organization right now, even if I wanted to.				
2.1.3	Too much in my life would be disrupted if I decided to leave my organization now.				
2.1.4	It wouldn’t be too costly for me to leave my organization now (R).				
2.1.5	Right now, staying with my organization is a matter of necessity as much as desire.				
2.1.6	I feel that I have very few options to consider leaving this organization.				
2.1.7	One of the few serious consequences of leaving this organization would be the sacrifice of available alternatives.				
2.1.8	One of the major reasons to continue to work for this organization is that leaving would				

	require considerable personal sacrifice – another organization may not match the overall benefits I have here.					
2.1	Continuance Organizational Commitment					
2.1.1	I think that people these days move from company to company too often.					
2.1.2	I do not believe that a person must always be loyal to his or her organization (R).					
2.1.3	Jumping from organization to organization does not seem at all unethical to me (R).					
2.1.4	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.					
2.1.5	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
2.1.6	I believe in the value of remaining loyal to one organization.					
2.1.7	Things were better in the days when people stayed in one organization for most of their careers.					
2.1.8	I do not think that to be a “Company Man” or “Company Woman” is sensible anymore (R).					
3	Job Involvement					
3.1	Quite often I feel like staying home from work instead of coming in (R).					
3.2	I avoid taking an extra duties and responsibilities in my work (R).					
3.3	I am very much involved personally in my work.					
3.4	I used to be more ambitious about my work than I am now (R).					
3.5	Sometimes I lie awake at night thinking ahead to the next day’s work					
3.6	The major satisfaction in my life comes from my job.					
3.7	I live, eat and breathe my job.					
3.8	Most things in life are more important than work (R).					
3.9	I feel depressed when I fail at something connected with my job.					
3.10	Sometimes I would like to kick myself for the mistakes I make in my work.					
3.11	I am really a perfectionist about my work.					
3.12	To me, my work is only a small part of who I am (R).					
3.13	I have other activities more important than my work (R).					
3.14	I used to care more about my work but now other things are more important to me (R).					
3.15	You can measure a person pretty well by how good a job he does.					
3.16	I usually show up for work a little early to get things ready.					

3.17	I would probably keep working even if I did not need the money.					
3.18	I shall stay overtime to finish a job even if I am not paid for it.					
3.19	For me, morning at work really fly by.					
3.20	The most important things that happen to me involved my work.					

Part III: Employee Performance

INSTRUCTION: Please describe your honest opinion about how you feel about the corresponding statements regarding your performance. If you are unsure of an answer, make your best guess. Use the following scale in your rating and Tick (✓) the appropriate description.

Scale: Responses to each item are measured on a five-point scale with the anchors labeled:

(5) Strongly Agree, (4) Agree, (3) Neutral, (2) Disagree, (1) Strongly Disagree.

S.N	Description	5	4	3	2	1
1	Task Performance					
1.1	I use to maintain high standard of work.					
1.2	I am capable of handling my assignments without much supervision.					
1.3	I am very passionate about my work.					
1.4	I know I can handle multiple assignments for achieving organizational goals.					
1.5	I use to complete my assignments on time.					
1.6	My colleagues believe I am a high performer in my organization.					
2	Contextual Performance					
2.1	I used to extend help to my co-workers when asked or needed.					
2.2	I love to handle extra responsibilities.					
2.3	I extend my sympathy and empathy to my co-workers when they are in trouble.					
2.4	I actively participate in group discussions and work meetings.					
2.5	I use to praise my co-workers for their good work.					
2.6	I derive lot of satisfaction nurturing others in organization.					
2.7	I use to share knowledge and ideas among my team members.					
2.8	I use to maintain good coordination among fellow workers.					
2.9	I use to guide new colleagues beyond my job purview.					
2.10	I communicate effectively with my colleagues for problem solving and decision making.					

3	Adaptive Performance					
3.1	I use to perform well to mobilize collective intelligence for effective team work.					
3.2	I could manage change in my job very well whenever the situation demands.					
3.3	I can handle effectively my work team in the face of change.					
3.4	I always believe that mutual understanding can lead to a viable solution in organization.					
3.5	I use to lose my temper when faced with criticism from my team members (R).					
3.6	I am very comfortable with job flexibility.					
3.7	I use to cope well with organizational changes from time to time.					

Thank You!!!



