



**ASSESSMENT OF JOB SATISFACTION AND EMPLOYEE  
PERFORMANCE IN PRIVATE BUSINESS ORGANIZATIONS: IN THE  
CASE OF AGP POULTRY PLC**

**BY: LINDA MENASSIE**

**A THESIS SUBMITTED TO THE COLLEGE OF BUSINESS AND  
ECONOMICS, ADDIS ABABA UNIVERSITY, IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR MASTER OF ARTS (MA) DEGREE IN  
HUMAN RESOURCES MANAGEMENT**

**ADVISOR: BAHRAN ASRAT (PhD)**

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**ADDIS ABABA UNIVERSITY**

## Statement of Declaration

I, Linda Menassie, declare that this thesis work titled as **“ASSESSMENT OF JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN PRIVATE BUSINESS ORGANIZATIONS: IN THE CASE OF AGP POULTRY PLC”**, is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the research advisor. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Master of Arts in Human Resource Management.

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Date: \_\_\_\_\_

## Letter of Certification

This is to certify that the thesis work on the topic entitled “**ASSESSMENT OF JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN PRIVATE BUSINESS ORGANIZATIONS: IN THE CASE OF AGP POULTRY PLC**”, submitted to Addis Ababa university, college of business and economics, for the award of degree of Master of Arts in Human Resources Management is a bona-fide work that has been carried out by Linda Menassie under my guidance and supervision.

Advisor: Bahran Asrat (PhD)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## **List of Acronyms and Abbreviations**

ANOVA	Analysis of Variance
CLRM	Classic Linear Regression Model
DOC	Day Old chicken
E.C.	Ethiopian Calendar
EVLN	Exit-Voice-Loyalty- Neglect
G.C.	Gregorian Calendar
HRM	Human Resources Management
JD-R	Job Demands-Resources
P.L.C.	Private Limited Company
POS	Perceived Organizational Support
S.C.	Share Company
SPSS	Statistical Package for Social Sciences
VIF	Variance Inflation Factor

## Abstract

*For every firm to succeed, organizational effectiveness and employee job satisfaction are essential components. To increase productivity, lower turnover, and gain a competitive edge, these two elements are essential. Under these circumstances, employee performance is critical to an organization's success. This is particularly true in the private business sector, where efficiency and competitiveness are critical factors. Hence, taking this into consideration, this study aimed to investigate the effects of job satisfaction on employee performance at AGP Poultry Plc. With this regard, the research focuses on six dimensions of job satisfaction: work itself, work conditions, promotion, supervision, payment, and coworkers, and examines their individual and collective impacts on employee performance. To assess this relationship, the study used a causal (explanatory) type of research, while employing both primary and secondary data. The primary data was collected through close (Likert-scale) and open-ended structured questionnaires, while also using secondary data of the organization to measure employee's performance. When it comes to the sample size, out of a population size of 143 employees, 105 Samples were selected by using simple random sampling method. The study applied Descriptive and Inferential statistical technique approach of quantitative method through averages (mean), frequencies, percentages, Correlation coefficient, and multiple regressions to analyze and present the data collected. When it comes to the response rate of the study, 83 respondents returned the questionnaires distributed to them. Moreover, the results of the study revealed that five dimensions—work itself, work conditions, promotion, supervision, and payment—had statistically significant positive effects on employee performance. In contrast, coworker relationships, while positively related to performance, did not show a statistically significant impact. The findings suggest that both intrinsic and extrinsic job factors play crucial roles in enhancing employee performance, with work conditions and supervision emerging as particularly influential. The study contributes to the broader literature on job satisfaction and provides practical recommendations for management to focus on improving job design, work environments, and supervision practices to boost employee performance. Directions for future research are also discussed, including the exploration of mediating and moderating variables in the relationship between job satisfaction and performance.*

**Key words: Job satisfaction, Job performance, AGP Poultry PLC, and demographic factors.**

# CHAPTER ONE

## INTRODUCTION

This section of the research paper discusses background information about the study, statement of the problem, research questions, research objectives, and the significance of the study, the limitations of the study and its scope.

### 1.1 Background of the study

Despite its wide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact, there is no final definition on what job represents. Therefore, before a definition on job satisfaction can be given, the nature and importance of work as a universal human activity must be considered (Aziri, 2011).

According to Hoppock, (1935, as cited by Aziri, 2011) defined job satisfaction is “any combination of psychological, physiological and environmental Circumstances that cause person truthfully to say I am satisfied with my job”. Also (Vroom, 1664) defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the workplace (Davis, 1985) Job satisfaction is a worker’s sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one’s efforts. Job satisfaction further implies enthusiasm and happiness with one’s work. Job satisfaction is the key ingredient that leads to the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007, as cited by Aziri, 2011).

