



FACULTY OF BUSINESS AND ECONOMIC

DEPARTMENT OF MANAGEMENT GRADUATE STUDIES

**FACTORS AFFECTING JOB PERFORMANCE OF MEDICAL
STAFF IN SELECTED PUBLIC HOSPITALS IN ADDIS
ABABA, ETHIOPIA**

BY: TSEDENYA TAMRAT

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ADDIS ABABA ETHIOPIA

DECLARATION

I, the undersigned, declare that this thesis entitled “Factors affecting the Performance of Medical Staff in Selected Public Hospitals of Addis Ababa, Ethiopia (A Case of Zewditu Memorial Hospital, St . Peter Hospital, Yekatit 12 Hospital and Alert Hospital)” is my original work and that all sources have been accurately reported and acknowledged, and that this document has not been submitted for a degree in any other universities.

Tsedenya Tamrat

Name of Author



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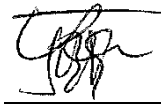
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STATEMENT OF CERTIFICATE

This is to certify that Tsedenya Tamrat has completed her thesis entitled “factors affecting employee’s Job Performance of Medical Staff in Selected Public Hospitals of Addis Ababa (A Case of selected public hospitals)” is her original work and is submitted for examination with my approval as a thesis.

Yohannes Workaferahu (Ph.D.)



22/11/2023

Name of Advisor

Signature

Date

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis entitl *“factors affecting emplooyee’s job Performance of Medical Staffs in Selected Public Hospitals in Ethiopia (A Case of Zewditu Memorial Hospital, St. Peter Hospital, Yekatit 12 Hospital and Alert Hospital)”* is carried out by Tsedenya Tamrat under the supervision of Yohannes Workaferahu (PhD submitted in partial fulfilment the requirements for the degree of Master of Science in Management Administration complies with the regulations of the University.

Approved by the Examiners

Mebratun Leake

Name of External Examiner

[Signature]

Signature

24/11/23

Date

Zelalem A/Hadik

Name of the Internal Examiner

[Signature]

Signature

25/11/23

Date

Yohannes Workaferahu (Ph.D.)

[Signature]

Name of Advisor

Signature

Date

22/11/2023

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ACRONYMS/ABBREVIATION

AH	Alert Hospital
ANOVA	Analysis of variance
ART	Anti-Retroviral Treatment
GDP	Ethiopia 's Gross Domestic Product
HR	Human Resource
SPH	St. Peter Hospital
SPSS	Statistical Packages for Social Science
YH	Yekatit 12 Hospital
ZMH	Zewditu Memorial Hospital

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ABSTRACT

*The main objective of this study is to identify factors affecting employees' performance from the case of **Selected Public Hospitals**. I collected data from Public Hospital's employees using a five-point Likert scale questionnaire. For this research, 384 copies of the questionnaire were distributed and 300 (90%) were returned duly filled in. The collected data was analyzed by using statistical package for social science (SPSS) version 25 software using graphs, tables and other descriptive statistics (mean, standard deviation, frequency, percentage) and inferential statistics (correlation and regression) as appropriate. The study identified that positive relationship between employees' performance and training, individual characteristics and the overall image of the organization. However, the study found out that working environment and supervision has no significant effect on employee's performance while motivation affects employee's performance negatively. From the analysis the researcher recommend to enhance Training at regular intervals ,to focus on non-monetary incentives (like recognition of their work and career development) are better to keep employees motivated and satisfied in their work, reducing hierarchies and false promises to employees, work extensively on identifying individual characteristics and building the organization's overall image to a step that attracts and initiates employees and customers to increases the employees' work performance.*

Key words: training, motivation, supervision, individual character, overall image and work environment

CHAPTER-1

1. INTRODUCTION

1.1. Background of the Study

In a knowledge economy, organizations rely heavily on their employees to survive. They can only win a competitive advantage through their people (Aloe, 2012). The product or service of any organization is provided to customers with the involvement of people. However, as Mathis *et al.* (1997) pointed out, people are essential resources that an organization has and problematic ones to manage. This makes human resource management a key ingredient in fostering organizational competitiveness and fulfilling its mission.

Managing employee performance is an integral part of human resource management that all managers and rating officials perform throughout the year. Chris (2011) testifies that performance management is essential as managing financial resources and program outcomes because employee performance or the lack thereof has a profound effect on any organizations' economic and program components.

Although many factors contribute to productivity, job performance is viewed as the most influential one. One of the indicators in enhancing and improving the service industry is job performance.

Job performance refers to the behaviors expected in line with the organization's goals and the purpose under the control of individual employees (Campbell *et al.*, 1993). Performance measurement systems are described as the broad set of metrics used to quantify the efficiency and effectiveness of action (Shepherd and Gunter, 2006). Psychological studies over time suggest that meaningful variation in individual performance exists at within-person and between-person levels. These studies contend that personal and social factors explain individual performance. In other words, employee performance depends on individual and group behavior. According to Oreg (2003), factors determining individual differences in job performance include cognitive ability, conscientiousness, goal orientation and motivation. Yeo and Neal (2004) also suggest that practice was a significant linear and quadratic predictor of performance scores over time. Individuals improve their performance with practice until some experience is reached, and performance diminishes after that. Similarly, they found that effort intensity was not a significant predictor of performance.

Nickols (2003), and Fort and Voltero (2004), identify factors that are closely related and affect providers' performance in the workplace. They include clear goals and job expectations, suitable repertoire, immediate feedback, skills to perform, knowledge of the organizational structure, functional feedback system, sound mental models, sufficient motivation through self-satisfaction and incentives.

Job performance problems often start small and develop slowly. There may be just a few isolated incidents in the early stages, and these may easily be overlooked. Dealing with a job performance problem early while the issues are minor is essential. Performance issues can deteriorate to the point of crisis if the early warning signals are not acknowledged and dealt with.

The performance of one employee can affect the productivity of other employees. Poor job performance can place the employee, co-workers and the organization at risk.

Most managers face the crucial question of what factors influence employee performance. Conclusion: Most managers in organizations face a vital question of what factors influence employee performance. There is inadequate empirical information that might guide their efforts in enhancing overall job performance among employees (Salleh *et al.*, 2011).

The research aimed to identify the factors affecting employees' job performance working at public hospitals in Addis Ababa. The variables include Training, working environment, motivation, supervision, individual character and overall image of the organization. This study will be quantitative and aimed to find out the relationship between the variables mentioned above and employees' performance in public hospitals.

It is essential to understand how the employee performance or job behavior of assisting departments, management levels, and executive leaders impact the organizational goals positively or negatively. Employees' performance is affected by numerous factors at the workplace. This study will focus on the scenario of selected public hospitals to learn about factors affecting the performance of employees.

Ethiopia adopted modern medicine in the 16th century, and Western medicine was introduced by Swedish medical staff. According to a 1967 article of The Milbank Memorial Fund Quarterly the first hospital in Ethiopia was built in 1909 by the Russian Red Cross in Addis Ababa. By 1936, Ethiopia had eleven hospitals. The Italian-Ethiopian War (1936-1941)

slowed progress of the health system, overburdened their current system, and communicable diseases spread more rapidly. After liberation in 1941, hospitals and clinics were gradually added and the country was able to strengthen its overall infrastructure. In 1948, the Ministry of Public Health was created. Public Health administration was transferred from the Ministry of the Interior to the newly created Ministry of Public Health. In 1954,⁷ the Gondar Public Health College and Training Center was opened with help from WHO, UNICEF and USAID. This improved health greatly by training health officers, community nurses, and sanitarians to staff the health centers. The first Faculty of Medicine was opened at the University of Addis Ababa in 1965.

Ethiopia has made various attempts to achieve universal primary health care, starting with the Alma-Ata Declaration of Primary Health Care in 1978. This act intended to provide health for all by the year 2000 and had support from the Ethiopian Government.

Currently, there are around 12 federal hospitals in Addis Ababa to give tertiary care services to patients in the country. The hospital's vision is to be dedicated to advancing the health and transforming the lives of the people through excellent clinical quality, accessible, patient-centered and effective teamwork. While the mission is to Ensure patient-centered healthcare with excellence in quality through effective team work and community participation for achieving the goal of Universal Health Coverage.

1.2. Statement of the Problem

Employees are regarded as the most valuable assets of any organization without which no production activity can occur. The success of an organization largely depends on the quality of its employees, which is measured by their performance.

There are heterogeneities in the quality of employees in an organization, i.e., not all employees are equal in their working, and they have different modes of working in that some have the highest capability regardless of the incentive while others may have an irregular tendency of working.

If they are handled effectively, the result can be greater productivity and increased employee morale. Good employees' performance is the ingredient for the success of the organization. Nelson and Quick (2003) contend that a job with high motivation and hygiene factors leads to high performance and few complaints among employees.

Like all other systems, employees' performance does not function when their components do not work to get the relationship between the organization and its employees is the key to improving. hospitals are among those service providing organizations for the public that relies on its qualified employees' performance. At the end of the country's five-year development and transformation plan, it is expected to have internationally recognized health care services providers equipped with modern work processes and organizational structures and staffed with a new generation workforce.

According to Ken Blanchard companies report of 2004, in fact, in discussing those barriers to employee development and their subsequent impact on productivity with senior executives worldwide, most senior executives have said that their work force is operating at only 60% to 65% of their potential. This means that organizations can still exploit around 40% of employee's potential by identifying which factors affect their performance. In this context the level of employee's performance and what factors determine it did not get much attention especially in the case of public hospitals. Therefore, it is necessary to generate relevant evidence through a detailed study to highlight strategies for improving the performance of employees.

Ethiopia 's Gross Domestic Product has improved significantly between 2000 and 2009 with an annual growth rate of around 10%, while the contribution of the health care sector changed only slightly. In contrast, the investment in the health care sector as a percentage of the GDP has jumped substantially since 2003. Although the revenue and contribution of the health care sector were expected to improve following the high-profile investment that began in 2005, progress so far shows that the contribution of the health care sector to the GDP has been declining.

According to the planning department of public hospitals; despite significant investment, the direct contribution of the public health sector in economic growth is still very low. Having said these public hospitals can still contribute further than to the country GDP by identifying which factors affect Employee Performance. (a HR department of public hospitals, 2012).

Public hospitals target to be the center of excellence has enabled its employees to perform their duties by supplying the necessary opportunities, infrastructure and funds to ensure delivery of quality services to its clients. However, the 'public hospitals services quality criticize, employees late coming is high, and employees absenteeism rate is high and this

situation has gone on and on (General meeting held in HR office with managers, June 2015). The researcher feels that if nothing is done to avoid this situation, Hospitals may not achieve their vision and may lose position as a leading institution. Regardless of the above discrepancies, hospitals management has continually given rewards in form of allowances, trained staff and provided the necessary resources for employees to perform better, but the situation has not changed. Therefore, it is necessary to generate relevant evidence through a detailed study to highlight strategies for improving the performance of employees.

Hence this study sought to answer the following basic **Research questions**

1. What are the significant factors that affect employee's performance at public hospitals?
2. What are the effects of independent variables(training, motivation, supervision, working environment and individual characteristics) on the performance of employees in the study area?

1.3. Research Hypothesis

- H₁: Employee's training has a significant effect on employees work performance in the sector of public hospitals.
- H₂: Employee 's motivation has a significant effect on employees work performance in the sector of public hospitals
- H₃: Employee 's individual characteristics have a significant effect on employees work performance in the sector of public hospitals.
- H₄: Over all image of the organization has a significant effect has effect on employees work performance in the sector of public hospitals.
- H₅: Working environment has a significant effect on employees work performance in the sector of public hospitals.
- H₆: Supervision has a significant effect on employees work performance in the sector of public hospitals.

1.4. Objectives of the Study

The general objective of the study was to identify factors affecting Employees 'Performance at selected public hospitals of Addis Ababa.

1.5. Significant of the study

Every research should have something to contribute since it took a lot of time; above all human energy is exerted. The study is trying to cover the factors that affect the performance of employees in the public hospitals in Addis Ababa. The outcomes of this study also will help the human resource management of the organization and others, within insight into the benefits of using different factors that would be studied in this research to predict the factors that affect the performance of employees and design remedial actions to exploit their better performance.

The information produced from this study is expected to be of some value for decisions and policy makers with respect to affecting factors of employees 'performance. In addition, the study serves as reference material for both academicians in broadening the prospectus with respect to this study hence providing a deeper understanding of the factors that affect employees 'performance. Finally, the study will help the concerned organization to reassess its existing practices and put a renewed emphasis on this undermined and yet core human resource planning with a view to maximizing its benefits.

1.6. Scope and limitations

1.6.1. Scope of the study

This study will be carried out at public hospitals in Addis Ababa. The study basically focuses on examination firm specific factor that can Affect Employee Performance. The contributing factors of Employee Performance picked in this study are; Training, Motivation, Individual character, supervision, Working Environment and overall image of the organization.

Though, the study will cover those sampled hospitals located in Addis Ababa. Which are SPH, ZMH, AH and YH.

1.6.2. Limitation of the study

The major limitation of this study is failure to address all factors that affect the performance of employees and also covers only public hospitals found in Addis Ababa. The reason for deal

with Addis Ababa were due to time constraint. Although the population size is finite which requires sample size determination formula. The sample size determined through the formula made the collection of data to 384, and the study utilized a standardized table which is representative.

1.7. Definition of terms

Performance: is the accomplishment, execution, carrying out, working out of anything ordered or undertaken.

Training: is the developing process of employees' skills in order to improve the performance of an employee (Swanson, 1999).

Motivation: means the willingness of an individual to do efforts and take action towards organizational goals.

Organizational Culture: is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations.

Working Environment: describe the surrounding conditions in which an employee operates.

Supervision: is the action or process of watching and directing what someone does or how something is done.

Leadership: is leadership is a process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2007).

1.8. Organization of the paper

The rest of the paper was organizing as follow: The second chapter of the paper is going to deal with the review of related theoretical, empirical literature and conceptual framework. Under chapter three, the methodology of the study specifically the approach and design, population, sampling technique and procedure, source of data, collection tools and procedures, and data analysis mechanisms used will be described and discussed in detail. Chapter four contain results and discussion from the study supported with findings from other research works. Chapter five focuses on main findings, conclusions and recommendations of the study.

CHAPTER -2

2. REVIEW OF RELATED LITERATURE

The first section reviews the literature on management performance concepts, followed by literature on factors affecting employees 'performance. Finally, the chapter will end with conceptual and empirical frameworks and a summary of the aspects covered in the literature.

2.1. Overview of Performance Management

The Sustainability of business in organizations depends on employees' talent, skill, knowledge, experience, and capability to utilize resources to achieve organizational objectives. Employees' performance is the contribution of employees to achieve organizational objectives. Employees are expected to perform at an acceptable level of the standard, and managers follow up and evaluate the performance of employees to attain the stated objective of an organization (Armstrong, 2009).

According to Armstrong (2010), performance can be defined as achieving a specified task measured against predetermined accuracy, completeness cost, and speed standards. In an employment contract, performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Organizations are systems operating on three distinct levels: organizational, departmental (business process), and individual. Each group requires evaluation based on its goals, design, and management practices (Ann& Jerry, 2009). For example, managing human resources includes keeping track of how well employees perform relative to objectives such as job descriptions and goals for a particular position. Performance management ensures that employees' activities and outputs match the organization's goals. Performance management activities include specifying the tasks and outcomes of a job that contribute to the organization 's success. Then various measures are used to compare the employee 's performance over a period of time with the desired performance (Noe, Hollenbeck, Gerhart & Wright, 2011).

Performance management is also a comprehensive and systematic process that benefits all organizational levels and employees by enhancing individual and collective performance (Robins, 1997). It comprises goal setting, establishing related standards and expectations, performance coaching, developmental evaluation, creating growth and development plans,

and linking compensation and rewards to individual growth and development. Designing, developing, and implementing an organization-wide performance management process relates performance to the organization 's strategic goals and objectives, constituent needs and expectations, and employee compensation and rewards (Rue & Byars, 1992). Applying the performance management process's concepts, principles, and ideas at organizational and individual levels promotes maximum efficiency and performance throughout the firm (Ann and Jerry, 2009).