APPENDIX – Ib

አዲስ አበባ ዩኒቨርሲቲ

የቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

የማኔጅመንት ትምህርት ክፍል-ኤክስኪዩቲቭ ኤም.ቢ.ኤ ፕሮግራም

በተሳታፊዎች የሚሞላ መጠይቅ

ክቡር ተሳታፊ

በ“ኢትዮጵያ የኢንፎርሜሽን ኢንዱስትሪ ውስጥ በሠራተኛው ክስራ ጋር ተያያዥ በሆኑ ጉዳዮች ላይ ያለውን አመለካከት እና የሠራተኛው የሥራ አፈፃፀም መካከል ያለ ግንኙነት” በሚል መጠሪያ ይህንን ጥናት በማድረግ ላይ እገኛለሁ። ምርምሩ በኤክስኪዩቲቭ ኤም.ቢ.ኤ መርሃ ግብር ለማሟላቱ እየተከናወነ ይገኛል። ይህ ጥናት በኢትዮጵያ የ“ኢንፎርሜሽን ኢንዱስትሪ ውስጥ በሠራተኛው ክስራ ጋር ተያያዥ በሆኑ ጉዳዮች ላይ ያለው አመለካከት እና የሠራተኛው የሥራ አፈፃፀም መካከል ያለውን ግንኙነት ለመገንዘብ ታስቦ የተዘጋጀ ነው።

በዚህ ጥናት ውስጥ ከመሳተፍ ጋር ተያይዞ ምንም አይነት ጉዳት አይደርስብዎትም። በአሰላው ላይ ስምዎትን ወይም ማንኛውንም መረጃ እንዲለዩ ስለማይጠየቁ የሚሰጡት ምላሾች በሙሉ ሚስጥራዊ ይሆናሉ። በጥናቱው ላይ የሚደረገው ተሳትፎ በበጎ ፍቃደኝነት ላይ የተመሰረተ ነው። ይህንን ጥናት በተመለከተ ማንኛውም አይነት ጥያቄ ካለ እባክዎ በስልክ ቁጥር 0911-242358 ያግኙኝ።

ስለተሳትፎአችሁ እናመሰግናለን።

ተስፋዬ ግርማ

ክፍል 1: የተሳታፊ ፕሮፋይሎች

እባክዎ ከተሰጡበት አማራጮች መካከል እስርዎን የሚገልፀውን ፊደል በማክበብ ከቀረቡት ምርጫዎች መካከል ተገቢውን ምርጫ ይጠቁሙ፡፡

1. ያታ

ሀ. ወንድ ለ. ሴት

2. የትምህርት ደረጃ

ሀ. ከሠርተፍኬት በታች ለ. ሠርተፍኬት ሐ. ዲፕሎማ
 መ. የመጀመሪያ ደግሪ ሠ. የማስተርስ ደግሪ ረ. ፒኤችዲ

3. በድርጅቱ ውስጥ ያለው የአገልግሎት ዘመን

ሀ. ከ0 - 2 ዓመት ሐ. ከ4 - 6 ዓመት
 ለ. ከ2 - 4 ዓመት ሠ. ከ6 ዓመት በላይ

4. የሥራ ኃላፊነት መደብ

ሀ. ኃላፊ/ ተቆጣጣሪ መ. ዕድሜው ነክ ያልሆነ
 ለ. ፕሮፌሽናል/ዕድሜው ነክ

ክፍል 2: የሠራተኛው ከሥራ ጋር ተያያዥ የሆኑ አመለካከቶች

መግቢያ: እባክዎ ከዚህ በታች በተገለፀው ሠንጠረዥ የሰፈሩትን አረፍተኛዎች በተመለከተ ያለዎትን ትክክለኛ የሆነ አመለካከት ይግለፁ፡፡ መልሱን በሚመለከት እርግጠኛ ካልሆኑ የተሻለ የሚሉትን ግምት ያስቀምጡ፡፡ ትክክል ወይም ስህተት መልስ ባለመኖሩ አመለካከትዎ በሙሉ ጠቃሚ ነው፡፡ ምላሽዎን በሠንጠረዥ በተገለፁት ደረጃዎች ውስጥ ይጠቀሙ፡፡ እናም ተገቢውን መግለጫ (✓) በማስቀመጥ ይግለፁ፡፡