Performance is most often thought of as task accomplishment, the term task coming from Taylor’s early notion of a workers required activity (Nelson & Quick, 2003). Also as cited in (Dizgah, et al., 2012) Job performance is being effectiveness in job and shows the level of satisfaction from that Shimon, et.al, (1996). Most of the studies have shifted their focus on defining job performance in terms of outcomes and behavior, since these are easier and more objective to define and to observe than personal traits (Hersen, 2004 p. 375, as cited by Berghe, 2011)

Job satisfaction and performance can be summarized as “productivity of a happy worker is higher” (Rabins, 1999). It is one of the most challenging subjects in job satisfaction and its relationship with performance (Mirderikvandi, 2000). Some scholars express the relationship as job satisfaction lead to higher productivity, organizational responsibility, physical and mental health, so person will work with better mood and will learn more skills and finally promotion in his performance Coomber, and Barriball, (2007) and there are three theories: 1. performance lead to satisfaction, 2. satisfaction lead to performance, 3. Reward is a medium between satisfactions and performance. The first two theories are supported strongly, but not the third is. Awards not only promote the performance but also effect on job satisfaction. Stirs and Porter (1991) as cited by (Hira A. 2012) states that: “the higher motivation and more positive attitude toward job, the higher performance he will have, and vice versa. Vroom, (1664) Study this relation and show that there is a positive relation between job satisfaction and performance. Herzberg’s two factor theory put all factors that have derived from large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors) (Hira A., 2012).

The link between job satisfaction and job performance is one of the most studied relationships in industrial/organizational psychology. They suggest that job complexity is negatively related to satisfaction and performance once ability and personality are controlled. It has been referred to as the “Holy Grail” of industrial/ organizational psychology Landy, (1989, as cited (Judge, et al., 2001). Herzberg two factor theory states that satisfaction leads to high performance while other scholar said high performance leads to satisfaction (Armstrong, 2006).

Therefore, having this into consideration and I being among those who thinks job satisfaction has a positive effect on the performance of an employee did the study in AGP Poultry PLC. AGP Poultry PLC was established as a private company in 2010 G.C. The company specializes in producing and delivering improved breeds of day-old chickens (DOCs) and blended poultry feed to its customers. AGP Poultry PLC now has more than 1600 permanent employees and with direct impact on more than 12,000 out grower farmers.

The company has 13 different sites which are in three different regions where the company rears the parent chickens, hatches the day-old chicken, and produces feed. AGP Poultry has a revenue of more than 2 billion birr in the year 2023 G.C.

## 1.2 Statement of the problem

For every firm to succeed, organizational effectiveness and employee job satisfaction are essential components. In order to increase productivity, lower turnover, and gain a competitive edge, these two elements are essential. Under these circumstances, employee performance is critical to an organization's success. This is particularly true in the private business sector, where efficiency and competitiveness are critical factors. The private sector has grown tremendously in Ethiopia and is now a major contributor to the country's economy. The issue of sustaining strong staff performance levels, which is directly related to work happiness, comes along with this expansion, too. In light of the fact that work satisfaction has a direct impact on employee motivation, output, and retention, it is imperative to recognize its significance. Several research studies have demonstrated a robust relationship between job happiness and worker productivity, suggesting that contented workers are often more dedicated, creative, and efficient (Rodrigo et al, 2022).

A variety of factors, including pay, job security, working conditions, prospects for growth, and the caliber of the connections between staff and management, are included in the broad idea of job satisfaction. These elements have a major role in determining how satisfied a worker is with their work overall. Employee satisfaction increases the likelihood that they will be driven, effective, and devoted to their company. On the other hand, discontent can result in worse performance, higher absenteeism and turnover rates, all of which can negatively affect an organization's profitability and operational efficiency. Therefore, in order to create policies and initiatives that promote a healthy work environment and improve organizational outcomes, managers and policymakers must have a thorough grasp of the elements that affect job satisfaction and performance.

Regarding this, prior research in a number of fields has shown that, in the Ethiopian environment, work satisfaction and employee performance are positively correlated. For instance, a research conducted in 2024 by Tarko and Alemu evaluated the impact of job engagement as a mediating factor between job satisfaction and employee job performance. The outcome demonstrates that, respectively, job participation and job satisfaction have a favorable, moderate, and strong, substantial impact on employees' job performance. Aklilu (2022) looked at the impact of worker happiness on Zemen Bank S.C. job performance in another study. The findings indicated a substantial correlation between the independent variables—that is, pay and benefits, job features,

supervisor relationship, performance assessment criteria, working environment, training and development, and promotion—and job performance. However, Assaif's (2011) study on employee job happiness and its impact on workers' performance at Ethiopia's national bank demonstrated a clear correlation between job satisfaction and worker performance as well as an impact of job satisfaction on performance.

As a result, although this issue has been thoroughly studied in a variety of contexts, as seen by the papers cited above, there is a clear lack of research evaluating work satisfaction and employee performance in the Ethiopian agricultural industry. For poultry firms looking to better understand and manage their worker dynamics, this mismatch is a challenge.