Performance Management is a continuous process of identifying, measuring and developing performance in organizations by linking each individual 's performance and objectives to the organization's overall mission and goals (Aguinis, 2007). Performance management should not be imposed on managers as something special they have to do. Instead, it should be treated as a natural function that all good managers carry out. Performance management is about getting results. It is concerned with getting the best from people and helping them to achieve their potential (Mullins, 2010).

Performance management is a necessary HRM process that develops improved performance and is part of the reward system. In addition, performance management is a means of increasing the engagement and motivation of people by providing positive feedback and recognition (Armstrong, 2009).

2.2. Performance Management Values

According to Stanley and Stuart-Smith (1996), performance management values are based on the ethical principles of respect for the individual. Mutual respect refers to beliefs that should incorporate the following issues:

The overriding responsibility for creating favorable conditions to achieve high performance rests on the management of the organization, everyone is concerned with the improvement of performance; both managers and their teams are and they are mutually dependent on one another to attain high-performance, people should be valued for what they are as well as what they achieve, the needs of individuals as well as those of the organization must be recognized and respected, Individuals should be given the opportunity to express their views about the objectives they are expected to achieve, individuals should understand and agree to the measures used to monitor their performance and should be able to track their own performance against those measures, individuals have the right to obtain feedback on their

performance and to comment on that feedback and individuals should know how and why decisions affecting them emerging from performance review has been made, and should have the right to appeal against those decisions.

2.3. Performance Management Process

The performance management process requires many ongoing activities in the organization. This includes identifying and prioritizing goals, defining what constitutes progress towards goals, setting standards for measuring results, monitoring performance, counseling, coaching, communication, motivation and feedback of performance to employees, review of performance, development plans, implementing practical goal-oriented activities, and intervening to create improvements when needed (Mullins, 2010).

Planning is when the future course of action has been decided in advance. This helps give the direction while performing the tasks (Rue & Byars, 1992). Without planning

The objective of doing the work will not be clear. There may be much confusion, such as what is to be done, how to be done, etc. The first step will be planning for the performance management process. The first step during which the supervisor and employee accomplish will discuss the current business environment, mission of the organization, present goals, and jobs to be performed for achieving goals (Bateman & Snell, 2011).

The actions are to be taken simultaneously with work in the execution stage; The action regarding communication of performance plan, coaching, training and education, motivation and feedback of the performance should be taken by the managers or supervisors responsible for the jobs (Pal, 2011). Whatever has been planned by the authority must be communicated to all concerned regarding objectives, assignments, methods or procedures, competencies, goals, responsibility, accountability, and performance standards expected from the performers (Armstrong, 2008).

Proper coaching must be carried out regarding the system, its parts, performance procedure, and most likely difficulties faced on the jobs, which will avoid confusion on the spot and improve performance (Gichuhi, Abaja & Ochieng, 2012).

The next phase will be performance assessment or appraisal. After planning and executing the plan, it becomes necessary to see whether the job is performed per the planning and

guideline. Performance is needed to be reviewed to make employees and managers interested in the whole process of performance management (Dessler, 1994)

After the performance assessment, the management has to review the final performance. The managers need to check the responsibility and accountability, performance standard achieved, the competencies the employees possess, leadership quality shown, discipline during work, teamwork, level of commitment, and comments from supervisors and employees will be studied in detail (Pal, 2011). The management should have a proactive approach to the performance management process. This stage also involves reviews of performance.

Standards achieved strengths and weaknesses, preparing an action plan and development plan, identifying, identifying the reward, recognition, and compensation plan (Armstrong, 2005).

2.4. Basic Principles of Performance Management

Performance management's quality and effectiveness are a reality in organizations only when certain fundamental tenets/ principles or management practices are followed (Pal, 2011). These include:

Transparency: Decisions relating to performance improvement and measurement, such as planning, work allocation, guidance and counseling and monitoring, performance review, etc., should be effectively communicated to the employees and other members of the organization. (Aguinis, 2005).

Employee development and empowerment: It is about the effective participation of employees (individuals and teams) in the decision-making process and treating them as partners in the enterprise. Recognizing employees/ managers of their merit, talent, and capabilities, rewarding and giving more authority and responsibility, etc., comes under the umbrella of this principle (Armstrong, 2005).

Values: Fair treatment and ensuring due satisfaction to the organization 's stakeholders, empathy and trust, and treating people as human beings rather than as mere employees form the basic foundation, apart from others (Zhang, 2016).

Congenial work environment: The management needs to create a conducive and friendly work culture and climate to help people share their experience, knowledge, and information

to fulfil the employees" aspirations and achieve organizational goals (Pal, 2011). The employees/ employees should be well informed about the organizational mission, objectives, values, and the framework for managing and developing individuals and teams for better performance (Robbins, 1997).

External environment: Effective and contextual management of the external environment to overcome the obstacles and impediments to ineffective managerial performance (Pal, 2011).

2.5. Factors Affecting Employees' Performance

2.5.1. Working Environment

The workplace environment is a concept that has been operated by analyzing how employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic, and social needs and their reason for staying with the organization (Pal, 2011). Creating and maintaining a positive working environment enables greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health (Robbins, 1997).

The working environment includes physical, psychological and behavioral aspects. The physical environment includes components of the real workplace environment that comprise spatial layout and functionality of the surroundings. According to pal (2011), on the one hand, the psychosocial factor of the working environment refers to the interactions between the environment and working conditions, organizational conditions, functions and content of the work, workers 'characteristics, and those of members of their families. On the other hand, the behavioral factors that may affect the performance of bank employees at the workplace are the exclusive nature and function of job satisfaction change or systematic development or weakening in job satisfaction over spell. There are bundles of factors that may nurture or lower employees' performance in their workplace (Armstrong, 2008).

The physical environment consists of elements related to the office occupiers 'ability to connect with their office environment physically. The behavioral environment consists of components that relate to how well the office occupiers connect and the impact the office environment can have on the individual's behavior. Pal (2011), in his study, states that the quality of the physical workplace environment may also have a strong influence on a company 's ability to recruit and retain talented people. People working under inconvenient

conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover (Robins, 1997). The workplace 's environment affects employee confidence, output, and commitment both positively and negatively. Therefore, it is not just a coincidence that new incentive programs that focus on lifestyle changes, work/life balance, and health and fitness issues were previously not considered significant payback tactics but are now common practices amongst well-reputed corporations (Khan & Jabbar, 2013).

According to Owusu (2012), in his study of Ghana commercial banks, the joy of every employee would produce a conducive and friendly business environment for customers to be served. Motivational packages have influenced some employees to come to work early, stay longer, and serve customers cheerfully with great joy. The majority of the respondents indicate that their working environment poses a good image of the bank to its customers. The good furniture and good atmosphere to do business would also attract more business and increase the bank 's performance. Workers' health and occupational hazard are addressed by making the office attractive for business. Only a few respondents indicate otherwise. The ideas of employees are taken note of in the decision-making of the branch. Therefore, the branch can stress their challenges regarding motivational issues to managers. The manager can ensure that the branch operates smoothly. 100% of the employees indicate that without motivational packages in place for them, the desired result to be achieved at the branch level would be difficult

According to Massudi (2013), in his study of banking sectors in Tanzania, most respondents argue salary increment to be the first motivational factor that motivates them to perform. Respondents also show a very high level of loyalty to the bank. Customer services improved in the branches and there is the improvement in public relations activities, which is suitable for the bank... Moreover, most of the respondents indicate that a good working environment poses a good image of the bank to its internal and external customers. However, he does not consider the factors including training and development, communication, and the role of the performance management system in assuring employee performance.

2.5.2. Training

In human resource management, training and development is the field concerned with organizational activity to better the performance of individuals and groups in organizational

settings (Jones & George, 2006). Training has traditionally been defined as how individuals change their skills, knowledge, attitudes, and behavior. In this context, training involves designing and supporting learning activities that result in a desired level of performance. On the other hand, development refers to long-term growth and learning, directing attention more to what an individual may need to know or do at some future time. While training focuses more on current job duties or responsibilities, development points to future job responsibilities (Wilson, 2001).

Practical training conveys relevant and valuable information that informs employees to develop knowledge, skills and behaviors that can be transferred back to the workplace (Zhang, 2016). Training involves presenting and learning content to enhance skill development and improve workplace behaviors. These two processes, training and development, are often closely connected. Training can be used as a proactive means of developing skills and expertise to prevent problems and effectively address any skills or performance gaps among staff (Karnataka, 2016). Training and development describe the formal, ongoing efforts made within organizations to improve the performance and self-fulfillment of their employees through various educational methods and programs. These efforts have taken on a broad range of applications in the modern workplace, from instruction in particular job skills to long-term professional development. In recent years, training and development has emerged as a formal business function as an integral element of strategy and a recognized profession with distinct theories and methodologies (Jones & George, 2006)

Training is a planned, systematic activity that enhances the skill, knowledge, and competency necessary to perform work effectively (Aguinis, 2005). Training has been proved to generate performance improvement-related benefits for the employee and the organization by positively influencing employee performance by developing employee knowledge, skills, ability, competencies, and behavior (Pal, 2011).

2.5.2.1. Objectives of Training

The purpose of training is mainly to improve knowledge and skills and change attitudes or behavior. According to Redman & Wilkinson (2009); Mullis (2010), training helps achieve the following objectives. It increases the confidence and motivation of employees, eliminates risks because trained personnel can make better and more economical use of material and equipment, bring a sense of security to the workplace, which reduces labor turnover and

absenteeism, manages change by increasing the understanding and involvement of employees in the change process, Provides recognition, enhanced responsibility and the possibility of increased pay and promotion and give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression.

2.5.2.2. Methods of Training

The selection of training methods needs to be based on identified training needs, training objectives, the trainees' understanding, the resources available, and an awareness of learning principles. There are broadly two different methods that organizations may choose from for training and developing the skills of their employees. These are on-the-job training given to organizational employees while conducting regular work at the same working venues. Off-the-job training involves taking employees away from their usual work environments. Therefore, all concentration is left out of the training. Examples of on the-job training include but are not limited to job rotations and transfers, coaching, and mentoring. On the other hand, off-the-job training examples include conferences, role-playing, and many more, as explained below. Armstrong (1995) argues that on-the-job training may teach or coach more experienced people or trainers at the desk or the bench. Different organizations are motivated to take on other training methods for several reasons, for example; (1) depending on the organization 's strategy, goals, and resources available, (2) depending on the needs identified at the time, and (2) the target group to be trained which may include among others individual workers, groups, teams, department or the entire organization.

2.5.2.3. Effect of Training on Performance

In the real world, organizational growth and development are affected by several factors. In light of the present research during the development of organizations, employee training plays a vital role in improving performance and increasing productivity. This leads to placing organization 's in better positions to face competition and stay top. This, therefore, implies an existence of a significant difference between the organization's that train their employees and organization's that do not. Existing literature presents evidence of the apparent effects of training and development on employee performance. Some studies have looked at employee performance in particular (Purcell, Kinnie & Hutchinson 2003; Harrison 2000), while others have extended to a general outlook of organizational performance (Guest 1997; Swart et al. 2005). In one way or another, the two are related because employee performance is a function

of organizational performance since employee performance influences general organizational performance. Wright & Geroy (2001) note that employee competencies change through effective training programs. It therefore not only improves the overall performance of the employees to perform their current jobs effectively but also enhances the knowledge, skills, and attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

The branch of earlier research on training and employee performance has discovered interesting findings regarding this relationship. Training has been proved to generate performance improvement related benefits for the employee and the organization by positively influencing employee performance by developing employee knowledge, skills, ability, competencies, and behavior (Appiah 2010; Harrison 2000; Guest 1997). Moreover, other studies, for example, Swart et al. (2005), elaborate on training to deal with skill deficits and performance gaps to improve employee performance. According to Swart et al. (2005), bridging the performance gap refers to implementing a relevant training intervention to develop particular skills and abilities of the employees and enhance employee performance. He further elaborates the concept by stating that training facilitates organization 's to recognize that their workers are not performing well. Thus, their knowledge, skills, and attitudes must be molded according to the firm 's needs. It is always so that employees possess a certain amount of knowledge related to different jobs. However, it is essential to note that this is not enough, and employees need to adapt to new job performance requirements constantly. In other words, organization 's need to have continuous policies of training and retaining employees and thus not wait for occurrences of skill and performance gaps.

According to Wright & Geroy (2001), employee competencies change through effective training programs. It not only improves the overall performance of the employees to perform the current job effectively but also enhances the knowledge, skills, and attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training, the employee competencies are developed and enable them to implement the job-related work efficiently and achieve firm objectives. Further, dissatisfaction complaints, absents, and turnover can be significantly reduced when employees are so well-trained that they can experience the direct satisfaction associated with the sense of

achievement and knowledge that they are developing their inherent capabilities (Pigors & Myers 1989).

Most of the benefits derived from training are easily attained when planned. This means that the organization, trainers, and trainees are well prepared for the training. According to Kenney & Reid (1986), planned training is the deliberate intervention to achieve the learning necessary for improved job performance...

According to Abdullah (2014), remuneration, creativity, training, and development positively impact employees' job performance. In his study, the impact of remuneration on employee performance showed that employees have generally been agreed that if they are given good salaries and bonuses plus their remuneration being paid on time, their performance at the organization is positively impacted. Furthermore, regarding the impact of creativity on employee performance, respondents have also agreed that the degree to which the organization embraces creativity affects their performance. Finally, training and development are also seen as the primary driver of performance through training ranking and preferences have been. However, he does not consider the other factors that impact employees' performance, such as individual skill, experience, motivational factors, and the appraisal system.

According to Assefa (2016), the effect of training on Employee Performance is significant. Respondents' response shows that the job instructions prepared by the organization are clear and easy to apply. They also believe that they receive enough guidance from their peer and supervisors. In addition, respondents affirmed that job rotation could enhance the overall performance of employees in their organization. Still, most of the respondents acknowledged that their efficiency improved after training. For that reason, 77.7 per cent (219 out of 282) of the respondents affirmed that the movement they got has been helping them to perform their Bank related activities quickly and efficiently.

2.5.3. Motivation

Motivation is the willingness or desire to do something conditioned by the activity or the ability to satisfy some needs (Robbins, 1997). The studies on employee" motivation have been widely practiced in today 's enterprises across all sectors, regardless of their size. These enterprises realized that motivating their employees is crucial for achieving their organizations 'goals. The motivated employees relate to the manners of self-satisfaction, sell-

fulfillment, and commitment expected to produce a better quality of work and oblige to the organizations 'policies that will extensively materialize efficiencies and competitive advantage. In addition, motivation increases job involvement by making the work more meaningful and interesting and the fact that it keeps the employees more productive and improves their subsequent job performance (Muda, Rafiki & Rezeki, 2014).

Motivation enhances job involvement by performing more meaningful work and enjoyable, and the reality maintains the employees more creative and develops their successive job performance. Hence, employee motivation is essential for achieving organizational targets and objectives. Job performance is defined as the result of motivation and ability. Ability includes training, education, equipment, task simplicity, experience, and inborn mental and physical capacity. Given all of these factors at their peak, an employee may still not perform well on the job if the motivation is not directed at that particular task. Highly motivated workers will not achieve results if they do not have the organization 's necessary skills, expertise, and attitude. Similarly, employees with expertise, knowledge, and skill will not do well if unmotivated.

The most important variables that explain employee performance and effectively influence such performance are ability and motivation. Employee performance has a positive relationship between ability and motivation. This means that if one of them is inadequate, performance will be negatively affected. On the other hand, highly motivated employees are more likely to be high performers. This is so because motivation is a satisfying factor whose presence strongly and positively affects individual performance, and its absence over time negatively affects individual performance ((Kitongu, Kingi ,&Uzel.,2016).

Motivation intends to encourage behavioral alteration. Motivation is a vital force to empower an individual to meet specific objectives. Grant (2008), in his research on employee motivation, states that motivation helps to enhance profitability, execution, and constancy. Compared to highly motivated employees, less motivated employees are more arranged towards freedom and self-reliance and more self-propelled impetus towards their job. Compared to less motivated employees, employee responsibility towards their work also increases in the highly motivated employees (Guay et al., 2000).