ልኬት: ከዚህ በታች በተቀመጡት የ5 ነጥብ ደረጃዎች ለእያንዳንዱ ጥይቁ የሚኖርዎትን መልስ ይስጡ፡፡

5. በከፍተኛ ደረጃ እስማማለሁ 4. እስማማለሁ 3. ገለልተኛ ሃሳብ

2. አልስማማም

1. በከፍተኛ ደረጃ አልስማማም

ተ.ቁ	መግለጫ	5	4	3	2	1
1	የሥራ እርካታ					
1.1	ከስራው ጋር በተዘዋዋሪ የሚያያዙ ጉዳዎች እርካታ።					
1.1.1.	የምሥራብት አካባቢያዊ የሥራ ሁኔታ የሚመች ነው።					
1.1.2.	አብራይቸው የምሰራቸውን የሥራ ባልደረባዎች እወዳለሁ።					
1.1.3.	የቅርብ አለቃዬን እወዳለሁ።					
1.1.4.	ለሥራዬ በሚከፈለኝ የክፍያ ተመን ረክቻለሁ።					
1.1.5.	በድርጅቱ ኃላፊዎችና ሠራተኞች መካከል ባለው የሥራ ግንኙነት ረክቻለሁ።					
1.1.6.	ድርጅቱ በሚተዳደርበት መንገድ እርካታ ይሰማኛል።					
1.1.7.	የእኔ የሥራ ሰዓታት ተገቢ መሆኑን አምናለሁ።					
1.1.8.	ስራዬን አጣሁ ብዬ ስጋት አይገባኝም።					
1.2.	ከስራው ጋር በቀጥታ የሚያያዙ ጉዳዎች እርካታ።					
1.2.1.	የስራ መደቤ ባለው ይዘት ረክቻለሁ።					
1.2.2.	የምሰራበትን ዘዴ ለመምረጥ ነፃነት አለኝ።					
1.2.3.	ለመልካም ሥራ በማገኘው ምስጋና/አውቅና ረካለሁ።					
1.2.4.	በስራዬ በተሰጠኝ የኃላፊነት መጠን እርካታ ይሰማኛል።					
1.2.5.	በስራ ላይ ክህሎቶቼን ለመጠቀም እድሉ አለኝ።					
1.2.6.	ለእድገት ባለኝ እድል ረክቻለሁ።					
1.2.7.	በምሰጣቸው አስተያየቶች ላይ በሚደረጉ ትኩረቶች ረክቻለሁ።					
2.	ለድርጅቱ ያለኝ ታማኝነት					
2.1.	ከውስጥ/ከልብ የሚመነጭ ታማኝነት					
2.1.1.	ቀሪውን የሥራ ጊዜዬን ከዚህ ድርጅት ጋር ባሳልፍ እጅግ					

	በጣም ደስተኛ እሆናለሁ።					
2.1.2.	ድርጅቱን በተመለከተ ከድርጅቱ ውጪ ካሉ ግለሰቦች ጋር መወያየት ደስ ይለኛል።					
2.1.3.	የዚህ ድርጅት ችግሮች የራሴ እንደሆኑ ይሰማኛል።					
2.1.4.	ይህንን ድርጅት ብለቅ ከሌሎች ድርጅቶች ጋር በቀላሉ መላመድ እንደምችል አስባለሁ።					
2.1.5.	በእኔ ድርጅት ውስጥ “የቤተሰብ አካል” ስሜት አይሰማኝም።					
2.1.6.	ከዚህ ድርጅት ጋር “ጥልቅ ስሜት” አይሰማኝም።					
2.1.7.	ይህ ድርጅት ለእኔ ብዙ የግል ትርጉም አለው።					
2.1.8.	ለድርጅቱ “ጠንካራ የራስ ባለቤትነት ስሜት” አይሰማኝም።					
2.2.	ስራዬን በጣ እንዳለሁ ከሚል ስጋት የሚመነጭ ታማኝነት።					
2.2.1.	ሌላ ሥራ ሳላዘጋጀ ኃላፊነቴን ብለቅ ምን ይከሰታል ብዬ አልፈራም።					
2.2.2.	በአሁን ወቅት ምንም እንኳን ብፊልግም ድርጅቱን መልቀቅ እጅግ በጣም አስቸጋሪ ይሆንብኛል።					
2.2.3.	ድርጅቱን በአሁኑ ወቅት ለመልቀቅ ብወስን በህይወቴ ብዙ ነገር ይበላሻል።					
2.2.4.	ድርጅቱን አሁን መልቀቅ ብዙ ዋጋ አያስከፍለኝም።					
2.2.5.	በአሁን ወቅት በድርጅቱ ውስጥ መቆየት እንደ ፍላጎት ሁሉ የግዴታ ጉዳይ ሆኖ ይሰማኛል።					
2.2.6.	ይህንን ድርጅት ለመልቀቅ እጅግ በጣም ጥቂት አማራጮች ብቻ እንዳሉኝ ይሰማኛል					
2.2.7.	ይህንን ድርጅት ለመልቀቅ ከባድ ከሆኑ ጥቂት ምክንያት የአማራጮች አለመኖር እና ማጣት አንዱ ነው።					
2.2.8.	ለዚህ ድርጅት ለመስራት መቀጠል ዋነኛ ምክንያቶች ውስጥ					