In this regard, Ethiopia's poultry sector has grown dramatically, making a major contribution to both the economic and food security of the nation. Among these businesses in the agricultural sector is AGP chicken PLC, a prominent chicken producer in Ethiopia. The agriculture sector is very competitive and necessitates high standards of productivity and worker involvement. Knowing what influences employee performance is critical because of the company's strategic role in promoting employment and food security.

Thus, keeping in mind the aforementioned considerations, little study has been done on the connection between job satisfaction and worker performance in Ethiopia's chicken industry, despite its crucial relevance. The majority of previous research has been on different sectors or wider settings, which leaves a vacuum in our understanding of how these dynamics manifest in organizations such as AGP Poultry PLC. Therefore, by evaluating the connection between work happiness and employee performance at AGP Poultry Plc, this study aims to close this research gap. Furthermore, by concentrating on a specific company, this research will offer in-depth understandings that can guide the creation of customized treatments to raise worker performance and happiness.

Therefore, by evaluating work satisfaction and employee performance in privately owned poultry enterprises operating in Ethiopia—specifically, AGP poultry PLC—this study seeks to close the research gap that currently exists. By presenting actual data on the variables influencing work satisfaction and employee performance in a significant Ethiopian private company organization, this study will close the current research gap.

### **1.3 Research questions**

The research question addresses the following questions: -

1. What is the level of employee job satisfaction in AGP Poultry PLC?
2. What is the level of employee job performance in AGP Poultry PLC?
3. What is the relationship between job satisfaction and Job performances of employees in AGP Poultry PLC?
4. What is the relationship between Work Itself and employee performance at AGP poultry PLC.
5. What is the relationship between Working Conditions and employee performance at AGP poultry PLC.
6. What is the relationship between Promotion and employee performance at AGP poultry PLC.
7. What is the relationship between Supervision and employee performance at AGP poultry PLC.
8. What is the relationship between Payment and employee performance at AGP poultry PLC.
9. What is the relationship between Coworkers and employee performance at AGP poultry PLC.

### **1.4 Research objectives**

#### **1.4.1 Main Objectives**

The main objective of the research is to assess and determine the relationship between job satisfaction and employee performance in AGP Poultry PLC.

#### **1.4.2 Specific Objectives**

- To examine the level of employee's job satisfaction at AGP Poultry PLC
- To assess the level of employee's job performance at AGP Poultry PLC
- To investigate the degree of relationship between job satisfaction and employee job performance at AGP Poultry PLC

- To analyze the degree of relationship between Work Itself and employee performance at AGP poultry PLC.
- To analyze the degree of relationship between Working Conditions and employee performance at AGP poultry PLC.
- To analyze the degree of relationship between Promotion and employee performance at AGP poultry PLC.
- To analyze the degree of relationship between Supervision and employee performance at AGP poultry PLC.
- To analyze the degree of relationship between Payment and employee performance at AGP poultry PLC.
- To analyze the degree of relationship between Coworkers and employee performance at AGP poultry PLC.

### **1.5 Significance of the study**

This study will investigate the level of job satisfaction and employee performance as well as how job satisfaction and employee performance are related to each other, also the effect of demographic factors on job satisfaction and employee performance in the organization. The researcher believes that this finding benefits the top management of AGP Poultry PLC and related organizations by enabling them to create and enhance business policies and strategies that will provide a favorable environment for the management of their human resources.

In terms of academicians and researchers, this research can serve as a reference for them to use when conducting further research on the subject by contributing to the body of knowledge already in existence.

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

Even though there are many problems in different Private business organizations in Ethiopia regardless of job satisfaction and employee performance the researcher focuses on the employees' of AGP Poultry PLC. Also, the dimension of job satisfaction is limited.

### **1.6.1 Conceptual scope**

From a conceptual standpoint, this study assesses the job satisfaction and employee performance in the case of AGP poultry PLC. In this context, variables of Work Itself, Working Conditions, Promotion, Supervision (team leaders, core process owners, vice manager, and manager), Payment, and Coworkers were used to evaluate job satisfaction, while evaluations from Customers, Supervisors, Co-workers, and Self-evaluations were taken to measure job performance.

### **1.6.2 Methodological scope**

When it comes to methodological scope, this study was delimited to employing an explanatory research design. For data analysis and presentation, both primary and secondary data were collected and used.

### **1.6.3 Geographic scope**

Concerning the geographical scope of this study, the geographic scope is restricted to the main offices AGP poultry PLC, which is located in Addis Ababa, Ethiopia. Meanwhile, the study period was in the first and second quarters of 2024.

## **1.7 Limitations of the study**

While this study aims to provide valuable insights into the relationship between job satisfaction and employee performance at AGP Poultry PLC, it has its own limitations. First, the study is confined to a single organization, which may limit the generalizability of the findings to other companies within the broader Ethiopian private sector. Moreover, the study captures data at a single point in time, limiting the ability to assess changes in job satisfaction and performance over time or to establish a more detailed cause and effect relationship between the two variables.