2.5.3.1. Types of Motivational Packages

Motivational packages are divided into two financial and non-financial motivational packages. The financial motivational packages are directly related to financial rewards. In contrast, the non-financial rewards present an extensive range of desirable extras for organizations that do not directly increase the employee 's financial position than add attraction to life on the job. Hence, some motivational packages have been summarized as follows (Jones &George, 2006).

Reward: is a type of motivational package central to the employment relationship. While plenty of people enjoy working and claim that they would not stop working even if they were to win a large sum in a lottery, most employees work mainly because it is a means of earning money.

Profit Share: is also the other type of financial motivational package with the intention behind profit share schemes to make the employee feel involved and give him another sense of participating in the company's future growth.

Employee Benefit: is also the other type of motivational package where now a day has changed remarkably as companies move away from traditional compensation plans to attract and motivate a 21st century workforce. Benefits are indirect rewards like health insurance, vacation pay, retirement pensions, sick pay, insurance cover, and company cars.

Incentive: is also the other type described as an element of payment linked to the operational performance of an individual or working group due to prior arrangement. This includes most payment by results schemes produced by work-study and commission payments to salespeople, skills-based pay schemes, and performance-related pay schemes based on the achievement of agreed objectives.

2.5.3.2. Motivational Theories

Motivation is concerned with the factors that influence people to behave in specific ways (Jones &George, 2006). Generally, the motivational theories have been categorized into early and contemporarily approach. The early theories of motivation include the hierarchy of needs theory, theory-x theory-y, McClelland 's theory of needs, and the motivation-hygiene theory, which was almost developed in the 1950s.

On the other hand, the contemporary motivational theories are the theories that developed through further research and documentation of the early theories drawbacks. As a result, modern theories are vital in explaining employees' current state and demand, including goal setting theory, reinforcement theory, equity theory, and expectancy theory (Robbins, 1997; Mullins, 2010).

HERZBERG'S TWO FACTORS THEORY

It is also called a motivation-hygiene theory. Intrinsic factors such as advancement, recognition, responsibility, and achievement seem related to job satisfaction. Dissatisfaction is associated with the absence of extrinsic factors such as supervision, pay, company policies, working conditions, etc. The opposite of satisfaction is not dissatisfaction since removing dissatisfaction from a job does not necessarily make the job satisfying. He proposed a dual continuum: the opposite of satisfaction is no satisfaction, and dissatisfaction is no dissatisfaction.

As a result, Herzberg characterized conditions such as quality of supervision, pay, company policies, physical working conditions, relationships with others, and job security as hygiene factors. When they're adequate, people will not be dissatisfied, nor will they be satisfied. Suppose we want to motivate people in their jobs. It is advisable to emphasize factors associated with the work itself or with outcomes directly derived from it, such as promotional opportunities, personal growth opportunities, recognition, responsibility, and achievement, since such factors are the characteristics, people find intrinsically rewarding.

However, this two-factor theory has not been well supported in the literature, and it has many detractors. In addition, Herzberg 's methodology is criticized for its limitation to self-report, reliability and not including an overall measure of satisfaction forwarded by researchers.

DOUGLAS MCGREGOR THEORY -X AND THEORY-Y

Douglas McGregor proposed two distinct views of human beings: one negative, labeled theory-X, and the other positive, labeled Theory-Y. After studying managers' dealings with employees, McGregor concluded that their views of the nature of human beings are based on certain assumptions that mold their behavior.

Under Theory X, managers believe employees inherently dislike work and must be directed or even coerced into performing it. Whereas, Under Theory Y, managers assume employees

can view work as natural as rest or play. Therefore, the average person can learn to accept and even seek responsibility.

McGregor himself believed that Theory Y assumptions were more valid than Theory X. Therefore, he proposed participative decision making, responsible and challenging jobs, and good group relations are vital to maximizing an employee 's job motivation. Unfortunately, no evidence confirms that either set of assumptions is valid or that acting on Theory Y assumptions will lead to more motivated workers.

REINFORCEMENT THEORY

Reinforcement theory takes a behaviorist view by which reinforcement conditions the behavior of individuals. Reinforcing what controls behavior environmentally caused and what influences behavior is reinforced. It ignores the individual 's inner state and concentrates solely on what happens when he or she takes some action. Although reinforcement such as pay can motivate people, the process is much more complicated than stimulus-response. In its pure form, reinforcement theory ignores feelings, attitudes, expectations, and other cognitive variables that affect behavior.

EQUITY THEORY/ORGANISATIONAL JUSTICE

This theory argues that satisfaction with pay is related to perceptions about the ratio between what one receives from the job (outcomes in the form of payment) to what one puts into it(inputs in the form of effort and skill) compared with the ratios obtained by others. For example, employees might reach out to friends, neighbors, co-workers, or colleagues in other organizations or compare their current job with mainly jobs with them.

Mainly equity theory focused on distributive justice, in which the employee's perceived fairness in the number of rewards among individuals and who received them. But organizational justice draws a bigger picture that includes both procedural and interactional justice in addition to it. Procedural justice is all about the perceived fairness of the distribution of rewards and interaction. Justice is about an individual's perception of how she is treated with dignity, concern, and respect.

VICTOR VROOM'S EXPECTANCY THEORY

Expectancy theory argues that our tendency to act a certain way depends on the strength of our expectation of a given outcome and its attractiveness. In more practical terms, employees will be motivated to exert a high effort when they believe it will lead to a good performance appraisal. It is based on employee's effort-performance, performance-reward, and reward personal goal relationship expectation. Effort–performance relationship is the probability the individual perceives that exerting a given amount of effort will lead to performance. Performance–reward relationship is also the degree to which the individual believes performing at a particular level will lead to attaining the desired outcome. Finally, the rewards–personal goals relationship is how organizational rewards satisfy an individual 's personal goals or needs and the attractiveness of those potential rewards for the individual.

According to Ngowi (2014), the impact of salary increment, training, organizational culture, organizational structure, and reward system on employee performance has been examined. In the study, he found that 72% of the respondents agreed that there are challenges to employee performance at Stannic bank: low salary increment and lack of training. However, organizational structure, culture, and reward system positively impact employees' performance and productivity. Moreover, in examining the effect of HR practices on employees' performance at Stanbic Bank, 68% of the respondents agreed that HR deals with staff welfare overall. It directly affects one's performance in terms of remuneration, wellbeing, and health care, i.e. employees, should be more satisfied and productive if they prefer to work in a healthier environment. Therefore, a healthy environment helps increase employee performance. However, HR practices may also be concerned with employees' retirement benefits. Here, though he tries to include the working environment as the major determinant factor, he lacks the performance management system and communication factors.

According to Zhang (2016), even in the other service sector, the performance of the employees in the hotels was influenced by numerous factors such as rewards and incentives, work pressure, hotel environment and potential for career growth in the hotel sector. A considerable proportion of the participants, including the employees and managers, agreed that the rewards and incentives were driving factors behind the performance of the employees as they act as motivating forces for the hotel staff. On the other hand, many employees had

agreed that the hotel managers recognized their hard work and effort. They appreciated the employees' efforts by certifying them as star performers or employees of the month. Some financial or non-financial compensations include gift vouchers, food coupons, shopping vouchers, etc. Further, many employees agreed that they would be staying for a long tenure in the sector as the environment was appropriate for their health and living standards. There was a huge prospect for growth in the hotel industry of the UK due to the booming tourism sector.

2.5.4. Supervision

Supervision is a process whereby an individual influences a group to achieve common goals Northouse, (2007). Supervision style is the combination of attitude and behavior of a leader, which leads to specific patterns in dealing with the followers Dubrin, (2004). The leadership style within an organization has a bearing on encouraging or inhibiting employees 'performance. Armstrong and Murlis(2004); Cronje et al. (2001) There is a general recognition that training research needs to move beyond the individual level approach and incorporate organizational phenomenon, but building multilevel theories and testing them has only begun to take shape. One series of studies has conceptualized the work environment as influencing individual perceptions and beliefs, such as training motivation Quinones, (1995), opportunities to perform Ford et al., (1992), and support from supervisors and co-workers Smith-Jentsch, Salas, & Brannick, (2001).

Although these approaches have found empirical support for their arguments, they have conceptualized the work environment at the individual level, thus measuring individual perceptions more than the actual work, organizational features, or management practices at higher levels of analysis. The second stream of research has viewed the work environment regarding employee perceptions of training climate or culture. Here, researchers have found that shared perceptions of training climate or learning culture are positively related to post-training behavior Rouiller and Goldstein, (1993); Tracey, Tannenbaum et al., (1995). However, empirical studies have found little support for a moderating relationship of training climate Tracey et al., (1995). Neither studies of individual perceptions nor workplace climate of training highlight. Coaching focuses on specific, short-term performance improvements; mentoring provides individuals with psychological support and social resources to reach long-term career goals. Tutoring typically involves an expert who passes on domain-specific knowledge to novices. In coaching, however, supervisors may not necessarily be domain

experts but may help individuals gain greater competence and overcome barriers to performance.

Examples of coaching activities include helping employees set specific goals, providing constructive feedback on specific tasks, offering resources and suggestions to adopt new techniques, and helping employees understand the organization's broader goals.

Ellinger and Keller (2003) say that supervision may affect individual performance through three mechanisms: the acquisition of job-related knowledge and skills, the enhancement of motivation and effort, and the process of social learning.

Coaching is an effective source of skill acquisition because Supervisors can observe specific employee behaviors and performance and provide constructive feedback and guidelines for improvement Heslin et al., (2006). We can say supervision is an essential factor affecting employee performance from this concept. This type of timely and individualized instruction contributes to constructing and recalling an individual's declarative and procedural knowledge. Kraiger, Ford and Salas, (1993) Proximity between the learning task during coaching and its practical application at work reduces the loss associated with the transfer of training, which is problematic for structured, off-site training activities Baldwin & Ford, (1988). Coaching helps employees develop and maintain knowledge of a firm's products, customers, and work processes; and skills to effectively communicate with customers, respond to their requests, and deliver quick service.

Supervision has become an important technique to improve performance. Champathes, (2006) It is not a one-way communication and proves to be a two-way communication where supervisors identify what can be improved and how it can be improved. Further supervision addresses the belief and behaviors that hinder performance. Toit (2007) argues that it can be further seen that leadership is all about helping someone else to improve performance. Starr, (2004).

2.5.5. Individual Characteristics

Bio-data is yet another factor determining the direction, intensity, and persistence of action. They are often more reluctant to engage in new training and prefer collaborative versus competitive tasks to their younger counterparts. According to Confer and Ackerman (2004), life-span theorists proposed that person versus environment transactions determine the

direction, intensity, and persistence of action and help shape the person versus situation context in which motivation occurs. Kanfer and Ackerman (2004) suggest that age is positively associated with increased preferences for physical security, job security, and salary. Similarly, they inferred that in the absence of work-rule changes and compensation schemes, the attractiveness of job performance is expected to decline with age.

Research on the relationship between age and work performance contradicts widespread beliefs that performance decreases with age (Davies *et al.*, 1991). However, there has long been a view of a negative age-performance relationship (Rhodes, 1983), although the belief has endured without conclusive empirical support (McEvoy and Cascio, 1989).

One theoretical rationale for the hypothesized negative relationship is the decremental theory of ageing which suggests that increased age causes deterioration in abilities, such as speed, skill, and strength (Ginger *et al.*, 1983; Rhodes, 1983; Salthouse, 1979). Similarly, Kliegl and Mayr (1992) have advanced a model that suggests an underlying single negative effect of age-related influences on a wide range of cognitive variables.

Although the simplest single-factor model (i.e., one underlying factor, affected solely by age, accounts for all declines in cognitive functions) is too simplistic, many studies do present evidence of the adverse effects of ageing. The single factor model's form (albeit somewhat more complex than the most straightforward model) is strongly supported (Verhaeghen and Salthouse, 1997). Notably, age has also been associated with decreases in performance on tests of learning, memory, reasoning, spatial abilities, and psychomotor speed (Lindenberger and Baltes, 1994; Salthouse, 1991; Schaie and Willis, 1993; Verhaeghen and Salthouse, 1997).

Ageing may also affect performance through motivation. Wright and Hamilton suggest that older employees go through a "grinding down" stage where they accept what is available and lessen their expectations. Supporting this position, empirical work demonstrates a negative relationship between age and ambition, aspirations, and overall motivation (Giblin, 1986; Judge and Hulin, 1993; Judge & Locke, 1993; Kuhlen, 1977; Rhodes, 1983; Slocum *et al.*, 1985).

Despite the theory suggesting that ageing will affect performance, and empirical evidence showing ageing's effects on performance-related constructs, research on the age/performance

relationship has mixed results. Rhodes (1983) reported that approximately equal numbers of studies with positive, negative, and no reanalyses have shown that age alone accounts for slight variance in job performance (McEvoy and Cascio, 1989; Waldman and Avolio, 1986). It should be noted that not all examinations of ageing suggest adverse effects.

In particular, crystallized intelligence (e.g., Cattell, 1963)—which entails the cognitive processes and abilities embedded in learned cultural meaning acquired through prior experience, has been higher among older people (Dixon *et al.*, 1985; Labouvie-Vief, 1985). Others have argued that while physical and mechanical abilities may decline over time, pragmatic abilities may increase (Salthouse, 1995). Thus, performance may remain constant at higher age levels because job experience may compensate for any detrimental effect of ageing (Tesluk and Jacobs, 1998). However, accounting for experience should reveal the relationship with age (Avolio *et al.*, 1990).

The theoretical position positing a relationship between age and performance does not imply that the effect of age on performance is linear. Again, we expect a non-linear relationship, with the adverse effects of age becoming stronger as employees age increases. Thus, the actual relationship between employee age and job performance should be non-linear (Avolio *et al.*, 1990). Evidence supporting this position is mixed. McEvoy and Cascio (1989) found some support for a curvilinear hypothesis. Specifically, they examined studies with young employees of all ages and found that the young samples had a higher age/performance correlation than the other studies.

For example, Gebregziabher (2009) claimed that in his research conducted on 128 Ethiopian Public Organization employees, age is one of the biodata variables influencing employees' performance. Performance increases with age up to some point, and beyond that point, performance declines with age. As the employees become older, the lowest effort on the given task adversely affects their performance in their respective jobs.

In short, we thoroughly found a non-linear relationship between age and the performance of individuals. While these results are informative, as no other meta-analysis had yet examined such a moderator, it is limited because it had only a few studies in the younger. More importantly, it did not treat age as a continuous variable and thus did not examine the potential non-linear relationship between age and performance over the plausible range of age values. Others have found support for non-linear effects of age but lacked a sufficient range

(particularly of older workers) in the sample to fully test the nature of the age and performance relationship at all values potentially facing modern employers (Avolio *et al.*, 1990). For these reasons, stronger support for a non-linear relationship may not have been detected by these previous researches, and further work is necessary to substantiate this proposed nonlinear relationship. Furthermore, no study has looked for a non-linear relationship between age and performance. Therefore, based on available theory and in line with previous predictions (e.g., Giniger *et al.*, 1983; McEvoy & Cascio, 1989; Gebregziabher, 2009), this paper posits a non-linear relationship.

Training is one of the variables that can affect the performance of individuals. Training is a process in which people acquire knowledge, skills, experience, and attitudes to perform their jobs well and achieve their organization 's goals (Mathias and Jackson). The impact of training on employees' performance remains subjective and sometimes doubtful. However, formal training remains an important strategy through which organizations ensure their employees' competencies (Beatrice *et al.*, 2009). Beckman (2009) and Pulakos *et al.* (2000) comment that organizations without viable training programs would fail to provide employees with frequent opportunities to practice and enhance their capabilities in improved employee skills and knowledge. Naturally, such an anomaly leads to poor performance, inefficiency, and decreased productivity and profitability.