	አንዱ ድርጅቱን መልቀቅ ከፍተኛ የግል መስዋእትነትን የሚጠይቅ በመሆኑ እና ሌሎች ድርጅቶች እኔ እዚህ ያለኝን ጠቅላላ ጥቅሞች የማያሟሉ መሆኑ ነው።					
2.3.	ከሞራላዊ ግዴታ የሚመነጭ ታማኝነት።					
2.3.1.	ሰዎች በአሁን ወቅት ከከብንያ ወደ ኩብንያ በሚዘዋወሩት አልፎ አልፎ ነው ብዬ አስባለሁ።					
2.3.2.	አንድ ግለሰብ ለድርጅቱ/ቷ ሁልጊዜ ታማኝ መሆን አለበት/ባት ብዬ አላምንም።					
2.3.3.	ከድርጅት ወደ ድርጅት መዘዋወር ስነምግባር የጎደለው ተግባር ነው ብዬ አላምንም።					
2.3.4.	በዚህ ድርጅት ውስጥ መስራት ከቀጠልኩባቸው ዋነኛ ምክንያቶች አንዱ ታማኝነት ጠቃሚ መሆኑን ስለማምን እና በዚህም ሰበብ ለመቆየት የሞራል ግዴታ እንዳለብኝ ስለሚሰማኝ ነው።					
2.3.5.	በሌላ ስፍራ በተሻለ የሥራ ኃላፊነት የተሻለ እድል ባገኝ እንኳን ድርጅቱን መልቀቅ ትክክል ነው ብዬ አላምንም።					
2.3.6.	ለአንድ ድርጅት ታማኝ ሆኖ በመቆየት እሴት አምናለሁ።					
2.3.7.	በተለያዩ ጊዜያት ሰዎች በአንድ ድርጅት ውስጥ በሚኖራቸው የሥራ ኃላፊነቶች ቢቆዩ የተሻሉ ነው ብዬ አምናለሁ።					
2.3.8.	“የድርጅቱ አባል” መሆን ከዚህ በኋላ ትርጉም የሚሰጥ ነው ብዬ አላምንም።					
3.	የሥራ ተሳትፎ/ትጋት					
3.1.	አልፎ አልፎ ወደ ሥራ ከመምጣት ይልቅ በቤት ውስጥ ስለመቆየት አስባለሁ					
3.2.	በስራዬ ላይ ተጨማሪ ኃላፊነቶችን እና ግዴታዎችን					

	ከመቀበል እቆጠባለሁ።					
3.3.	በሥራዬ ላይ በግል ስኬት ለማምጣት እጥራለሁ።					
3.4.	አሁን ለሥራዬ ተነሳሽነት ከሚሰማኝ ይልቅ ከዚህ ቀደም ይሰማኝ ነበር።					
3.5.	አንዳንድ ጊዜ ስለሚቀጥለው ቀን ሥራ እያሰብኩ ከእንቅልፌ እንቃለሁ።					
3.6.	በህይወቴ ዋነኛው እርካታዬ የሚመነጨው ከሥራዬ ነው።					
3.7.	ሥራዬ ኑሮይ፣ ምግቤ እና የምተነፍሰው አየር እንደሆነ ይሰማኛል።					
3.8.	በህይወቴ ያሉ ብዙ ነገሮች ከሥራዬ ይልቅ ጠቃሚ ናቸው።					
3.9.	ከሥራዬ ጋር በተያያዘ ስኬታማ ሳልሆን ስቀር ድብርት ይሰማኛል።					
3.10.	በሰራ ስፍራ የማጠፋቸውን ስህተቶች በተመለከተ ፀፀት ይሰማኛል።					
3.11.	ሰራዬን በተመለከተ እጅግ በጣም በፍጹምና ማክናወን እንዳለብኝ የማምን ሰው ነኝ።					
3.12.	ለእኔ ሥራዬ የማንነቴ አነስተኛ ክፍል ነው።					
3.13.	ከሥራዬ የበለጠ ጠቃሚ የሆኑ ሌሎች ስራዎች አሉኝ።					
3.14.	ከዚህ በፊት ስለሰራዬ እጅግ ጥንቃቄ የማደርግ የነበረ ሲሆን አሁን ግን ከሥራዬ ይበልጥ ሌሎች ነገሮች ለእኔ ጠቃሚ ናቸው።					
3.15.	አንድን ግለሰብ ሥራውን በምን አይነት መንገድ እንደሚያከናውን በመመልከት ግለሰቡን መመዘን ይቻላል።					
3.16.	ነገሮችን ለማዘጋጀት ዘወትር ከሥራ ሠላት ቀደም ብዬ እገባለሁ።					

3.17.	ገንዘብ ባያስፈልገኝም እንኳን ሥራዬን መስራት እቀጥላለሁ።					
3.18.	ምንም እንኳን የማይከፈለኝ ቢሆን ሥራዬን ለማጠናቀቅ በትርፍ ሰዓት እሰራለሁ።					
3.19.	የጠዋቱ የስራ ስህተት ሳላውቀው ፈጥኖ ያልቅብኛል።					
3.20.	በጣም ወሳኝ ከሆኑ ክስተቶች መካከል ስራዬ ይገኝበታል።					

ክፍል 3:- የሠራተኛው የሥራ አፈፃፀም

መመሪያ:- ከዚህ በታች የተገለፁትን የሥራ አፈፃፀምን የሚመለከቱ አረፍተነገሮች በተመለከተ የሚሰማዎትን ትክክለኛ አመለካከት ይግለፁ። በጥያቄው እርግጠኛ ካልሆኑ የተሻለ ግምት ያስቀምጡ። በሚከተሉት ደረጃዎች ውስጥ የእርስዎን ተመን ይስጡ። በዚህም (✓) ተገቢውን መግለጫ ይጠቁሙ።