## **1.8 Organization of the study**

The study has been structured in to five chapters. The first chapter contains the background, problem statement, research questions, objectives, significance, scope, and limitations of the study. Chapter two discusses the related literature on job satisfaction, employee performance, and their relationship. Chapter three presents the research methodology, including the research design,

population, sample, data collection techniques, data analysis methods, and ethical considerations. Chapter four discusses, analyzes, and interprets the results of the data collection and analysis. Chapter five concludes the study by summarizing the findings, answering the research questions, providing recommendations, and suggesting implications and directions for further research.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1 Introduction

This chapter discusses an overview of prior research on job satisfaction, employee performance, and the impact of demographic factors on job performance and satisfaction. It also presents the framework for the case study that identifies the focus of the research described in this thesis. It is important to discuss the context of the literature review work by first providing: an explanation of its specific purpose for this case study; comments on the previous treatment of the broad topic of job satisfaction, employee performance and demographic factors. The chapter also discusses conceptual and empirical review on the subject at hand.

#### 2.2 Conceptual review

In order to fulfill their objectives, provide the goods and services they specialize in, and ultimately gain a competitive edge, organizations require high-achieving individuals. For the individual, performance is also crucial. Performing well and finishing duties on time might make you feel proud of yourself and like a master. Poor performance and failing to meet the objectives could be interpreted as disappointing or even as a personal failure. Furthermore, performance is frequently rewarded with money and other advantages if it is acknowledged by others in the company. Performance is a crucial requirement for future professional development and success in the job market, but it's not the only one. High achievers within a company tend to be promoted more quickly and have better opportunities for advancement, though there may be exceptions.

Employee job satisfaction is a critical aspect of organizational success, as it directly impacts productivity, retention, and overall morale within the workplace. It is essential for organizations to prioritize and actively work towards enhancing employee job satisfaction to create a positive work environment and foster employee engagement. Key components of employee job satisfaction include factors such as job security, compensation and benefits, opportunities for career growth and development, work-life balance, recognition and appreciation, and a supportive work culture. By addressing these factors, organizations can effectively improve employee job satisfaction levels and create a more motivated and engaged workforce. Ultimately, prioritizing employee job

satisfaction is not only beneficial for individual employees but also contributes to the overall success and sustainability of the organization. By creating a positive and fulfilling work environment, organizations can attract and retain top talent, drive innovation and productivity, and ultimately achieve long-term success.

## **2.2.1 Meaning and nature of Job Satisfaction**

### **2.2.1.1 Definition of Job Satisfaction**

Job satisfaction is a person's assessment of their position and the environment in which they work. McShane, 2005. Additionally, Luthans (2005) defines job satisfaction as a "pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences" and offers a comprehensive definition that includes cognitive, affective, and evaluative reactions or attitudes. Employee opinion of how well their job provides those items that are considered significant determines their level of job satisfaction.

The 1997 study by Gupta, referenced in Prasanga & Gamage (2012) The level of pleasure a worker experiences when his needs related to his employment are met is known as employee satisfaction. Furthermore, "feelings or effective responses to facets of the satisfaction" was the definition of job satisfaction given by Smith et al. (1969). A person who is happy about the role they now hold at work is said to be satisfied with their job. This suggests that the person appreciates more things about his profession than he dislikes. Furthermore, Hulin and Judge (2003) pointed out that multifaceted psychological reactions to one's work contribute to job satisfaction. These reactions include behavioral, affective (or emotional), and cognitive (or evaluative) components. According to Eagley & Chaiken (1993), this tripartite view of job satisfaction aligns well with common conceptualizations of social attitudes. The phrase.

### **2.2.1.2 Dimension of Job Satisfaction**

Numerous elements, including the nature of the work, salary, prospects for advancement, management, work groups, and working environment, affect job satisfaction (Aziri, 2011).

George et al. (2008, as referenced in Aziri, 2011) define job satisfaction as an individual's feelings and views regarding their current position. Extreme levels of job satisfaction can be found in

people, as can extreme levels of discontent. People can have attitudes not only regarding their professions overall but also about specific components of them, such as the type of work they do, their coworkers, superiors, or subordinates, and their remuneration.

Furthermore, according to (Luthans, 2005), job satisfaction is widely acknowledged in the field of organizational behavior as:

The work itself: - The degree to which a job offers an individual engaging tasks, chances for learning, and the ability to take on responsibility is a significant source of job satisfaction.

Pay: Salary and wages are acknowledged as important, yet multifaceted and cognitively complicated, elements in job satisfaction. Money plays a crucial role in meeting people's higher-level requirements in addition to helping them meet their basic ones.

Promotions: The impact of promotions on job satisfaction appears to differ. This is due to the fact that promotions come in a multitude of shapes and sizes, along with an assortment of perks. For instance, people who get promoted based on seniority frequently feel satisfied in their jobs, but not as much as people who were promoted based on.

## **2.2.2 Theories of Job Satisfaction**

Although there are many different approaches to understanding job satisfaction, the three-work motivational approach (i.e. the content theories, process theories, and contemporary theories) summarizes the various theories (Luthans, 2005). Out of the various theories Herzberg two factor theories, Porter and Lawler theories, and Equity theories were discussed below.