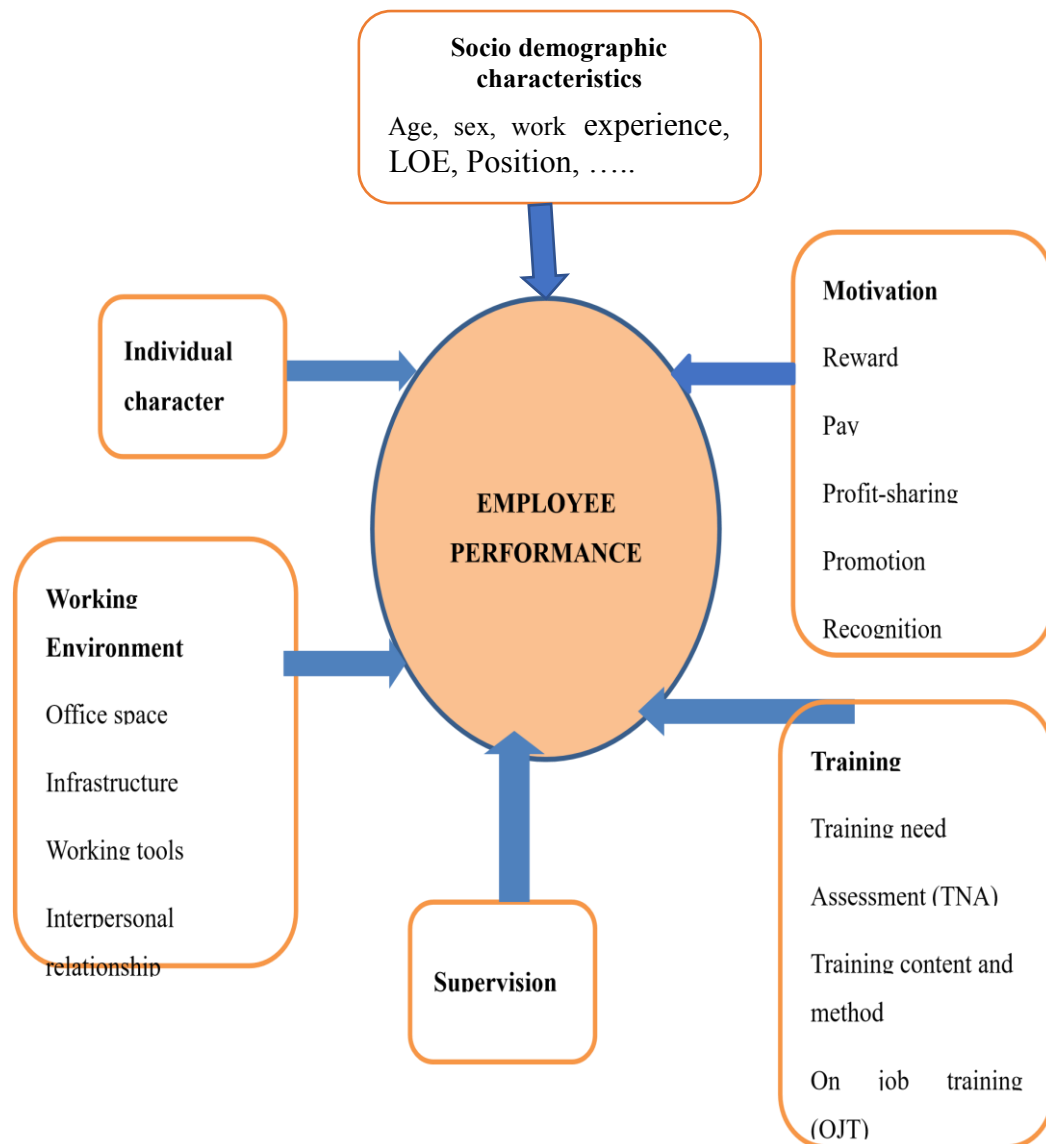
However, Loewenstein and Spletzer (1998) and Bartel (2000) confirm that an hour of training on productivity growth is about five times as large as the effect on wage growth. Employers reap almost all the returns to the company training. Their investment in human resource development is an integral part of operating efficiently and effectively in any organization Viscal (2011), in his study, points out that enhancing the employee competencies in the workplace strongly depends upon the learning environment of a given organization. This implies that top management should be committed to supporting staff training for all staff categories, with equitable provisions being made within the spirit of equal opportunity for all employees.

In any organization, not everyone is fully equipped with any expertise or carries the ability to handle every task he is assigned, except he is well versed in it and has strong track experience regarding that specific assignment. Training has been the main factor influencing the employees' skills, abilities, and attitudes. People working in any organization individually or

groups or in the shape of teams have never been able to handle their tasks on their own until and unless they provide healthy support to each other while working on their targets. So, team members should develop an environment where they can bring down the shortcomings of weak members by consistently contributing to their weak performance (DeLise *et al.*, 2010)

According to Mulatu (2014), communication has a significant effect on the performance of employees in his study of the factors affecting employees' performance in Public hospitals zonal offices. Based on his research, most of his respondents revealed that the ways and methods they communicate enhanced their performance in the organization.

2.6. CONCEPTUAL FRAME WORK



‘Figure 1: conceptual frame- work on factors affecting employee’s performance

CHAPTER -3

3. RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the study's methodology where the research approach, the research method, data collection instrument, sample and sampling techniques, techniques of data analysis, and Ethical considerations are discussed.

3.1. Research Approach

A research design provides a framework for the collection and analysis of data. According to Mouton (2001), it is a plan or blueprint of someone intending to conduct research. The research design involves how the researcher has planned to carry out the research. Research design is the overall plan for connecting the conceptual research problems to the relevant and achievable empirical research. In other words, the research design articulates what data is required, what methods will be used to collect and analyse this data, and how all of this will answer the research question. There are three types of research design qualitative, quantitative and mixed.

Qualitative research involves studies that do not attempt to quantify their results through statistical summary or analysis. It seeks to describe various aspects of behavior and other factors in the social sciences and humanities. In this kind of research, data are often in descriptions, not numbers. It typically involves in-depth interviews, group discussions, and observations without a formal measurement (Alan Bryman and Emma Bell 2015).

Quantitative research is the systematic and scientific investigation of quantitative properties, phenomena, and relationships. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses about natural phenomena. Therefore I choose quantitative research to describe factors affecting employee performance in public hospitals by collecting quantitative data from selected public hospitals employees in Addis Ababa. In addition, the effect of the independent variables (training, motivation, working environment, supervision and individual character) on the dependent variable Employee performance was quantitatively measured by this study.

3.2. Research Design/Methodology

Research can be classified into three descriptive, explanatory and exploratory. Descriptive research sets out to describe & interpret what is. It aims to describe the state of affairs as it exists. It is concerned with conditions or relationships, practices that prevail, beliefs, points of

view or attitudes that are held, processes, or developing. The primary purpose of descriptive research is to describe the state of affairs (Ghauri & Gronhaug, 2005).

According to Yin (1994), Explanatory research was conducted when we encounter an already known issue and have a description of it; we might begin to wonder why things are the way they are. The desire to know "why" to explain is the purpose of explanatory research. The researcher goes beyond merely describing the characteristics to analyze and explain why and how something is happening.

Thus, descriptive study aims to understand phenomena by discovering and measuring causal relations.

Exploratory research is conducted when there are few or no earlier studies to which references can be made for information. It provides insights into and comprehension of an issue or situation for a more rigorous investigation later. Exploratory research is a type of research conducted because a problem has not been clearly defined. Its purpose is to gain background information and better understand and clarify an issue (Yin, 1994).

Most research projects designed in social sciences and business are based on descriptive research studies. Creswell (2003) stated that you have no control over the variables in descriptive research, but you can only report what has happened or what is happening.

The data was collected from public hospital employees of Addis Ababa to describe the present condition of factors affecting employee performance at four governmental hospitals. So descriptive and used descriptive and explanatory research design for this study. In addition, the data analyzed the relations between the dependent variable (employee performance) and the independent variables (training, motivation, working environment, supervisor and individual character) using correlation and regression, which makes the research explanatory. Therefore, this study was both descriptive and explanatory.

3.3. Instrument of Data Collection

There are two data sources; primary and secondary data sources. Primary sources were directly related to the study purpose. Primary data consists of all the data collected throughout the study that can now be connected to the study purpose, personally gathered, and data from a third party organized with equivalent purpose. On the other hand, secondary data contains relevant data that has been collected for a different purpose, but from which the conclusion is valuable for the purpose (Catherine, 2007).

The researcher used both primary and secondary data sources. Primary data, directly related to the purpose, was collected using structured questionnaires. A structured questionnaire was used to collect primary data from the respondents by focusing on the research objective; the questionnaire was adopted to extract Employee experience regarding factors affecting employee performance relationship namely training, motivation, working environment, supervisor and individual character.

The questionnaire contained statements specifically designed to measure the five behavioral dimensions of training, motivation, working environment, supervisor and individual character. The questionnaire composed of three sections. The first section contains questionnaire items used to collect respondents' demographic data, and the second section on the Likert scale to assess the employee performance of public hospitals. The third section was an open-ended question. The structured questionnaire was used to collect primary data from public hospitals of Addis Ababa employees.

Secondary data indirectly relating to the purpose was collected through a theoretical study comprised of; published journal articles, publications, books, websites books, research thesis, internet, manuals and annual reports.

3.4. Subject and Sampling Techniques

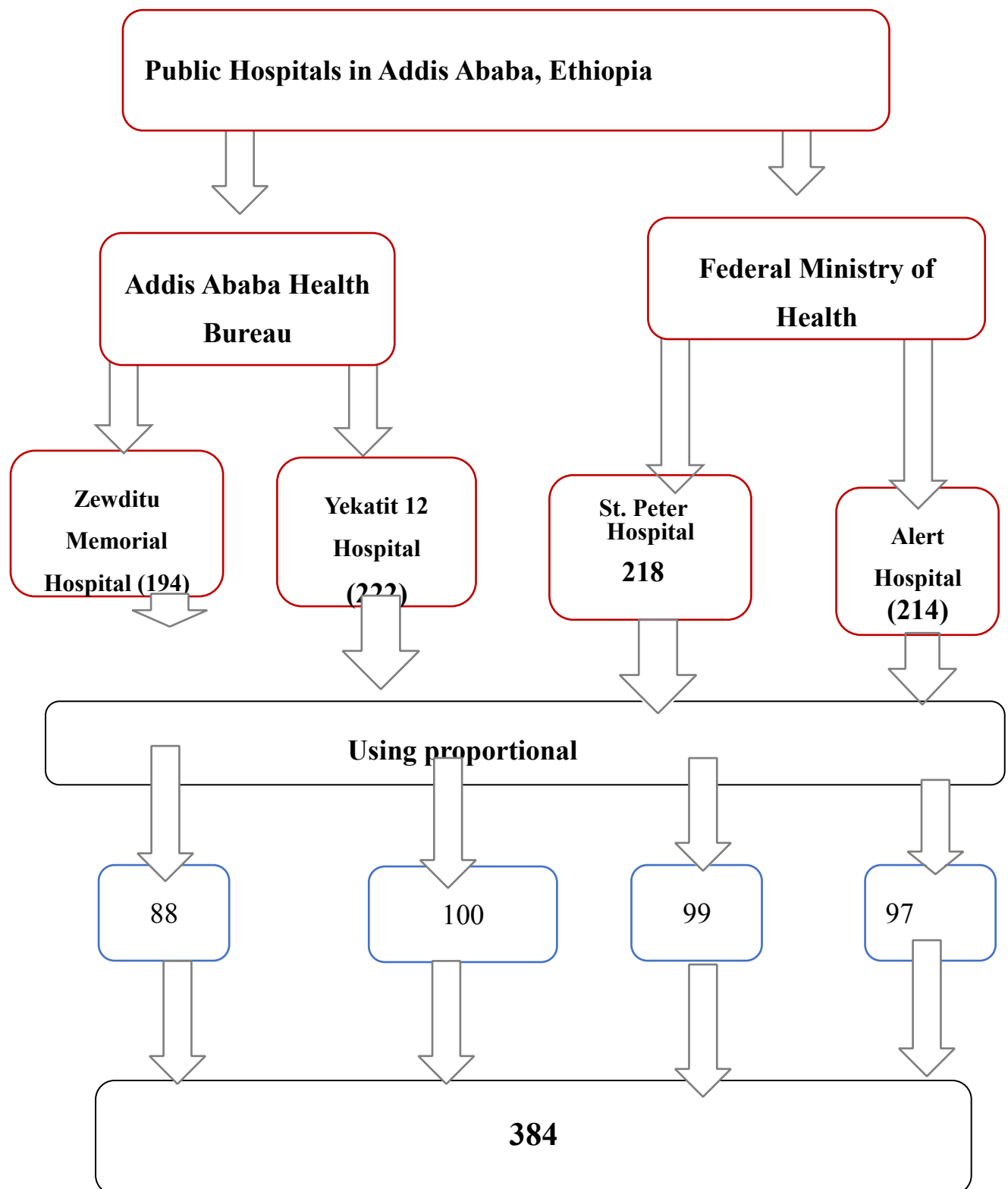
3.4.1. Target Population

The study assessed four public hospitals ZMH (Zewditu Memorial Hospital, AH(Aler Hospital), SPH(Saint Peter Hospital) and YH(Yekatit 12 Hospital) those are located only in Addis Ababa.

3.4.2. Sampling Techniques

The selection of the sample was through the probabilistic sampling technique. In addition, the researcher used Stratified random sampling based on their location and was used to get information from public hospital employees. This technique is preferred because it is used to assist in minimizing bias when dealing with the population. With this technique, the sampling frame can be organized into relatively homogeneous groups (strata) before selecting elements for the sample. According to Janet (2006:94), this step increases the probability that the final sample would be representative in terms of the stratified groups. The strata are those public hospitals located throughout Addis Ababa city.

Figure 2; schematic presentation of sample determination



Source: Public hospitals HR data.

Sampling procedure of the investigation participants on How motivation affects the overall performance of medical personnel in specifically selected public hospitals, Addis Ababa, Ethiopia, 2023.

After determining the sample size, the respondents were selected from each of those four hospitals (strata) based on proportional allocation, as shown in the following table. After that, every respondent was chosen randomly from each stratum to give each an equal chance of selection since the study targeted all workers.

The researcher selected 384 employees (representatives) and distributed the questionnaire to them. Of these, 300 or 79% filled the copies and returned them.

3.5. Techniques of Data Analysis

Quantitative research sampling is the systematic and scientific investigation of quantitative properties, phenomena, and relationships. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. It usually starts with a theory or statement proposing a general relationship between variables. Quantitative researchers favour methods such as surveys and experiments and will attempt to test hypotheses or statements to infer from the particular to the general (Alan Bryman and Emma Bell 2015).

Therefore, the researcher chose quantitative research sampling to describe factors affecting employee performance in public hospitals by collecting quantitative data from public hospitals employees in Addis Ababa. In addition, the effect of the independent variables (training, motivation, working environment, supervision and individual character) on the dependent variable Employee performance was quantitatively measured by this study.

The survey is designed to examine the factors affecting employee performance in four selected public hospitals in Addis Ababa. First, the data were analyzed using the Statistical Package for Social Science (SPSS) version 25 software using graphs, tables and other descriptive statistics (Mean, standard deviation). Then inferential statistics (Multiple Linear Regression model and correlation analysis) were performed to determine the relationship and effect of the dependent variables (employee performance) and independent variables (training, motivation, working environment, supervision, overall image of organization and individual character).

3.5.1. Variable Specification and Model Formulation

Multiple regressions were used to further investigate the significant effects of the independent variables on the dependent variable based on;

$$Y = \alpha_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6$$

Where:-

Y= Employee Performance (Dependent variable);

X1 –X6 = Factors Affecting Employee Performance (Independent variables)

X1 = Motivation

X2 =Working Environment

X3= Individual Characteristics **X4** = Training

X5 = Supervision

X6 = Over all image of the organization

β_1 - n= the regression coefficient or change included in Y by each X **e**

= Error term

The calculation of the correlation coefficient is as follows, with x representing the values of the independent variable and y representing the values of the dependent variable. The formula to be used is

$$r = \frac{\sum (x - \bar{x})(y - \bar{y})}{\sqrt{[\sum (x - \bar{x})^2 (\sum (y - \bar{y})^2)]}}$$

This can be shown to be equal to:

$$r = \frac{\sum xy - n\bar{x}\bar{y}}{(n-1)SD(x)SD(y)}$$

3.6. Validity and Reliability

The validity and reliability of the data had been checked carefully, validity and reliability of scores on instruments, additional standards for making knowledge claims, leads to the meaningful interpretations about the data.