ደረጃ:- በእያንዳንዱ ደረጃ ላይ የሚሰኘው ምላሽ በሚከተሉት 5 ደረጃ የሚወሰኑ ናቸው።

5. በከፍተኛ ደረጃ እስማማለሁ 4. እስማማለሁ 3. ገለልተኛ ሃሳብ
 2. አልስማማም 1. በከፍተኛ ደረጃ አልስማማም

ተ.ቁ	መግለጫ	5	4	3	2	1
1.	የሥራ ግዴታ አፈፃፀም					
1.1.	ስራዬን በከፍተኛ ጥራት አከናውናለሁ።					
1.2.	ያለ ብዙ ቁጥጥር የተሰጠኝን ኃላፊነቶች የማከናወን ብቃት አለኝ።					
1.3.	ሥራዬን በተመለከተ ክፍተኛ ተነሳሽነት አለኝ።					
1.4	የድርጅቱን ግቦች ለማሳካት በርካታ ኃላፊነቶችን ማከናወን እችላለሁ።					
1.5	የተሰጡኝን ኃላፊነቶች በጊዜ አጠናቅቃለሁ።					
1.6	ባልደረቦቹ በድርጅቱ ውስጥ ክፍተኛ የሥራ አፈፃፀም ያለኝ መሆኑን ያምናሉ።					
2.	አውዳዊ የሥራ አፈፃፀም					
2.1.	ስጠየቅ ወይም አስፈላጊ ሆኖ ሲገኝ ለባልደረቦቹ የስራ እርዳታ					

	አደርጋለሁ።					
2.2	ተጨማሪ ኃላፊነቶችን ማከናወን ደስ ይለኛል።					
2.3	ሠራተኞች ችግር ውስጥ በሚሆኑበት ወቅት ለባልደረቦቹ ሐዘኔታ እና ርህራሄን አደርጋለሁ።					
2.4	በቡድን ውይይቶች እና የሥራ ስብሰባዎች ላይ በንቃት አሳተፋለሁ።					
2.5	ባልደረቦቹን ለሚያከናውኑት መልካም ሥራ አመሰግናለሁ።					
2.6	በድርጅቱ ውስጥ ሌሎች እንዲሻሻሉ በማገዝ ትልቅ እርካታን አገኛለሁ።					
2.7	በቡድን አባላት መካከል ያለኝን እውቀት እና ሃሳብ አካፍላለሁ።					
2.8	በአጋር ሠራተኞች መካከል መልካም የሆነ ትብብርን አጠብቃለሁ።					
2.9	ከተሰጠኝ የሥራ ኃላፊነት በተጨማሪ አዲስ የሚገቡ ሠራተኞችን የሥራ ሁኔታዎች አሳያለሁ።					
2.10	በችግር አፈታት እና ውጤት አሰጣጥ ላይ ከባልደረቦቹ ጋር ውጤታማ በሆነ መንገድ አወያያለሁ።					
3.	አዲስ የሥራ ሁኔታን በቶሎ የመልመድ የሥራ አፈፃፀም					
3.1	ውጤታማ ለሆነ የቡድን ሥራ የጋራ መረጃ በማደራጀት አተጋለሁ።					
3.2	ሁኔታዎች አስፈላጊ በሚሆኑባቸው ጊዜያት ሁሉ ከለውጦች ጋር እራሴን ማላመድ አችላለሁ።					
3.3	ለውጥ በሚኖሩባቸው ሁኔታዎች ሥራዬን ውጤታማ በሆነ መልኩ አከናውናለሁ።					
3.4	ዘወትር የጋራ መግባባት ተገቢ ወደሆነ የድርጅት መፍትሄ					