### **2.2.2.1 Herzberg's Two Factor Theory**

The content approach encompasses the two factor theories of Herzberg (Luthans, 2005). Building on Maslow's work, Herzberg created a unique content theory of work motivation. "Hygiene" factors and "motivator" factors are the two dimensions that make up Herzberg's two factor theories. Job context is linked to job dissatisfiers, while job content is associated to job satisfiers.

The preventative and environmental hygiene factors are those aspects of the job that, in the absence of them, only bring the employee back to a neutral state of job satisfaction. These hygienic variables include working environment, benefits, compensation, supervision, policy and administration of the organization, and interpersonal relationships. Herzberg claims that while poor hygiene won't inspire workers, it can reduce despair and act as a talking topic.

#### **2.2.2.2 Job satisfaction and motivator – Hygiene factors**

Padilla-Velez (1993); Bowen (1980); Bowen & Radha Krishna (1991); Cano & Miller (1992); Castillo, Cano & Conklin (1998); Castillo & Cano, (1999); Moxley (1997), as referenced by Gebremicael (2011), are researchers who have examined the relationship between factors that contribute to job satisfaction (Herzberg, Mansner, and Synderman, 1959) and factors that detract from it (hygiene). The findings in this section concern the relationship between factors that contribute to overall job satisfaction, such as the job itself, responsibility, advancement, achievement, and recognition for a job well done, and those that don't, such as working conditions, supervision, relationships with coworkers, salary, company policy, and administration.

#### **2.2.2.3 The Porter - Lawler theories**

Under the process theories of work motivation is the Porter-Lawler model. The cognitive preconditions of motivation and effort, and more crucially, their interactions with one another, are the focus of process theories.

Implicit assumptions made by content theories state that performance is negatively impacted by discontent and that performance is positively impacted by satisfaction. The relationship between job satisfaction and performance is not sufficiently addressed by the Herzberg model, which is essentially a theory of job satisfaction.

Furthermore, the relationship between performance and satisfaction is mostly ignored by the Vroom model. Although Vroom's idea of valence takes satisfaction into account and the results have an impact on performance, the relationship between satisfaction and performance was not fully understood until Porter and Lawler improved and expanded on Vroom's model.

#### 2.2.2.4 Equity Theory

The more recently developed modern theories of job motivation include equity theory. Credit for equity theory as a theory of work incentive is typically awarded to social psychologist J. Stacy Adams. Put simply, the idea contends that people's perceptions of the equity—or lack thereof—in their working conditions have a significant impact on their job performance and satisfaction. Put differently, Adams explains how this motivation happens in another view of motivation that is cognitively grounded.

Equity occurs when, 
$$\frac{\text{person's out comes}}{\text{person's inputs}} = \frac{\text{other's out comes}}{\text{other's inputs}}$$

The notion of perceived fairness that unites these aspects of justice is based on equity theory. Equity theory, for instance, describes the circumstances under which decisions about salary, raises, and promotions are viewed as fair or unfair. In this case, people assess whether incentives in social settings are distributed fairly based on cognitive processes. Results from meta-analytic research have shown a relationship between employee perceptions of distributive justice and desired outcomes like performance, organizational commitment, job satisfaction, and corporate citizenship activity.

The fairness of the process used to make decisions is the focus of procedural justice. Meta-analysis has demonstrated the relationship between distributive justice and employee perceptions of procedural justice and all the desired organizational results. In fact, in an additional meta-analysis

#### 2.2.3 Employee Performance

According to Sonnentag & Frese (2002), not much work has been done to define performance, even though job performance is frequently used as an outcome measure in empirical research and has significant relevance for individuals. The literature on the organization and content of performance was referred to as "a virtual desert" by job performance (p. 704). On the other hand, over the last ten to fifteen years, there has been a growing interest in defining performance and defining the performance idea. Authors concur that there are two aspects of performance to consider when conceiving it: the action (or behavioral) aspect and the outcome element. Kanfer; Roe (1990); Campbell, (1900); Campbell, McCloy, Oppler, and Sager, (1993). The way someone behaves at work is referred to as their conduct.

#### **2.2.4 Performance as a multi-dimensional concept**

Borman and Motowidlo, (1993, as cited by Dizgah, Chegini, & Bisokhan, 2012) distinguish Performance as a multi-dimensional concept between task and contextual performance. Task performance refers to an individual's proficiency with which he or she performs activities which contribute to the organization's 'technical core'. This contribution can be both direct (e.g., in the case of production workers), or indirect (e.g., in the case of managers or staff personnel). Contextual performance refers to activities which do not contribute to the technical core, but which support the organizational, social, and psychological environment in which organizational goals are pursued. Contextual performance includes not only behaviors such as helping coworkers or being a reliable member of the organization, but also making suggestions about how to improve work procedures. Three basic assumptions are associated with the differentiation between task and contextual performance: (1) Activities relevant for task performance vary between jobs whereas contextual performance activities are relatively similar across jobs; (2) task performance is related to ability, whereas contextual performance is related to personality and motivation; (3) task performance is more prescribed and constitutes in-role behavior, whereas contextual performance is more discretionary and extra-role.