3.6.1. Reliability of the Study

Reliability, as defined by Cohen, et al. (2007), is the consistency and dependability of the measuring instrument over time, and with the same respondents. The researcher conducts validity and reliability analysis for measure the instrument. To ensure the reliability of the instrument in this case of study the researcher was tests the reliability using Cronbach's Alpha uses for to calculate estimate the internal consistency of reliability of a measurement scale. Cronbach's reasonable indicators for the internal consistency of instruments that do not have right or wrong marking schemes thus can be used for questionnaires using scales such as rating (Black & Leslie, 1999).

Validity and reliability must be addressed in every study because the accuracy, dependability and credibility of the information depend on it. Validity of an instrument is how accurate the instrument is in obtaining the data it intends to collect (Mugenda and Mugenda 2003). Validity indicates the degree to which the instrument measures what it is supposed to measure. To measure the consistency of the scores obtained, and how consistent they were for each individual from one administration of an instrument to another and from one set of items to another, the study used Cronbach's alpha (a measure of the internal consistency of the questionnaire items) using data from all the respondents. Separate reliability tests for each of the variables were computed.

The key statistic in interpreting the reliability of the scale was the alpha listed under the reliability coefficient section at the end of the output. Bruin 2006), explains that the value of coefficient alpha ranges from zero (no internal consistency) to one (complete internal consistency); accordingly, the alpha coefficient for the five items were 0.872, suggesting that the items have relatively high internal consistency. (Note that a reliability coefficient of 0.877 or higher is considered —acceptable" in most social science research situations). Simon, (2011) mentioned that the rationale for internal consistency is that the individual items or indicators of the scale should all be measuring the same construct and thus be highly inter-correlated. The measurement scales for the variables in this study were based on a 5point Likert scale ranging from —strongly disagree to —Strongly agree.

Table 1: Cronbach's alpha test Reliability Statistics for work performance variables

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.872	0.877	5

Source: Survey data 2023

As it can be seen in the above table the Cronbach's alpha is 0.872 showing that there is a good or an acceptable internal consistency in the items.

3.6.2. Validity of the Study

Since the statements have been generated from an extensive review of academic and practitioner's literatures, it is assumed that the construct validity will hold.

3.7. Ethical Consideration

The collected information was treated with confidentiality without disclosing the respondents' identity. Moreover, no information was modified or changed. Hence, the information was presented as collected, and all the literature collected for this study's purpose was acknowledged in the reference list.

To keep the respondents' information confidential, they were not required to write their names and assured that their responses were treated with strict confidentiality. Furthermore, the purpose of the study was disclosed in the introductory part of the questionnaire. Moreover, the researcher tried to avoid misleading or deceptive statements in the questionnaire. Lastly, the questionnaire was distributed only to voluntary employees.

CHAPTER - 4

4. PRESENTATIONS, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1. Introduction

This chapter focuses on the presentation, analysis and interpretation of the data gathered from employees of public hospitals in Addis Ababa. The main objective of this research was to assess factors associated with employees work performance working at public hospitals of Addis Ababa. Following proportional allocation for each selected public hospitals situated in Addis Ababa, three hundred eighty-four (384) questionnaires were distributed through four selected hospitals, in which 300 questionnaires were completed and retrieved efficaciously, signifying an overall 79% response rate. Both descriptive and inferential statistics of the data were employed after data entry was conducted using epi-data software version 4.6 and transferred to SPSS (Statistical Package for Social Science) software version 25. For convenience and to avoid repetitions, the researcher presents both strongly agree and agree as **agree** and strongly disagree and disagree as **disagree**.

4.2. Socio-Demographic Characteristics of the Employees

In this subtitle, the demographic profiles of respondents are undertaken to show the structure of employees in public hospitals at Addis Ababa. This contains the description of the percentage distribution for gender, age, education level, experience and Position of the research participants.

4.2.1. Age of the Participants

The mean age of the participants was 34 with a standard deviation of 6.4 (34 ± 6.4), with the youngest employee aged 22 and the oldest 55 years old. As shown in the table below, more than half, 168(55.3%) of the employees were in the age range of (31- 40), the most productive and

adult age group. As few as 4(1.3%) employees were aged 51 and above, with only a few years left to retirement.

84(28%) and 46(15.3%) of the employees were aged 21 to 30 and 41 to 50. The age distribution of the employees indicates that a little bit skewed to a high number of employees in the age group of 31-40 years old. This can affect the study to more deserved high work performance.

Table 2: Age category of the employees working at public hospitals in Addis Ababa, Ethiopia 2023

Age category	Frequency(n)	Percentage (%)
21-30	84	28
31-40	168	55.3
41-50	46	15.3
>51	4	1.3
Total	300	100%

4.2.2. Gender or Sex of the Employees

Of the 300 participants, 144(48%) employees were male, and 156(52%) were female. Accordingly, the female-male ratio of the employees in the current study area (public hospitals in Addis Ababa) was 1.1.

As mentioned, the male-female ratio of the study participants is nearly equal (approximately 1), and therefore both of the study subjects have almost equal numbers in the organization.

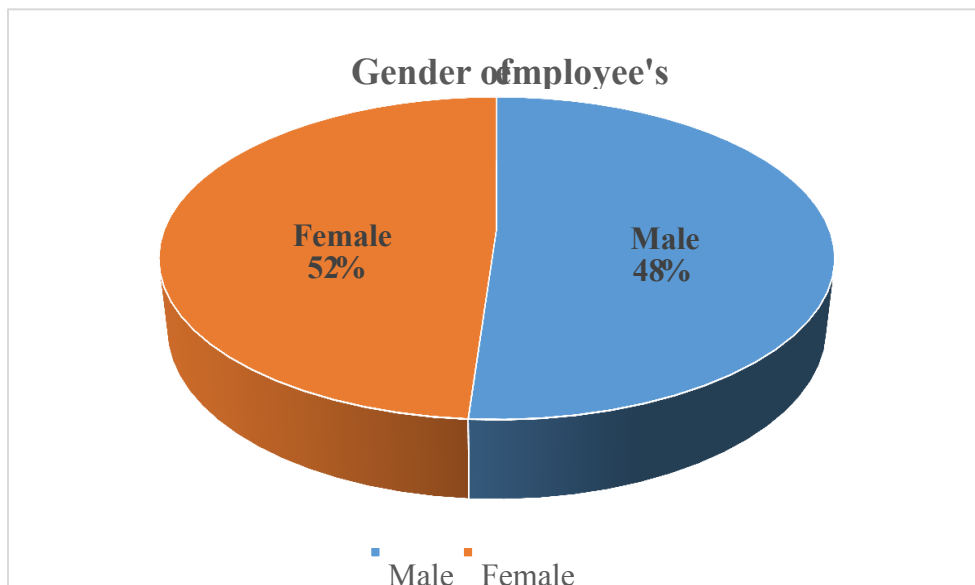


Figure 3: Gender of employees working at the public hospital of Addis Ababa, Ethiopia, 2023.

4.2.3. Level of Education of Employees Working At Public Hospitals of Addis Ababa

Among the 300 respondents who participated in the current study majority, 180(60%) of the employees were bachelors or first-degree holders and as few as 7(2.3%) had diplomas or certificates. As shown in the table below, in this organization, the employees are dominated by degree holders followed by master's degree holders. On the other hand, diploma certificate holders are as few as 7(2.3%), which probably could not affect the level of performance of the employees in the organization.

Table 3: Level of education of employees working at public hospitals of Addis Ababa, Ethiopia, 2023.

R.n	Level of education of employees	Frequency	Percentage
1	Diploma holders	7	2.3%
2	First-degree holders	180	60%
3	Master 's degree and above holders	113	37.7%
Total		300	100%

4.2.4. Work Experience of Employees

As shown in the table below, most 152(50.7%) of the employees had work experience ranging from 6 to 10 years, while as few as 47(15.7%) of the employees worked at least 11 years and a maximum of 15 years in public hospitals.

The other employees, 34(11.3%) and 67(22.3%) have above 15 and below 5 years of work experience, respectively. As shown in Table 4.2.4 below

Table 4: work experience of employees working at Public hospitals in Addis Ababa 2023.

R.n	Work experience	Frequency	Percentage
1	1 to 5 years	67	22.3%
2	6-10years	152	50.7%
3	11- 15 years	47	15.7%
4	Above 15 years	34	11.3%
Total		300	100%

4.2.5. Position of the Employees

The figure below shows that 255(85%) employees were working in non-managerial roles. As few as 45(15%) employees were assigned managerial roles in the public hospitals of Addis Ababa.

The majority of the employees in the current study area have a higher number of non-managerial employees than the employees in managerial roles. (Fig 4.)

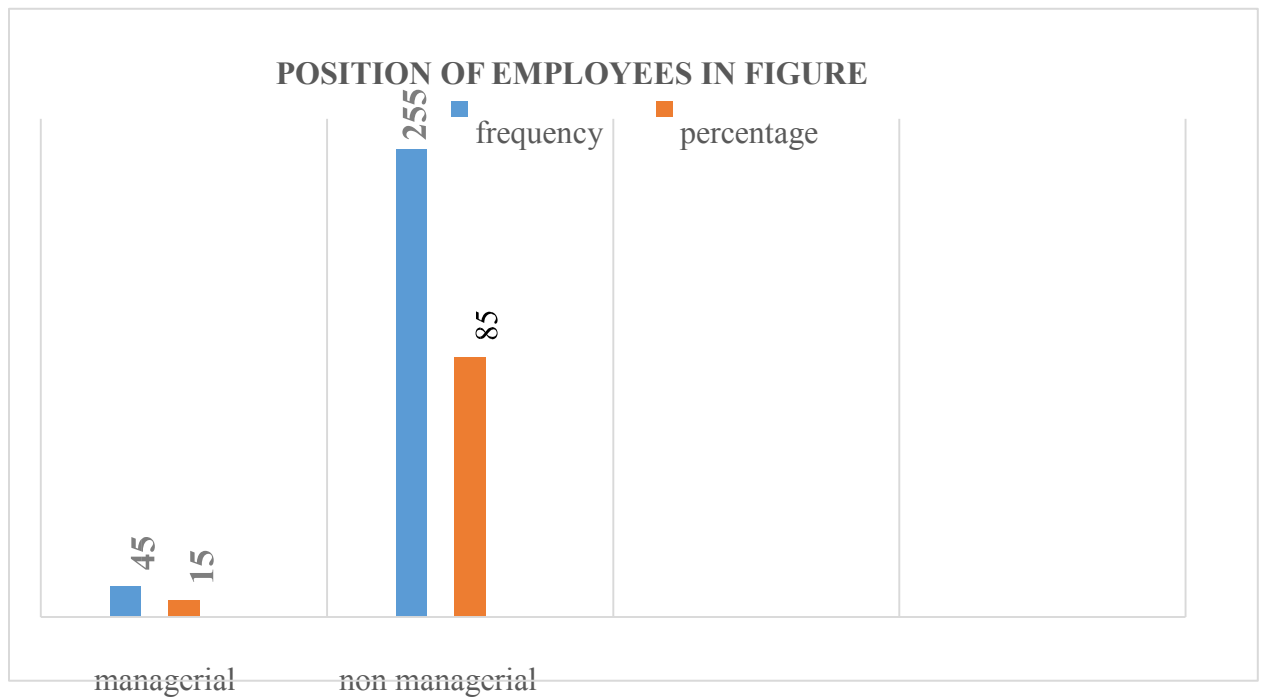


Figure 4; the employees working at Public hospitals of Addis Ababa, Ethiopia 2023

4.3. DESCRIPTIVE STATISTICS OF VARIABLES

Table 5: Descriptive statistics of variables

Descriptive statistics			
	Mean	Std. Deviation	N
Employee performance	4.1	0.68	300
Training	3.5	0.8	300
Motivation	3.08	0.68	300
Work environment	3.32	0.74	300
Supervision	3.4	0.96	300
Individual character	3.36	0.86	300
The overall image of the organization	3.45	0.67	300

Source: Own survey, 2023

4.3.1. Employees' Performance

The employees were assessed for their performance on 5-point Likert scale. The participants provide their opinions on Poor Performance, Fair Performance, Good performance, Very Good Performance and Excellent Performance valuing 1, 2, 3, 4 and 5, respectively.

Most of the participants have good work performance in the work performance assessment tool, as shown in Table 4.2 below. In the performance item that states, "I effectively work with staff, and I am friendly to new ideas and Concepts", no participant was acceptable to respond having poor performance. Only 2(1.1%) responded that they have poor work performance in the health care field. On the other hand, the mean work performance response of the employees was found to be 4.1 ± 0.68 . This implies that all except the employees 'work experience is much higher than good performance and nearly excellent performance. Except for a few, 6(2%), who agreed to have very poor performances, 49(16.3%) had fair performance, and the remaining 244(81.3%) had good /excellent work performance, respectively. (Fig 4.3.

Table 6; Employees 'level of work performance at hospitals of Addis Ababa Ethiopia, 2023

Statements	Very poor performance		Poor performance		Faire		Good performance		Excellent performance	
	n	%	n	%	n	%	n	%	n	%
I understand and obey the policies and procedures of Public hospitals	5	1.7	2	0.7	68	22.7	117	39	108	36
I effectively use resources, including time and materials	1	0.3	3	1	49	16.3	146	48.97	101	33.7
I serve as many customers as possible and develop logical and creative solutions to problems	5	1.7	6	2	39	13	132	44	118	39.3
I actively peruse or initiate projects for the benefit of Public hospitals	7	2.3	10	3.3	98	32.7	107	36	77	25.7
I effectively work with staff, and I am friendly to new ideas and Concepts			2	0.7	45	15	98	32.7	155	51.7

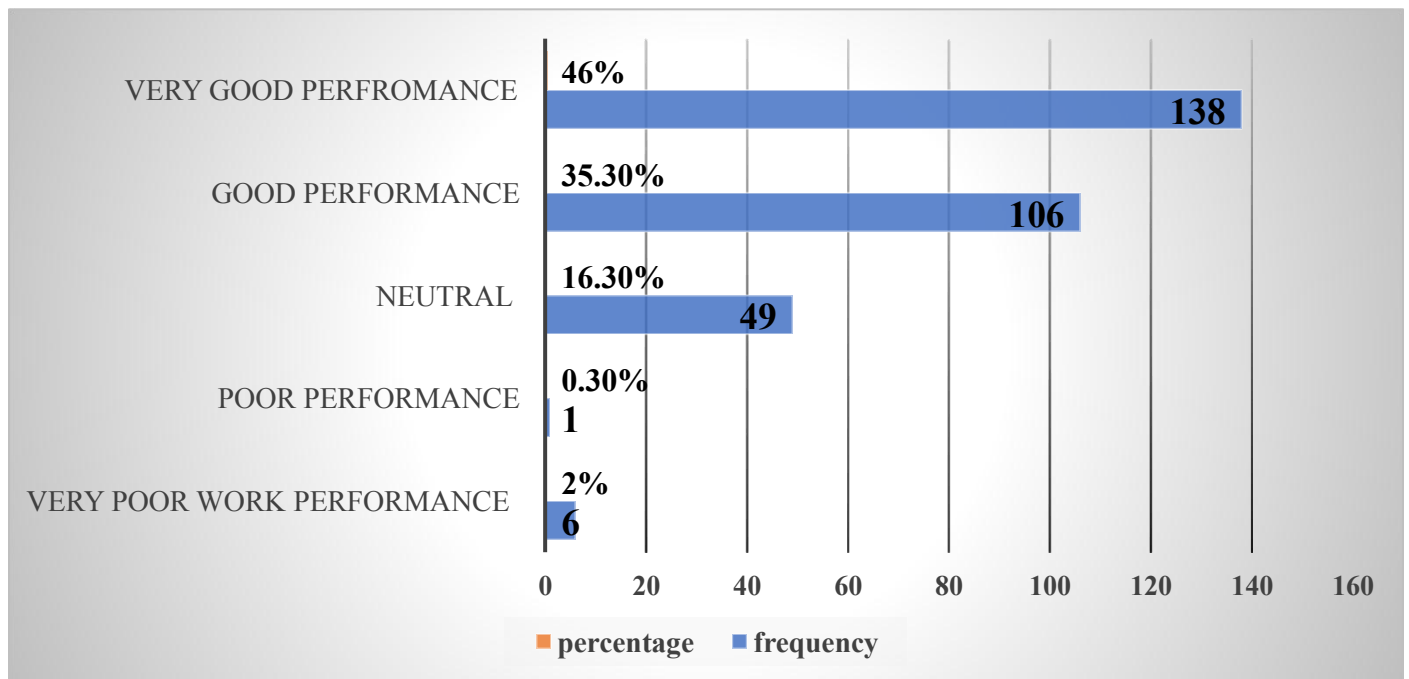


Figure 5; Employees 'work performance level, related to the participants' mean work experience at public hospitals Addis Ababa Ethiopia, 2023.