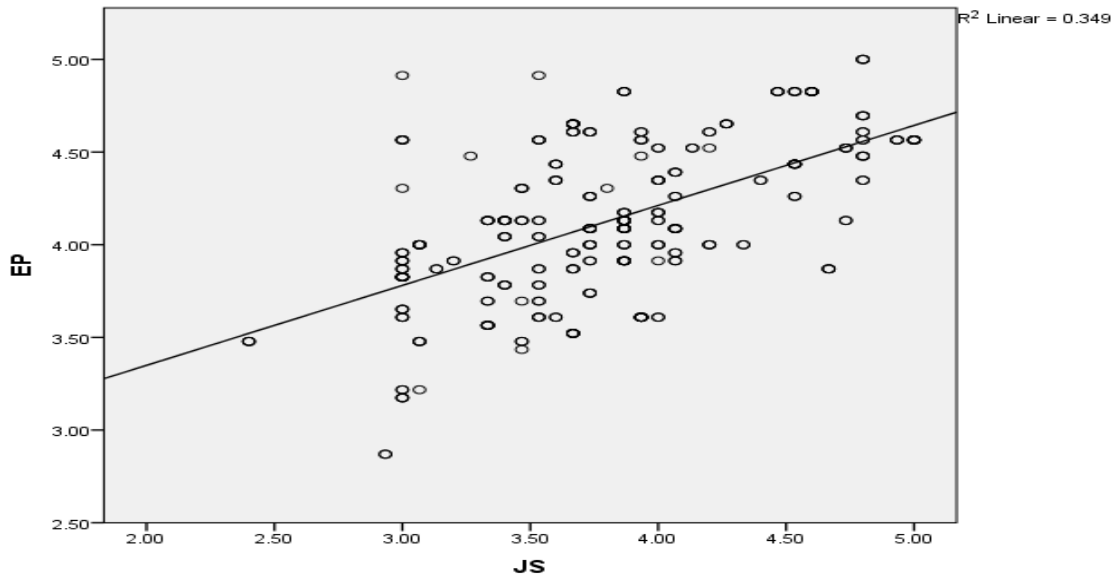
	የሚያመራ መሆኑን አምናለሁ።					
3.5	ከቡድን አባላቶች ጎችጎት በሚገጥመኝ ወቅት ስሜታዊ እሆናለሁ።					
3.6	በሥራዬ ተለዋዋጭነት ምቹነት ይሰማኛል።					
3.7	በተለያዩ ምክንያት በድርጅቱ ለሚደረጉ ለውጦች ሥራዬን በተገቢ መንገድ አከናውናለሁ።					

አመሰግናለሁ!!!

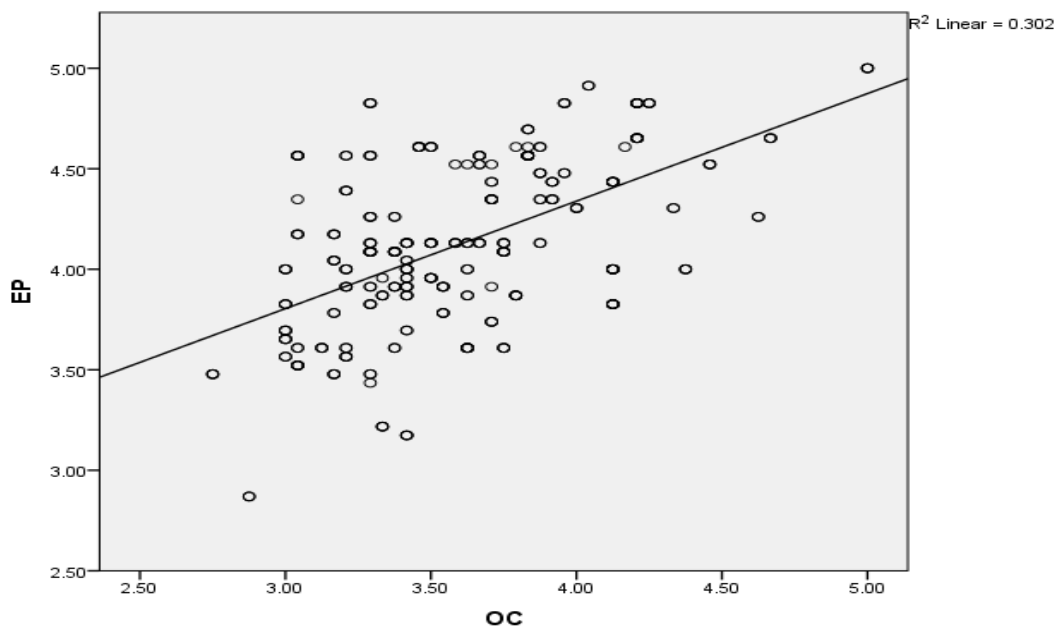
Appendix-II: SPSS Outputs

1. Scatter Plots: Showing Linear Relationship between Independent Variables (Job Satisfaction, Organizational Commitment and Job Involvement) with Dependent Variable (Employee Performance).