#### **2.2.5 Importance of Job Satisfaction**

Positive and positive attitudes towards the job show job satisfaction, since the term refers to the feelings and attitude people have about their work. Unfavorable and negative views regarding one's employment are a sign of job discontent (Armstrong, 2006). Given the numerous detrimental effects of job discontent, including less loyalty, more absenteeism, an increase in accidents, etc., the significance of job satisfaction becomes even more apparent (Aziri, 2011). Moreover, Spector (1997 as referenced in Aziri, 2011) enumerates three crucial aspects of job happiness.

Human values ought to be the first guide for organizations. These businesses will prioritize treating their employees fairly and with respect. In certain situations, a worker's job satisfaction score may be a reliable gauge of their efficacy.

## 2.2.6 Process and stages/components of Job Satisfaction

A useful template to organize and understand the consequences of job dissatisfaction is the **exit-voice-loyalty-neglect (EVLN)** model. As the name suggests, the EVLN model identifies four ways that employees respond to dissatisfaction (McShane & Glinow, 2005).

- **Exit:** - exit refers to leaving the situation including searching for other employment, leaving the organization, or transferring to another work unit. Employee turnover is a well-established outcome of job dissatisfaction, particularly for employees with better job opportunities elsewhere; moreover “shock event” makes more to exit employees more than the dissatisfaction.
- **Voice:** - voice refers to any attempt to change, rather than escape from, a dissatisfying situation. Voice is often researched purely as a positive or constructive response, such as directly trying to solve the problem with management or actively helping to improve the situation. Voice might be more correctly viewed as either constructive or destructive.
- **Loyalty:** - loyalties are employees who respond to dissatisfaction by patiently waiting for some way “suffering in silence” for the problem to work itself out or get resolved by others.
- **Neglect:** - neglect includes reducing work effort, paying less attention to quality, and increasing absenteeism and lateness (McShane & Glinow, 2005).

From the above this study understands that if the employees are dissatisfied, he/she can use EVLN model and the choice can depend up on the personality and opportunity of the employee. Therefore, those are the consequence of dis-satisfied employee but if the employees are satisfied the consequence cannot happen rather than on the opposite side.

## 2.2.7 The Relationship Between Job Satisfaction and Employee Performance

The relationship between job satisfaction and employee performance has been extensively studied, with most research indicating a positive correlation. According to Judge, Thoresen, Bono, and Patton (2001), job satisfaction directly influences motivation, which in turn impacts performance. Employees satisfied with their jobs exhibit higher motivation, driving better performance outcomes. This positive correlation was further supported by a meta-analysis conducted by Judge, Piccolo, Podsakoff, Shaw, and Rich (2010), which confirmed a strong, consistent relationship between job satisfaction and job performance across various industries.

However, the strength of this relationship can be moderated by factors such as job complexity, autonomy, and individual differences among employees (Ricketta, 2008). Jobs requiring high skill levels and autonomy typically show a stronger link between job satisfaction and performance compared to routine jobs with low autonomy (Humphrey, Nahrgang, & Morgeson, 2007). Furthermore, organizational culture and leadership style significantly influence how job satisfaction impacts performance (Yukl, 2012).

The relationship between job satisfaction and employee performance has been a focal point of organizational research for decades, and recent studies continue to affirm its importance. Job satisfaction refers to the extent to which employees feel positive about their jobs, which influences various aspects of their behavior, including performance. Employee performance, in turn, is often viewed as the degree to which employees fulfill their job responsibilities, contributing to organizational goals (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2017).

#### **2.2.7.1 Positive Correlation Between Job Satisfaction and Performance**

The positive correlation between job satisfaction and employee performance is well-established. According to Judge, Thoresen, Bono, and Patton (2001), job satisfaction has a direct and significant impact on job performance. Their meta-analysis, which reviewed data across multiple studies, found that satisfied employees are more likely to demonstrate higher levels of productivity, better quality of work, and greater creativity. This relationship is grounded in the notion that satisfied employees are more engaged and motivated, leading them to exert more effort and produce better results.

Moreover, research by Christian, Garza, and Slaughter (2011) highlights the role of job engagement as a mediator between job satisfaction and performance. They found that job satisfaction enhances employee engagement, which then leads to improved performance outcomes. Engaged employees are more focused, energetic, and dedicated to their work, which translates into higher productivity and better overall job performance.

#### **2.2.7.2 Moderating Factors**

While the positive relationship between job satisfaction and performance is well-supported, several factors can moderate this relationship. For instance, job complexity plays a significant role

in how job satisfaction influences performance. Humphrey, Nahrgang, and Morgeson (2007) found that in jobs with high complexity—those requiring significant skill, autonomy, and decision-making—satisfaction has a stronger impact on performance. This is because employees in complex roles are more likely to see a direct connection between their satisfaction and their ability to perform well, as they have more control over their work outcomes.