4.3.2. Opinion Investigation on Employees' Training Characteristics

In this subheading, employees were asked to respond about the training characteristics and performance with 5 points Likert scale measurement. The participants provided their opinions from strongly disagree to strongly agree 1-5 on a 5-pint Likert scale. Accordingly, we analyzed their opinions categorically before manipulation and continuously after.

Table 4.3.2: shows the correct response of the employees to the 5-point Likert scale about training. Accordingly, more than 55% of the employees agree with the statement, —Good opportunities are available to take job-related training, which adequately addresses the skill gaps and ensures job effectiveness. At the same time, less than 22% of them disagree with the statement. The majority, 108(38%) of the staff disagreed with the word "Incompetent employees are identified and provided with the necessary training", while 92(30.7%), 100(33.2%) of them were neutral and agreed, respectively. Therefore, the participants' mean

value was 3.5 ± 0.8 with one as the minimum and five maximum values; this indicated that the average response of the summation of the training items was on an agreed level.

Table 7; Employee 's opinion towards training on a 5-point Likert scale

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Good opportunities are available to take job-related training, which adequately addresses the skill gaps and ensures job effectiveness?	13	4.3	50	16.7	72	24	112	37.3	53	17.7
Incompetent employees are identified and provided with the necessary training	20	6.7	88	29.3	92	30.7	64	21.3	36	12
The training that I take meets the objective of the company.	12	4	16	5.3	80	26.7	112	37.3	80	26.7
The methods of delivering the training are clear	3	1	32	10.7	85	28.3	122	40.7	58	19.3
The materials distributed were helpful	6	2	36	12	84	28	125	41.7	49	16.3
The content was organized and easy to follow	3	1	47	15.7	71	23.7	126	42	53	17.7

4.3.3. Motivation of Employees Working At Public Hospitals

The mean motivation of the study subjects was calculated to be 3.08±0.68. More than 73% of the study subjects have responded below mean to motivation related statements in the questionnaire. On the other hand, 61.7% of the employees responded with disagreeing or neutral responses. In comparison, the remaining 38.3% of the employees agreed with the motivational activities provided by the organization. (Table 4.3.3)

Table 8; the level of motivation of employees working at Public hospitals Addis Ababa, 2022

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Our monthly salary is competitive compared with other Organizations.	2	7.3	64	21.	81	27	96	32	37	12.3
The monthly salary is in accordance with your work experience	40	13.3	69	23	74	24.7	100	33.3	17	5.7
Recognitions are given to outstanding employees	39	13	79	26.3	93	31	70	23.3	19	6.3
Compensation packages like bonuses are given to employees	24	8	35	11.7	53	17.7	118	39.3	70	23.3
You are satisfied with your fringe benefits	31	10.3	68	22.7	78	26	83	27.7	40	13.3
Job opportunities exist for advancement and promotion	33	11	93	31	94	31.3	53	17.7	27	9

4.3.4. Working Environment of Employees Working At Public Hospitals of Addis Ababa

The mean work environment for subjects in this study was calculated to be 3.32±0.74. No less than 48% of the study subjects responded below mean to work-related statements in the questionnaire. On the other hand, the overall mean viewpoint of the employees towards their work environment was neutral. majority 52% of the employees responded with agreed or neutral response; In comparison, the remaining 12.7% of the employees disagreed with the working environment comfort provided by the hospitals in Addis Ababa. (Table 4.3.4)

Table 9; Public Hospitals Employees with their working environment

Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
I believe in and take pride in my work and my workplace	3	1	32	10.7	77	25.7	144	48	44	14.7
My working Environment gives me a feeling of Personal Accomplishment.	6	2	33	11	99	33	121	40.3	41	13.7
My working Environment makes me feel encouraged to develop new and better ways of doing things.	2	0.7	41	13.7	110	38	114	38	33	11
The emotional climate of the organization is generally positive and Supportive	5	1.7	55	18.3	124	41.3	87	29	29	9.7
I believe that the administrative team considers my needs and preferences when making decisions that affect my work life	40	13.3	97	32.3	85	28.3	52	17.3	26	8.7

4.3.5. Supervision and Employee Working Performance at Selected Public Hospitals of Addis Ababa

This subtitle describes the descriptive characteristics of employees working at the public hospitals in Addis Ababa, Ethiopia. The questionnaire is a 5-point Likert scale agreed disagreed continuum.

Moreover, therefore, the overall mean supervision response of the employees was 3.43 ± 0.96 , with the majority, 55.73 agreeing. When we describe the statements of the questionnaire, around 58(19.3%) of the participants were struck down with the statement —Supervisors had time to coach an employee to perform a task", with only 16(5.3%) strongly disagreeing with the contrary 80(26.7%) and 104(34.7%) of the employees were responded neutral and agree, with agreeing with the highest proportion for the statement requested.

With the statement, —Supervisors motivate employees ‘team members by giving clear work instruction or guidance, 58(19.3%), 88(29.3%), and 154(51.4) responded disagree, neutral and agreed, respectively. This third item, "I am comfortable with the supervisory leadership style." Again, the response shows that the majority, 160(53.3%), agreed, and the rest, 79(26.3%) neutral and 61(20.3%), disagreed.

Supervisors have time to manage conflict within your department/team/group", with the majority, 147(49%), agree and 92(30.7%) neutral, while 61(20.3%) disagree. My supervisor evaluates my performance and takes corrective, 58(19.3%) disagree, 79(26.3%) neutral, and 63(54.3%) agree. (Table 10)

Table 10: Public hospitals Employees view their supervision.

Statements of supervision	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Supervisors had time to coach an employee to perform a task	16	5.3	42	14	80	26.7	104	34.7	58	19.3
Supervisors motivate employees/team members by giving explicit work instruction or guidance	22	7.3	36	12	88	29.3	101	33.7	53	17.7
I am comfortable with the supervisory leadership style	28	9.3	33	11	79	26.3	103	34.3	57	19
Supervisorshave time to manage conflict within your Department/team/group.	18	6	43	14.3	92	30.7	118	39.3	29	9.7
My supervisor evaluates my performance and takes corrective	18	6	40	13.3	79	26.3	120	40	43	14.3

4.3.6. INDIVIDUAL CHARACTERISTICS OF EMPLOYEES WORKING AT SELECTED PUBLIC HOSPITALS OF, ADDIS ABABA

While the individual characteristics of the respondents were 3.36 ± 0.86 on the individual characteristic's questionnaire, around 52% of the employees were, disagreed or neutral towards the measuring statements

. Regarding the statement on individual characteristics, for “Your gender contributes to your level of performance”, only 123(41%) agreed or were in line with the statement enquiry. In contrast, the rest of the respondents contradicted the statement, with 85(28.7%) disagreeing and 92(30.7%) neutral. (Table 4.3.6)

Table 11: Public hospitals Employees view their characteristics

Statements on IC	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
Your gender contributes to your level of performance	34	11.7	51	17	92	30.7	65	21.7	58	19.3
Education plays an important role in the performance of employees in their job	10	3.3	37	12.3	60	20	89	29.7	104	34.7
With age, an employee can show low performance or high performance	30	10	47	15.7	95	31.7	73	24.3	55	18.3
Your marital status affects your job performance	38	12.7	50	16.7	95	31.7	50	16.7	67	22.3

4.3.7. Overall, Image of the Organization That Employees Working at Public Hospitals of, Addis Ababa

Participants' response about the overall image of their organization was satisfactory or reasonable about the mean value of 3.45 ± 0.67 . Here, around 46% of the participants agreed regarding their overall organizational image of Public-hospitals. Regarding specific statements of the questionnaire, "People in this organization put more energy into identifying mistakes than into figuring out how to do things right" most responses, 113(37.7%), were neutral (neither agree nor disagree) followed by 85(28.3%) agree and 45(15%) disagree sequentially.

The second statement of the organization's overall image is quoted as "I am proud to tell people that I work for this organization. Again, 130(43.3%) respondents agreed with the Likert scale questionnaire, while 26(8.7%) disagreed with the statement. A significant number of the employees, 91(30.3%) more than disagreeing and strongly agreeing combined, provided a neutral response (neither agree nor disagree) as 53(17.7%) strongly agreed with the statement.

The employees were asked, "if people in different departments or programs try to help each other? "As few as 41(13.6%) disagreed, 98(32.7%) did not even disagree or agree (neutral), and the majority of the employees 161(53.7%) agreed to the enquiry. So here, more than (53%) had agreed to the statement. The Likert scale response continues in a similar fashion for the rest of the two questions, whereby no unique remark is observed.

Table 12: Public hospitals Employees view towards the Image of the organization

Statements on Overall Image of the organization	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
	n	%	n	%	n	%	n	%	n	%
People in this organization put more energy into identifying Mistakes than figuring out how to do things right.	19	6.7	45	15	113	37.7	85	28.3	38	12.7
I am proud to tell people that I work for this organization.	3	1	23	7.7	91	30.3	130	43.3	53	17.7
In this organization, people in different departments or programs Try to help each other.	16	5.3	25	8.3	98	32.7	132	44	29	9.7
Most people here know how their work contributes to this organization's mission.	12	4	40	13.3	93	31	126	42	29	9.7
This organization provides me with skills and knowledge that will benefit my future career	17	5.7	35	11.7	74	24.7	135	45	39	13

4.3.8. Descriptive Statistics of Demographic characteristics and their Influence on Employees' Work Performance

The literature revealed that employees' socio-demographic characteristics might influence employees' work performance. Therefore, in this study, the researcher wanted to examine how employees' demographic characteristics influenced their work performance at public hospitals based on responses given by each respondent guided by a range of indicators across the variables of investigation. The results obtained were summarized and discussed under the following tables and narrations.

4.3.8.1. Employees' Socio-Demographic Characteristics and Their Influence on Employees' Work Performance

The table below describes the employees' socio-demographic characteristics, including age, gender, work experience, Level of education and employees' position in the public hospitals and its relation with the employee performance on the 5 points Likert scale. Based on this, regardless of age, sex, level of education, work experience and position, all participants have not recorded very poor performance except the gender, which is purely nominal and categorical, where the number of employees with better work performance is higher than poor work performance in both genders.

When the age of the employees increases, the level of work performance increases from fair to very good and excellent. In this regard, we can conclude that as age increases, the employees have better work performance until 40 years old. Employees above 40 years old are either fed up with working by themselves or rejected by the organization to work as employees, especially in the current organization following only 4 participants aged 51 and above were found.

Seven diploma holders were working in the organizations. As their education is elevated from diploma to degree, or from degree to master's degree, the study found that work performance increased from poor to good and excellent performance. The majority of the participants with first and master's degrees have a higher number of employees with good and excellent work performance.

In each category of work experience majority or a huge number of the employees had very good or excellent work performance more importantly employers working less than 10 years in the public hospitals. Even though it is hard to find a significant association between work experience in years and work performance on the Likert scale, the researcher acknowledges that the majority of the participants who have better work performance were found to have less than 10 years of work experience.

Regarding the Position of the employees and their work performance, more than 85% of the current study area was having employee's roles of non-managerial. However, still, we can draw a significant statistic that majority of the employees with managerial roles have either very good or excellent work performance with only few favorable work performances. Of the 45 managerial roles positioned participants, 25(8.3%) had excellent performances, 15(5%) had good work performance and 5(1.7%) had favorable work performance. On the contrary, employees with non-managerial roles have poor performance and fair performance and good and excellent performance; the number of the employees increases when moving from poor to excellent work performance. (**Table 13**)

Table 13; Employees socio-demographic characteristics and their influence on employees' work performance

Variable	Category	Work performance				
		Very poor performance (n%)	Poor performance (n%)	Fair (n%)	Good performance (n%)	Excellent performance (n%)
Gender	Male	1(0.3%)	1(0.3%)	16(5.3%)	40(13.3%)	86(28.7%)
	Female	5(1.7%)	0	33(11%)	66(22%)	52(17.3%)
Age category	21-30y	0	0	13(4.3%)	31(10.3%)	40(13.3%)
	31-40y	0	1(0.3%)	27(9%)	53(17.7%)	85(28.3%)
	40-50	5(1.7%)	0	9(3%)	22(7.3%)	10(3.3%)
	≥51	1(0.3%)	0	0	0	3(1%)
Level of education	Diploma	1(0.3%)	0	0	4(1.3%)	2(0.7%)
	Degree	0	1(0.3%)	31(10.3%)	66(22%)	81(27%)
	Masters and above	5(1.7%)	0	18(6%)	36(12%)	55(18.3%)

Work experience	1-5 years	0	0	10(3.3%)	22(7.3%)	35(11.7%)
	6-10 years	0	0	35(11.7%)	42(14%)	75(25%)
	11-15 years	0	1(0.3%)	0	29(9.7%)	17(5.7%)
	>15 years	6(2%)	0	4(1.3%)	13(4.3%)	11(3.7%)
Position	Managerial	00	0	5(1.7%)	15(5%)	25(8.3%)
	Non-managerial	6(2%)	1(0.3%)	44(14.7%)	91(30.3%)	113(37.7%)

4.4. Employee's Performance and Associated Factors

Before multilinear regression was employed, the prerequisites for multilinear regression analysis were performed. Data normality and linearity were checked, Homoscedasticity was performed, and Multicollinearity of the data was checked.

Moreover, therefore, the data were observed as shown in the fig at the index (the P-P plot of the SPSS and the Standard Residual values, Histogram and Skewness) in which statistic of all variables (Skewness $<1/$) indicates that the distribution of each of the variables is normal, linear and Homoscedasticity. Therefore, the assumptions of the statistical tests considered in this study are acceptable. Again, before multilinear regression was employed, the data was checked for correlation, as shown below.

4.4.1. Test for normality

Test for normality determines whether the data is well modeled by normal distribution or not. This normal distribution test could be checked by the graphical method of tests. The normality assumption assumes a critical role when a study deals with a small sample size and data less than 100 observations. Even though the normality assumption is not a treat since the observation or sample size of the study is large enough, more than 100 observations and the researcher tested it using the histogram.

The relationship between the independent and dependent variables is linear, and this assumption is checked using the Normal P-P plot. To determine whether the relationship between the dependent and independent variables is linear, scatter plots of the regression residuals for each model through SPSS software were used. The linearity assumption can best be tested with scatter plots and checked by looking at a histogram or a P-P-Plot. The scatter plot of residuals (see figure

4.4.1 Below showed that the points are reasonably straight from bottom left to top right.

Therefore, in this study, the assumption of linearity was not violated.