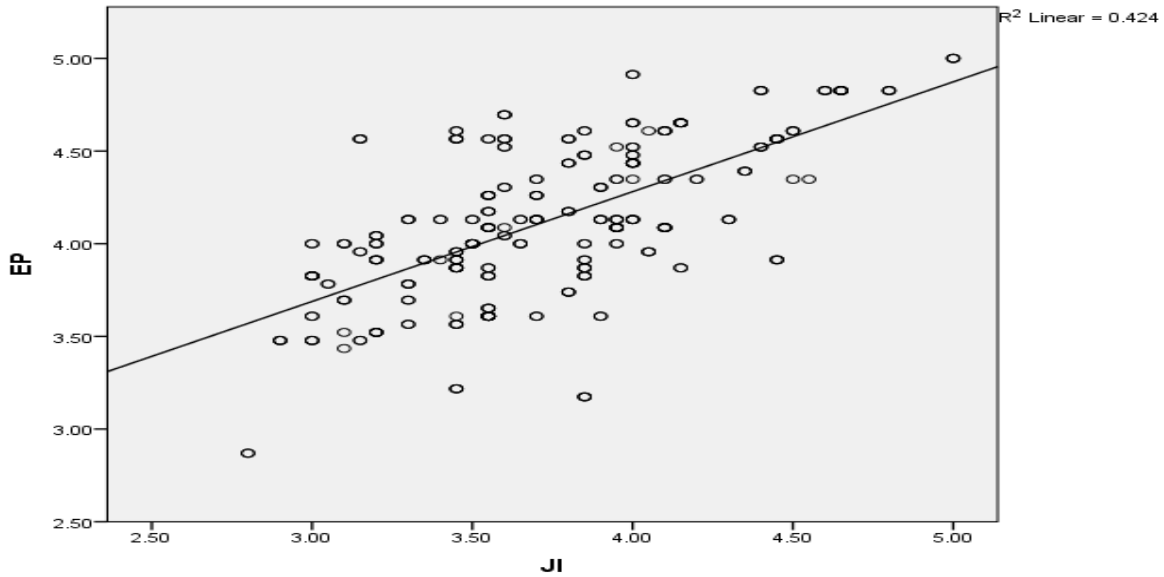
a) Job Satisfaction Vs Employee Performance



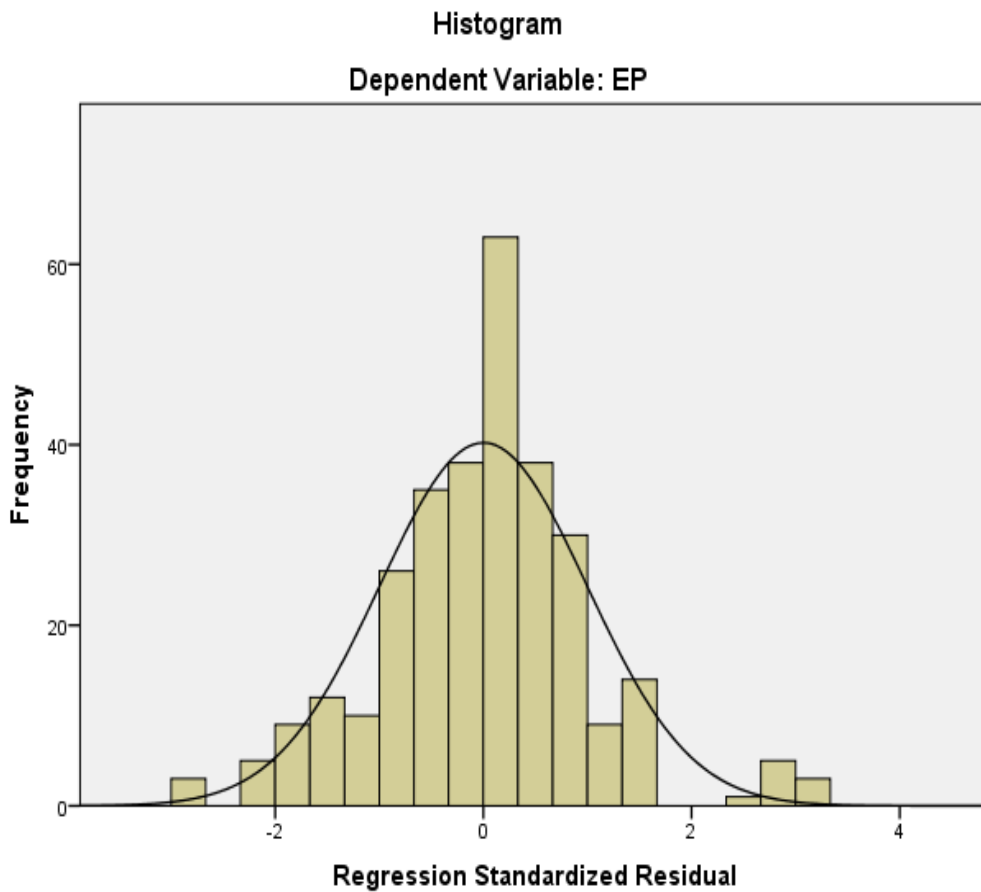
b) Organizational Commitment Vs Employee Performance