Another moderating factor is the organizational context, particularly leadership style and organizational culture. According to Babalola, Stouten, and Euwema (2016), transformational leadership can amplify the positive effects of job satisfaction on performance by inspiring employees, fostering a supportive work environment, and aligning individual goals with organizational objectives. Similarly, a positive organizational culture that emphasizes values such as trust, collaboration, and recognition can strengthen the link between satisfaction and performance (O'Reilly, Caldwell, Chatman, & Doerr, 2014).

### **2.2.7.3 The Role of Intrinsic and Extrinsic Factors**

The relationship between job satisfaction and performance can also be influenced by intrinsic and extrinsic factors. Intrinsic factors, such as the meaningfulness of the work, opportunities for personal growth, and the ability to use one's skills, have been shown to have a profound impact on job satisfaction and, consequently, performance. Hackman and Oldham's (2005) Job Characteristics Model suggest that when employees perceive their work as meaningful and feel a sense of responsibility for the outcomes, they are more likely to be satisfied and perform better.

Extrinsic factors, including compensation, job security, and working conditions, also play a crucial role. A study by Van Herpen, Van Praag, and Cools (2005) indicated that while extrinsic rewards are important, their impact on job satisfaction and performance is often mediated by intrinsic motivation. Employees who are primarily driven by intrinsic rewards, such as a sense of achievement or recognition, tend to exhibit higher levels of job satisfaction, which positively influences their performance.

### **2.2.7.4 Job Satisfaction and Performance in Service-Oriented Roles**

In service-oriented roles, the link between job satisfaction and employee performance is particularly strong. Service quality is often directly tied to employee behavior, making job

satisfaction a critical factor in performance outcomes. Research by Salanova, Agut, and Peiró (2005) found that in service industries, satisfied employees are more likely to provide high-quality customer service, which leads to better customer satisfaction and, ultimately, improved organizational performance. This study emphasizes that job satisfaction not only affects individual performance but also has a ripple effect on organizational success, especially in customer-facing roles.

#### **2.2.7.5 Implications for Organizations**

The relationship between job satisfaction and employee performance has significant implications for organizations. Investing in strategies that enhance job satisfaction can lead to substantial performance improvements. This can include initiatives such as job redesign, providing opportunities for professional development, and fostering a positive work environment. As noted by Koys (2001), organizations that prioritize employee satisfaction often see gains in productivity, efficiency, and profitability, making it a critical area of focus for long-term success.

#### **2.2.8 Job Satisfaction and Employee Performance in the Private Sector**

In the private sector, where competition and efficiency are paramount, job satisfaction and employee performance are critical. Private business organizations require a motivated and satisfied workforce to maintain a competitive edge and achieve long-term success (Cameron & Quinn, 2011). Research by Harter, Schmidt, and Hayes (2002) highlights that employee satisfaction in the private sector is closely linked to customer satisfaction, productivity, and profitability, underscoring the importance of fostering a positive work environment.

A study by Bakker and Demerouti (2007) on the Job Demands-Resources (JD-R) model found that job satisfaction significantly impacts employee engagement, which in turn enhances performance. Engaged employees are more likely to exceed job expectations, resulting in higher productivity and quality of work. Wright and Cropanzano (2007) also emphasized that in private organizations, job satisfaction is a strong predictor of job performance, particularly in roles involving customer interaction and service delivery.

In the private sector, job satisfaction and employee performance are critical determinants of organizational success. Unlike public sector organizations, which often have stable funding and

less pressure to achieve profitability, private businesses operate in highly competitive environments where efficiency, productivity, and profitability are paramount. This context makes job satisfaction an essential factor in driving employee performance and, consequently, organizational success (Cameron & Quinn, 2011).

#### **2.2.8.1 The Importance of Job Satisfaction in Private Organizations**

Research has consistently shown that job satisfaction plays a vital role in enhancing employee performance in private organizations. A study by Harter, Schmidt, and Hayes (2002) demonstrated that job satisfaction is strongly correlated with several key business outcomes, including productivity, profitability, and customer satisfaction. Employees who are satisfied with their jobs tend to be more motivated, committed, and productive, which directly contributes to the achievement of organizational goals.

In a meta-analysis conducted by Whitman, Van Rooy, and Viswesvaran (2010), the authors found that job satisfaction is a significant predictor of both task performance and contextual performance in private sector employees. Task performance refers to the core duties and responsibilities associated with a job, while contextual performance involves behaviors that contribute to the broader organizational environment, such as cooperation and helping others. Both forms of performance are crucial for private sector organizations seeking to maintain a competitive edge in their industries.