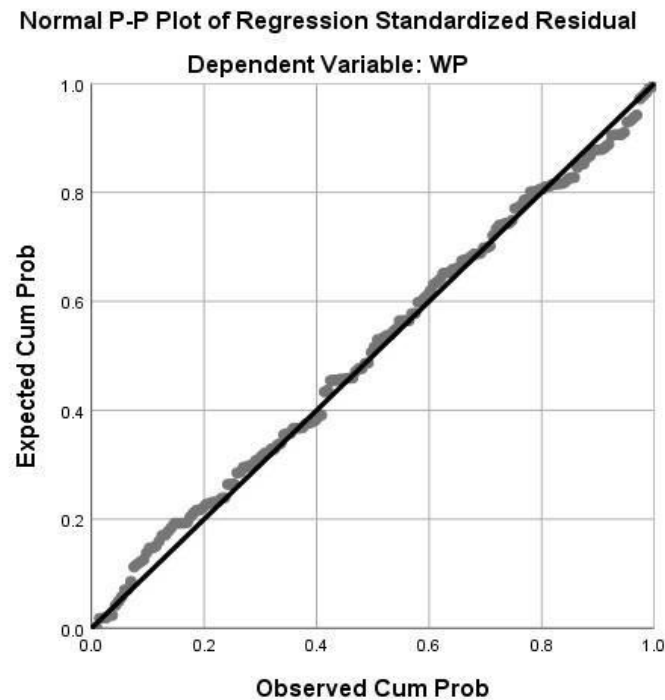


Fig 4.4.1. Normality through the P-P plot

4.4.3. Test for Homoscedasticity

Homoscedasticity refers that errors being spread out consistently between the variables (Keith, 2006). Statistical software scatter plots of residuals with independent variables are used to examine this assumption (Keith, 2006). Therefore, as shown in the graph below, errors are spread out consistently between the independent variables (meaning the assumption of homoscedasticity was not violated).

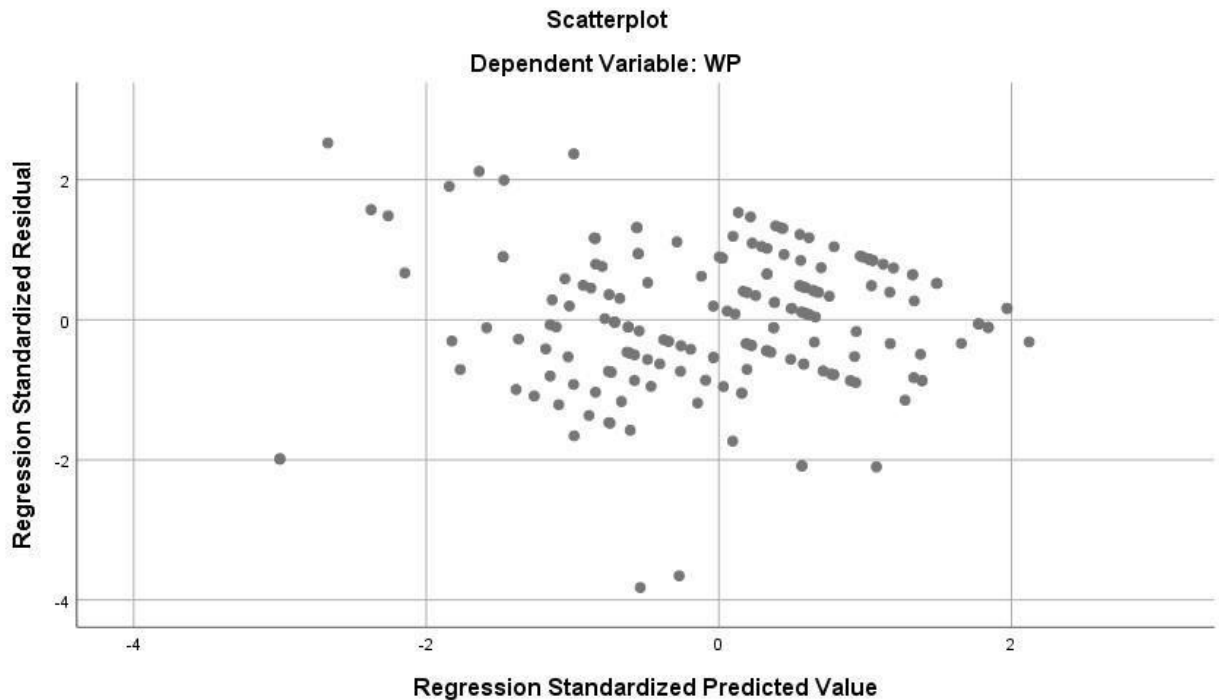


Fig4.4.3. homoscedasticity test using scatter plot

4.5. Socio-Demographic Characteristics and Employees' Performance

Following proving the Multilinear regression analysis precondition, assumptions of the statistical tests, only age and Position of the employees were found to be significantly associated with employees' performance. On the contrary, work experience and level of education have no association with employees 'work performance negatively or positively. Moreover, therefore the below table explains about age and Position of the employees with work performance.

The value of F must be greater than 5. In this study, the value of F is 7.52, which is greater than 5. The level of significance is 0.005. The value of adjusted R^2 is 0.087. The results are reasonable.

Table 14: socio-demographic characteristics and employee performance

Socio-demographic variables	B	Standard error	Beta	t value	P value
Age	-.017	0.005	-0.172	-2.44	0.017
Current Position	-0.54	.201	-0.193	-2.695	0.008

n=300, Adjusted R Square = 0.087, F = 7.52, overall model significance = 0.005

In this study of multilinear regression analysis, as age increases by one year, keeping other factors constant, then employees' performance will decrease by 1.7%. In this study, the mean age of the participants was 34 with a standard deviation of 6.4 (34 ± 6.4), with the youngest employee aged 22 and the oldest 55 years old.

It can be easily noted that the majority of the employees working in public hospitals are of the adulthood age, are productive, and contribute to organizational work effectiveness. It is commonly noted that older workers, relative to younger workers, are often more reluctant to engage in new skill training and tend to prefer collaborative (versus competitive) tasks (Kanfer and Ackerman, 2004). In addition to this, Giniger *et al.*, 1983) suggest that increased age causes deterioration in abilities, such as speed, dexterity, motor coordination, and strength (Giniger *et al.*, 1983; Rhodes, 1983; Salthouse, 1979).

Further, the Position of employees was assessed for its effect on a job or work performance. Hence, holding other variables constant, shifting the Position of the employees from nonmanagerial roles to managerial roles, then the employees' work performance decreased by 5.4%. As a result, 255(85%) of the employees were working in non-managerial roles, and as few as 45(15%) of the employees were assigned managerial roles in public hospitals of Addis Ababa.

4.5.1. Independent Variables and Their Association with Employees' Performance

a. Correlation

Correlation is significant when the (p significance 2 tailed) value is less than 0.05. In this study, training correlates with employees' performance at the value of 0.000. The results are significant. In this study, motivation is correlated with employees' performance at the value of 0.000. The results are significant. In this study, the working environment is correlated with employees' performance at the value of 0.000. The results are significant. The significance level of individual characteristics with employees' performance is 0.00. The results are significant. Overall, Image of the organization is significant at the level of 0.00. Employees' performance is correlated with Training, Motivation, Working Environment, Supervision, Individual Characteristics, and Overall Image of the organization.

Table 15: Correlation of independent variables with the dependent variable (work performance) Public hospitals of Addis Ababa.

		TP	MT	WE	SP	IC	OC	WP
TR	Pearson correlation	1	.543	.58	.591	.257	.65	.444**
	Sig (2tailed)							0.00
MT	Pearson correlation	.543	1	.596	.482	.372	.572	.276
	Sig (2tailed)							0.00**

WE	Pearson correlation	.58	.596	1	.486	.379	.652	.421
	Sig (2tailed)							0.00**
SP	Pearson correlation	.591	.482	.486	1	.338	.558	.342
	Sig (2tailed)							0.00**
IC	Pearson correlation	.257	.372	.379	.338	1	.364	.396
	Sig (2tailed)							0.00**
OC	Pearson correlation	.650	.572	.652	.558	.364	1	.534
	Sig (2tailed)							0.00**
WP	Pearson correlation	.444	0.276	0.421	0.342	0.395	0.534	
	Sig (2tailed)	0.00**	0.00**	0.00**	0.00**	0.00**	.00**	0.00**

** : Correlation is significant at the 0.01 level (2-tailed). TR: Training, MT: Motivation, WE: Working Environment, SP: Supervision, IC: Individual Characteristics, OI: Overall Image of the organization, WP: Work Performance

b. Multilinear regression

In this study analysis of employee 's performance determinant factors, the value of F must be greater than 5. In this study, the value of F is 22.321, which is greater than 5. The overall level of significance is 0.000. The value of adjusted R^2 is 0. 466. The results are practical.

Table 16: independent variables and employees 'performance

Independent variables	B	Standard error	Beta	t value	P-value
Constant	1.847	0.238		7.758	0.000
Training	0.174	0.070	.206	2.490	0.014
Motivation	-.128	0.064	-.158	-2.013	0.046
Individual characteristics	0.203	0.053	.265	3.853	000
The overall image of the Org.	0.384	0.083	0.397	4.612	000
Working environment	0.075	0.078	0.085	0.957	0.340
Supervision	-0.017	0.056	-0.025	-0.309	0.75

n=300, Adjusted R Square = 0.466, F = 22.321, overall model significance = 0.000

The current study found no significant association between working environment and employees' performance. This is not in line when compared with a study conducted by (Pal, 2011), which revealed that "the workplace environment is a concept that has been operated by analyzing how employees perceive the immediate surroundings as fulfilling their intrinsic, extrinsic, and social needs and their reason for staying with the organization. And (Robbins, 1997). Who found the benefits of creating and maintaining a positive working environment are huge that enables greater productivity, happier people, employee stability, business advantage, higher profits, greater security, and better health.

Another study revealed that people working under inconvenient conditions might end up with low performance and face occupational health diseases causing high absenteeism and turnover (Robins, 1997). In addition, the workplace's environment affects employee confidence, output and commitment both positively and negatively. Therefore, it is not just a coincidence that new incentive programs that focus on lifestyle changes, work/life balance, and health and fitness issues were previously not considered significant payback tactics but are now common practices amongst well-reputed corporations (Khan & Jabbar, 2013). This discrepancy may be due to the difference in the study area, working environments, and different socio-demographic characteristics of the employees.

By keeping the other factors constant, if there is a 1% increase in training, employees' performance will increase by 17.4%. The idea can support this, "Training is a planned, systematic activity that results in an enhanced level of skill, knowledge, and competency necessary to perform work effectively (Aguinis, 2005). Training has been proved to generate performance improvement related benefits for the employee and the organization by positively influencing employee performance by developing employee knowledge, skills, ability, competencies, and behavior (Pal, 2011).

On the other hand, this study revealed that if other factors remain constant and there is a 1% increase in the value of motivation among employees, work performance will be decreased by

12.8%. However, a study conducted by (Muda, Rafiki & Rezeki, 2014) showed that "the motivated employees relate to the manners of self-satisfaction, self-fulfilment, and commitment expected to produce a better quality of work and oblige to the organization's policies that will extensively materialize efficiencies and competitive advantage. In addition, motivation increases job involvement by making the work more meaningful and interesting and the fact that it keeps the employees more productive and improves their subsequent job performance (Muda, Rafiki & Rezeki, 2014).

This does not agree with the result of this study. The difference may be due to either poor motivational activities or the motivational opportunities given by the public hospitals being less acceptable by the employees in the current study.

Likewise, if other factors remain constant and there is an increase in positive Individual characteristics, employees 'work performance will be efficiently performed by 20.3%. This is in line with a study conducted by According to Mulatu (2014), communication has a significant effect on the performance of employees in his study of the factors affecting employees" performance in public hospitals zonal offices. Based on his study, most of his respondents revealed that the ways and methods they communicate enhanced their performance in the organization. This means that an employee 's characteristics can determine work performance greatly.

An overall image of the organization can determine the employees 'work performance. In this study, work performance has a linear relationship with the organization's overall image. So, the organization's overall image is a main significant factor that determines work performance in this study. This can be supported by Massudi (2013), in his study of health sectors in Tanzania; customer services improved in the hospitals, which can lead to improvement of public hospital activities, which is suitable for the improvement of the hospitals, with most of the respondents indicating that a good working environment poses a good image of the health sector to its internal and external customers or clients.

4.6. Hypothesis Testing

Hypothesis testing aims to determine the likelihood that a population parameter is likely to be true. The researcher tests whether the value stated in the null hypothesis is likely to be true. An alternative hypothesis (H_a) is a statement that directly contradicts the null hypothesis.

The significance (sig.) value expresses the value of accepting or rejecting the (null) hypotheses. The p-value is the probability that the correlation is one just by chance. Therefore, the smaller the p-value, the better it will be. The general rule is: to reject H_0 if $p < .05$ and accept H_0 if $p > .05$ (Pallant J., 2011).

Testing results discussed as follows.

Hypothesis 1

- H_{01} : Employees training has no effect on employees work performance in the sector of public hospitals.
- H_{a1} : Employees training has effect on employees work performance in the sector of public hospitals.

Table 4.5.2; shows that training has an effect on work performance as the p-value of the variable is less than 0.05. So, we can reject the null hypothesis (H_{01}) and accept the alternative one (H_{a1}).

Hypothesis 2

- H_{02} : Employees motivation has no effect on employees work performance in the sector of Public hospitals.
- H_{a2} : Employees motivation has effect on employees work performance in the sector of public hospitals.

The above table also shows motivation on employee's support for employees work performance of Public hospitals as the variable p-values is less than .05. Therefore, we can reject the null hypothesis (H_{02}) and accept the alternative one (H_{a2}).

- Ho3: Employees individual characteristics has no effect on employees work performance in the sector of public hospitals.
- Ha3: Employees individual characteristics has effect on employees work performance in the sector of public hospitals.

This shows that individual characteristics has an effect on work performance as the p-value of the variable is less than 0.05. So, we can reject the null hypothesis (Ho3) and accept the alternative one (Ha3).

- Ho4: Over all image of the organization has no effect on employees work performance in the sector of public hospitals.
- Ha4: Over all image of the organization has effect has effect on employees work performance in the sector of public hospitals.

Table 4.5.2; shows that over all image of the organization has an effect on work performance as the p-value of the variable is less than 0.05. So, we can reject the null hypothesis (Ho4) and accept the alternative one (Ha4).

- Ho5: Working environment has no effect on employees work performance in the sector of public hospitals.
- Ha5: Working environment has effect on employees work performance in the sector of public hospitals.

Table 4.5.2; shows that working environment has no effect on work performance as the p-value of the variable is greater than 0.05. So, we can accept the null hypothesis (Ho5) and reject the alternative one (Ha5).

- Ho6: Supervision has no effect on employees work performance in the sector of public hospitals.
- Ha6: Supervision has effect on employees work performance in the sector of public hospitals.

Table 4.5.2; shows that supervision has no effect on work performance as the p-value of the variable is greater than 0.05. So, we can accept the null hypothesis (Ho6) and reject the alternative one (Ha6).

Table 17: Hypothesis testing summary

No	Hypothesis	Tool	Result
Ha1	Employees training have effect on employees work performance in the sector of public hospitals.	Inferential regression	Accepted
Ha2	Employee's motivation has effect on employees work performance in the sector of public hospitals.	Inferential regression	Accepted
Ha3	Employee's individual characteristics has effect on employees work performance in the sector of public hospitals.	Inferential regression	Accepted
Ha4	Over all image of the organization has effect has effect on employees work performance in the sector of public hospitals.	Inferential regression	Accepted
Ha5	Working environment has effect on employee's work	Inferential	Rejected
	Performance in the sector of public hospitals.	regression	
Ha6	Supervision has effect on employees work performance in the sector of Public hospitals	Inferential regression	Rejected

By using the results of table 4.5.1, the following regression equation was formulated for this study and tries to show the effects of independent variables and the dependent variable.

Depending on the equation formula proposed by researcher, in chapter three

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + e$$

$$Y = 1.85 = (0.21) X_1 + (0.158) X_2 + (0.265) X_3 + (0.0397) X_4 + e$$

Y= Employee Performance (Dependent variable);

X1 –X6= Factors Affecting Employee Performance (Independent variables)

X1 = Training

X2 = Motivation

X3 = Working environment

X4= Individual Characteristics

X5= Supervision

X6= Overall image of the organization **β_1** - n= the regression coefficient or change included in Y by each X **e** = Error term

CHAPTER- 5

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

The main objective of this research was to assess factors associated with employees 'work performance working at selected public hospitals of Addis Ababa. Following proportional allocation for each hospital situated in Addis Ababa, three hundred eighty-four questionnaires were distributed through the selected Addis Ababa city administration hospitals and federal hospitals, in which 300 questionnaires were completed and retrieved efficaciously, signifying an overall 79% response rate. Both descriptive and inferential statistics of the data were employed after data entry was conducted using data software version 4.6 and transferred to SPSS (Statistical Package for Social Science) software version 26. Based on the analysis, discussion and related issues of the research, the following summaries are made; accordingly

Regarding demographic analysis, all the attributes used show a nearly equal number of male and female respondents, young and productive, majority first-degree holders followed by Master 's degree, well experienced and non-managerial.