c) Job Involvement Vs Employee Performance



2. Histogram: Showing Normality of Residuals



3. Correlations

	JS	EJS	IJS	OC	AOC	COC	NOC	JI	EP	
JS	Pearson Correlation	1	.923**	.932**	.415**	.409**	.308**	.254**	.491**	.591**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.000	.000	.000
	N	301	301	301	301	301	301	301	301	301
EJS	Pearson Correlation	.923**	1	.722**	.394**	.432**	.281**	.209**	.511**	.532**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000	.000	.000
	N	301	301	301	301	301	301	301	301	301
IJS	Pearson Correlation	.932**	.722**	1	.378**	.331**	.290**	.261**	.403**	.563**
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.000	.000	.000
	N	301	301	301	301	301	301	301	301	301
OC	Pearson Correlation	.415**	.394**	.378**	1	.792**	.793**	.746**	.490**	.550**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.000	.000	.000
	N	301	301	301	301	301	301	301	301	301
AOC	Pearson Correlation	.409**	.432**	.331**	.792**	1	.471**	.392**	.375**	.504**
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000	.000	.000
	N	301	301	301	301	301	301	301	301	301
COC	Pearson Correlation	.308**	.281**	.290**	.793**	.471**	1	.354**	.344**	.404**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000	.000	.000
	N	301	301	301	301	301	301	301	301	301
NOC	Pearson Correlation	.254**	.209**	.261**	.746**	.392**	.354**	1	.425**	.377**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000		.000	.000
	N	301	301	301	301	301	301	301	301	301
JI	Pearson Correlation	.491**	.511**	.403**	.490**	.375**	.425**	1	.651**	
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000		.000	
	N	301	301	301	301	301	301	301	301	
EP	Pearson Correlation	.591**	.532**	.563**	.550**	.504**	.404**	.377**	1	
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.000		
	N	301	301	301	301	301	301	301	301	

** Correlation is significant at the 0.01 level (1-tailed).

4. Standardized Regression Results

4.1. Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.748 ^a	.560	.556	.27616	.634

a. Predictors: (Constant), JI, OC, JS

b. Dependent Variable: EP

4.2. ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.840	3	9.613	126.053	.000 ^b
	Residual	22.650	297	.076		
	Total	51.490	300			

a. Dependent Variable: EP

b. Predictors: (Constant), JI, OC, JS

4.3. Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.148	.158		7.285	.000		
	JS	.222	.033	.303	6.686	.000	.719	1.391
	OC	.228	.044	.234	5.157	.000	.720	1.390
	JI	.352	.043	.387	8.177	.000	.660	1.515

a. Dependent Variable: EP

Appendix – III: Factor Analysis

Factor Loadings are based on a principal component analysis extraction and orthogonal rotation (Varimax) rotation. The item numbers in the rotated component matrix are represented in the questionnaire as follows:

Item Number in the Factor Analysis	Serial Number in the Questionnaire
Job Satisfaction Scale	
1 to 8	1.1.1 to 1.1.8
9 to 15	1.2.1 to 1.2.7
Organizational Commitment Scale	
1 to 8	2.1.1 to 2.1.8
9 to 16	2.2.1 to 2.2.8
17 to 24	2.3.1 to 2.3.8
Job Involvement Scale	
1 to 20	3.1 to 3.20
Employee Performance Scale	
1 to 6	1.1 to 1.6
7 to 16	2.1 to 2.10
17 to 23	3.1 to 3.7

1. Job Satisfaction Scale

a) KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.883
Bartlett's Test of Sphericity	Approx. Chi-Square	2284.128
	df	105
	Sig.	.000
Average Commonality		.53665

b) Rotated Component Matrix with .4 Loading Factor

Item	Factor	
	1	2
12	.839	
11	.758	
10	.756	
13	.749	
15	.745	
9	.692	
14	.551	
3	.500	
7	.479	
6		.848
5		.717
1		.591
4		.588
2		.586
8		.552

2. Organizational Commitment Scale

a) KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.646
Bartlett's Test of Sphericity	Approx. Chi-Square	2773.150
	df	276
	Sig.	.000
Average Commonality		0.383299

b) Rotated Component Matrix with .4 Loading Factor

Item	Factor		
	1	2	3
6	.761		
5	.680		
8	.669		
20	.640		
16	.605		
1	.588		
7	.545		
23	.499		
2	.480		
4	.473		
24	.436		
9	.402		
21			
13		.694	
19		.680	
22		.563	
3		.519	
12		.490	
18		.413	
11			.757
15			.545
14			.502
10			.484
17			

3. Job Involvement Scale

a) KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.719
Bartlett's Test of Sphericity	Approx. Chi-Square	3217.330
	df	190
	Sig.	.000
Average Commonality		0.722337

b) Rotated Component Matrix with .4 Loading Factor

Item	Factor						
	1	2	3	4	5	6	7
12	.845						
13	.770						
11	.659						
20							
17		.926					
19		.925					
15			.754				
7			.720				
6			.641				
8			.523				
16							
14				.870			
18				.835			
2					.831		
1					.731		
5					.575		
3						.808	
4						.665	
9							.771
10							.739

4. Employee Performance Scale

a) KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.841
Bartlett's Test of Sphericity	Approx. Chi-Square	3669.204
	df	253
	Sig.	.000
Average Commonality		0.517672

b) Rotated Component Matrix with .4 Loading Factor

	Factor		
	1	2	3
16	.828		
17	.773		
13	.758		
20	.747		
15	.688		
18	.678		
14	.640		
23	.585		
8		.713	
9		.678	
3		.676	
12		.649	
1		.604	
11		.601	
2		.584	
4		.564	
7		.522	
6		.498	
5		.493	
19		.489	
10			
22			.586
21			-.536