For the descriptive analysis of independent variables of the study, from the mean value and its analyses, as it is observed, the independent variables (**Training**) possess average mean values of 3.5 ± 0.8 for the perceived effect of training practices which shows an agreed perception of the variable. According to the correlation model summary, Training correlates with employees' performance at the value of 0.000. The results are significant.

The study concluded that Training has a direct and substantial consequence on the performance of employees of the public hospitals in this study. Newton (2006), Viscal (2011), Pulakos et al. (2000), and Mubashar & Muhammad (2011) on their innovation found those organizations without practicable training programs would miscarry to offer employees common prospects to practice and improve their proficiencies, which eventually affect the performance of employees.

For the descriptive analysis of independent variables of the study, from the mean value and its analyses, as it is observed, the independent variables (**Motivation**) possess an average mean of 3.08 ± 0.68 . More than 53.7% of the study subjects have responded below the mean to motivation related statements in the questionnaire. According to the correlation model summary, motivation is correlated with employees' performance at the value of 0.000. The results are significant. According to the finding, this study revealed that if other factors remain constant and there is a 1% increase in the value of motivation among employees, work performance will be decreased by 12.8%.

However, a study conducted by (Muda, Rafiki & Rezeki, 2014) showed that motivated employees relate to self-satisfaction, self-fulfilment, and commitment expected to produce a better quality of work oblige to the organizations' policies that will extensively materialize efficiencies and competitive advantage. In addition, motivation increases job involvement by making the work more meaningful and interesting and the fact that it keeps the employees more productive and improves their subsequent job performance" (Muda, Rafiki & Rezeki, 2014). This does not agree with the result of this study. The difference may be due to either poor motivational activities or the motivational opportunities given by the hospitals being less acceptable by the employees in the current study. From the finding, the study concluded that there is a negative relationship between motivation and employees' performance.

The mean **Supervision** response of the employees was 3.4 ± 0.96 , with the majority, 55.3%, agreeing. According to the correlation model summary, supervision is correlated with employees' performance at the value of 0.000. The results are significant. According to the finding, this study revealed that if other factors remain constant and there is a 1% increase in the value of supervision among employees, work performance will be decreased by 1.7%. However, many studies have identified that followers have two types of needs for leadership in the workplace: structure and social support (Bodla and Hussain, 2009, 2010; De Vries, 2002; Landeweerd and Bouman, 1994). In need of structure, followers desire the leader's interventions to provide them with necessary task-related guidelines, clear operating procedures and methods to perform the

work and deliver the task-related feedback. In need of social support, employees desire social and moral support from their leaders.

Results concerning supervision's effect on employees' performance show that there is convincing evidence that supervision has a positive impact on Employee Performance. Therefore, it is postulated here that supervision exhibited by the leader to facilitate the followers in task performance and provide them with the necessary social support has exerted an indirect (negative) effect on employee's performance. Therefore, based on the finding, the study concluded that supervision has no significant effect on employee performance.

While the **individual characteristics** of the respondents were 3.36 ± 0.86 on the individual characteristic's questionnaire, around 52% of the employees were, disagreed or neutral towards the measuring statements. According to the correlation model summary, the significance level of individual characteristics with employees 'performance is 0.00. The results are significant. Likewise, if other factors remain constant and there is an increase in 1% Individual characteristics, employees work performance will be efficiently performed by 20.3%. This is in line with a study conducted by Mulatu (2014). Communication has a significant effect on the performance of employees in his study. Based on his study, most of his respondents revealed that the ways and methods they communicate enhanced their performance in the organization. Based on the finding, the study concluded that there is a positive relationship between individual character and employee performance.

Participants' response about the **overall image of their organization** was satisfactory or reasonable about the mean value of 3.45 ± 0.67 . Here, around 46% of the participants agreed regarding their overall organizational image of public hospitals. According to the correlation model summary, the Overall Image of the organization is significant at the level of 0.00. The results are significant. Based on the finding, the study concluded that work performance has a linear relationship with the organization's overall image. So, the organization's overall image is a main significant factor determining work performance in this study.

The mean work environment subjects in this study were calculated to be 3.32 ± 0.74 . No less than 48% of the study subjects responded below mean to work-related statements in the questionnaire.

According to Massudi (2013), in his study of banking sectors in Tanzania; customer services improved in the branches, which can lead to improvement of public relations activities, which is suitable for the bank, with most of the respondents indicating that a good working environment poses a good image of the bank to its internal and external customers. Therefore, based on the finding, we can conclude that the **working environment** has no significant effect on employee performance.

The descriptive analysis of the dependent variable (**Employee performance**) also indicates that the mean work performance response of the employees was found to be 4.1 ± 0.68 . This implies that all except the employees work experience is much higher than good performance and nearly excellent performance.

According to the finding, the study also identified that the younger the employees are, the better their work performance. Salthouse, 1979 can support this). "One theoretical rationale for the hypothesized negative relationship is the decremental theory of ageing which suggests that increased age causes deterioration in abilities, such as speed, dexterity, and strength (Ginger *et al.*, 1983; Rhodes, 1983; Salthouse, 1979). Moreover, Kliegl and Mayr (1992) have advanced a model that suggests an underlying single negative effect of age-related influences on a wide range of cognitive variables." Other studies support the negative effects of ageing. The single factor model's form (albeit somewhat more complex than the most straightforward model) is strongly supported (Verhaeghen and Salthouse, 1997). Notably, age has also been associated with decreases in performance on tests of learning, memory, reasoning, spatial abilities, and psychomotor speed (Lindenberger and Baltes, 1994; Salthouse, 1991; Schaie and Willis, 1993; Verhaeghen and Salthouse, 1997).

The data were observed as shown in the fig at the index (the P-P plot of the SPSS and the Standard Residual values, Histogram and Skewness) in which statistic of all variables (Skewness $<1/3$) indicates that the distribution of each of the variables is normal, linear and Homoscedasticity.

Therefore, the assumptions of the statistical tests considered in this study are acceptable.

Following proving the Multilinear regression analysis precondition, assumptions of the statistical tests, only age and Position of the employees were significantly associated with employees' performance. On the contrary, work experience and level of education have no association with employees work performance negatively or positively.

According to the regression model summary, in this study's analysis of employees' performance determinant factors, the value of F must be greater than 5. In this study, the value of F is 22.321, which is greater than 5. The overall level of significance is 0.000. The value of adjusted R² is 0.466. The results are practical. Based on the findings, the study concluded that there is no significant association between the working environment and employees' performance.

5.2. Recommendation

Based on the result of this study, I the primary investigator recommend; public hospitals located in Addis Ababa enhance Training at regular intervals to improve their employees, work performance. Employees must get up-to-date knowledge and skills to perform excellently.

In this study, motivation has been negatively affecting employee performance. It is against the customary intention and different literature assumptions. Granting motivation to employees without bias is recommendable to perform their tasks. The motivators can create a compelling motivation in individuals in order to be able to perform and exert considerable effort. However, Public hospitals cannot use motivators until all the hygiene factors have been fulfilled. This implies that non-monetary incentives (like recognition of their work and career development) are

better to keep employees motivated and satisfied in their work. The study recommends further detailed prospective research in a large scale study subjects.

In this study, supervision has no significant effect on employee performance. Supervision refers to the leader's actions directed to provide necessary task-related guidance and moral support to his/her subordinates. Therefore, the employees of public hospitals tend to work hard to strengthen the relationship between them and their supervisors, hence improving their performance towards achieving organizational goals since the good relationship is a result of socialization. Therefore, it is recommended further detailed prospective research in supervision and leadership style in a large-scale study subject.

The younger the employees, the better work performance was identified. It is recommended reducing hierarchies and false promises to employees, as the more the work experience, they have, and the more they know the background of their organization, they lose motivation and initiation to work which indirectly can affect their performance.

I recommend public hospitals work extensively on identifying individual characteristics and building the organization's overall image to a step that attracts and initiates employees and clients or patients and increases the employees' work performance accordingly.

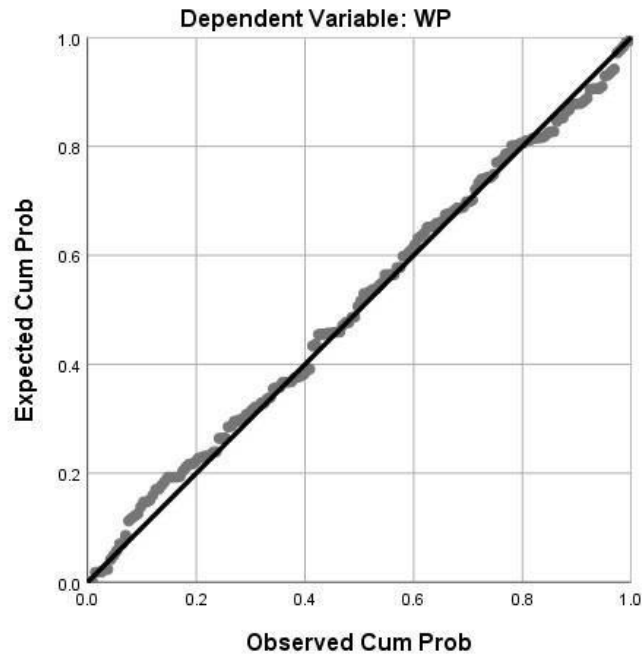
I recommend the management to check the Working Environment and work conduciveness. Since employees need a suitable working environment that affects their performance, the management should look at the surrounding employees for better performance.

In General, I recommend future researchers to give more attention on the effect of communication, Leadership style, etc. As they are not addressed in my research.

6. INDEX

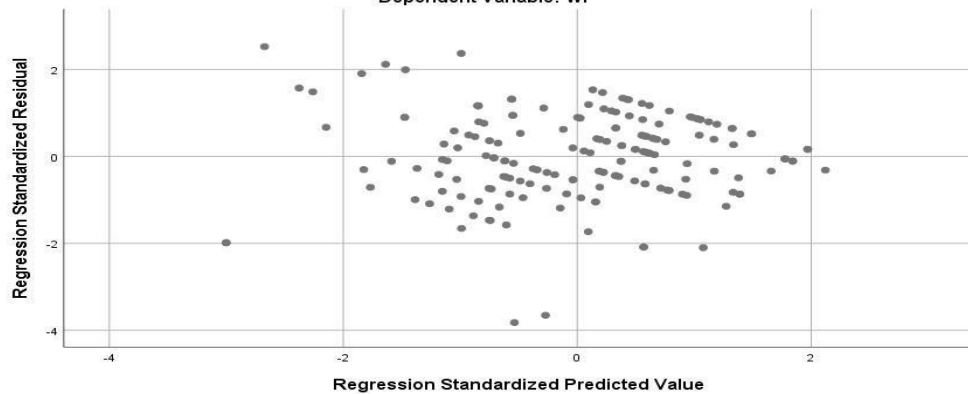
Data normality and linearity, Homoscedasticity and Multicollinearity of the data through histogram, pp plot and scatterplot.

Normal P-P Plot of Regression Standardized Residual



Scatterplot

Dependent Variable: WP



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Addis Ababa University
School of Graduate Studies
Faculty of Business and Economics
Department of Management Graduate Studies

Dear respondents,

I am a graduate student in Business and Economics, Department of Management carrying out research. The purpose of this questioner is to find out Factors affecting employee performance in selected public hospitals of Addis Ababa Ethiopia. The responses you forward will be used as input and have great contribution to the success of the study. Any information you provide in the questionnaire will be kept confidential and only used for the purpose of the study. Therefore, you are kindly requested to provide your genuine responses.

General Instruction: - you do not need to write your name on this questionnaire. In all cases where answer options are available, please tick (✓) in the box provided among the provided alternatives. If you have any questions, please do not hesitate to contact me and I am available as per your convenience.(Email- Tseditamrat@gmail.com ,Tel; 0913-325698)

Thank you in advance for your kind cooperation!

8. QUESTIONNAIRE

SECTION A: Demographic Data

Close-ended questions are answered by placing a tick () mark with in the box.

1. Gender: Male ☐ Female ☐

2. Age (Years)

i. 21–30 ☐ ii. 31- 40 ☐ iii. 41- 50 ☐ iv. 51 & Above ☐

3. Please indicate your level of education

i. Diploma ☐ ii. Degree ☐ iii. Master and above ☐

4. How many years have you ☐ been working in hospital?

i. 1 – 5 years ii. 6 – 10 years iii. ☐
1 – 15 years iv. Above 15 years ☐

5. Your current position in the ☐ Public hospitals?

i. Managerial ii. Non- ☐ ☐
managerial ☐

SECTION B: Opinion
Investigation on
Factors Affecting
Employees
Performance

General Directions

For each of the questions in the following sections, please tick a number that represents your choice as to the level of agreement or disagreement with a check mark (✓)

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

	Training	Rating Scale				
No	Statements	1	2	3	4	5
1	Good opportunities are available to take job related trainings Which adequately address the skill gaps and ensure job effectiveness?					
2	Incompetent employees are identified and provided with the necessary training					
3	The training that I take meets the objective of the company.					
4	The methods of delivering the training are clear					
5	The materials distributed were helpful					
6	The content was organized and easy to follow					
	Motivation	Rating Scale				
No	Statements	1	2	3	4	5
1	Your monthly salary is competitive compared with other Organizations					
2	Monthly salary is in accordance with your work experience					
3	Recognitions are available for outstanding employees					

4	Compensation packages like bonuses are given to employees					
5	You are satisfied with your fringe benefits					
6	Opportunities exist for job advancement and promotion					
	Working environment.	Rating Scale				
No	Statements	1	2	3	4	5
1	I believe in and take pride in my work and my workplace					
2	My working Environment gives me a feeling of personal Accomplishment.					
3	My working Environment feels me encouraging to coming up with new and better ways of doing things.					
4	The emotional climate of the organization is generally positive and Supportive					
5	I believe that the administrative team considers my needs and preferences when making decisions that affect my work life					
	Supervision	Rating Scale				
No	Statements	1	2	3	4	5

1	Supervisors had time to coach an employee to perform a task					
2	Supervisors motivate employees/team members by giving clear work instruction or guidance					
3	I am comfortable by the supervisory leadership style					
4	Supervisors have time to manage conflict within your department/team/group.					

5	My supervisor evaluates my performance and take corrective					
Individual Characteristics		Rating Scale				
No	Statements	1	2	3	4	5
1	Your gender contributes for your level of performance					
2	Education plays an important role in the performance of employees in their job					
3	With age an employee can show low performance or high performance					
4	Your marital status affects your job performance					

	Overall Image of the organization that you work in	Rating Scale				
No	Statements	1	2	3	4	5
1	People in this organization put more energy in to identifying Mistakes than into figuring out how to do things right.					
2	I am proud to tell people that I work for this organization.					
3	In this organization, people in different departments or programs Try to help each other.					
4	Most people here know how their work contributes to this organizations mission.					
5	This organization provides me with skills and knowledge that will benefit my future career					

Very Poor Performance=1, Poor Performance =2, Fair=3, Good Performance= 4, and Excellent Performance= 5

	Employees Performance	Rating Scale				
No	Statements	1	2	3	4	5
1	I well understand and obey to policies and procedures of public hospitals					

2	I effectively use resources including time and materials					
3	I serve as many customers as possible and develop logical and creative solution to problems					
4	I actively peruse or initiate projects for the benefit of of the hospitals					
5	I effectively work with staffs and I am friendly to new ideas and Concepts					

1 .If you have any comment that you want to give me please write on the space provided?

Thank you for filling the questioner!!!