#### **2.2.8.2 Impact of Job Satisfaction on Productivity and Profitability**

The impact of job satisfaction on productivity and profitability is particularly pronounced in the private sector, where efficiency is a key driver of success. Research by Bakker and Demerouti (2007) using the Job Demands-Resources (JD-R) model found that employees who experience high levels of job satisfaction are more likely to be engaged in their work, leading to higher productivity. Engagement, which is characterized by vigor, dedication, and absorption, is a direct outcome of job satisfaction and is strongly linked to enhanced job performance.

Moreover, a study by Rhoades and Eisenberger (2002) highlighted the role of perceived organizational support (POS) in fostering job satisfaction and improving performance. When employees believe that their organization values their contributions and cares about their well-

being, they are more likely to be satisfied with their jobs. This satisfaction, in turn, leads to increased effort and productivity, which are critical for the profitability of private businesses. The authors emphasized that organizations that invest in creating a supportive work environment can reap significant performance benefits, including higher productivity and improved financial performance.

### **2.2.8.3 Job Satisfaction and Customer Satisfaction**

In private sector organizations, particularly those in service-oriented industries, job satisfaction is closely linked to customer satisfaction. Research by Salanova, Agut, and Peiró (2005) found that satisfied employees are more likely to provide high-quality customer service, which leads to higher levels of customer satisfaction. This is particularly important in the private sector, where customer satisfaction is directly tied to business success and profitability.

The study by Salanova et al. (2005) also highlighted the role of a positive service climate in enhancing both job satisfaction and customer satisfaction. A service climate refers to the shared perceptions among employees regarding the practices, procedures, and behaviors that are expected and rewarded in relation to service delivery. Organizations that foster a positive service climate tend to have higher levels of employee satisfaction, which translates into better customer service and, ultimately, higher customer loyalty and profitability.

### **2.2.8.4 The Role of Human Resource Management Practices**

Effective human resource management (HRM) practices are critical in promoting job satisfaction and enhancing employee performance in private sector organizations. A study by Guest (2017) demonstrated that HRM practices such as training and development, performance appraisal, and fair compensation are significant predictors of job satisfaction. These practices help to create a work environment where employees feel valued and supported, leading to higher levels of job satisfaction and improved performance.

In particular, the study emphasized the importance of aligning HRM practices with organizational goals to maximize their impact on performance. For example, performance appraisal systems that are perceived as fair and transparent can boost employee satisfaction, leading to better performance outcomes (Gupta & Kumar, 2013). Similarly, providing opportunities for career advancement and

skill development can enhance job satisfaction, particularly in competitive private sector environments where employees are motivated by career growth.

#### **2.2.8.5 Challenges in Maintaining Job Satisfaction in the Private Sector**

Despite the clear benefits of job satisfaction for employee performance, maintaining high levels of satisfaction can be challenging in the private sector. Factors such as job insecurity, work-life balance issues, and high performance demands can negatively impact employee satisfaction (Green, 2004). These challenges are often exacerbated in highly competitive industries where organizations are under constant pressure to reduce costs and increase efficiency.

A study by Cheng, Mauno, and Lee (2014) found that job insecurity is a significant predictor of job dissatisfaction in the private sector. Employees who feel uncertain about their job stability are less likely to be satisfied with their jobs, which can lead to decreased performance. The study also highlighted the importance of providing job security and support to employees to mitigate the negative effects of job insecurity on job satisfaction and performance.

#### **2.2.8.6 Implications for Private Sector Organizations**

The relationship between job satisfaction and employee performance has significant implications for private sector organizations. To enhance employee performance and achieve business success, organizations must prioritize job satisfaction through effective HRM practices, supportive work environments, and initiatives that promote work-life balance. By doing so, private sector organizations can create a motivated and engaged workforce that drives productivity, profitability, and customer satisfaction.

#### **2.2.9 Job Satisfaction and Performance in the Ethiopian Context**

In Ethiopia, the private sector has witnessed significant growth, with companies like AGP Poultry PLC playing a pivotal role in the country's economic development. However, research on job satisfaction and employee performance within Ethiopian private organizations is relatively scarce. A study by Tessema, Ready, and Embaye (2013) suggests that Ethiopian employees' job satisfaction is influenced by factors such as compensation, job security, and working conditions. The study also indicates that performance is often hampered by inadequate resources, poor management practices, and limited professional development opportunities.

Another study by Zerihun and Temesgen (2020) examined the impact of human resource management practices on job satisfaction in Ethiopian private businesses. The findings revealed that effective HR practices, including fair compensation, opportunities for training, and supportive management, are crucial for enhancing job satisfaction and, consequently, employee performance. These results align with global research, emphasizing the importance of job satisfaction in driving employee performance in private organizations.

Job satisfaction and employee performance in Ethiopia present unique dynamics influenced by the country's socio-economic conditions, cultural factors, and organizational practices. Understanding these elements is essential for contextualizing how job satisfaction affects employee performance within Ethiopian private sector organizations.

#### **2.2.9.1 Cultural and Socio-economic Influences**

Ethiopia's socio-economic context plays a significant role in shaping job satisfaction and performance. As one of the fastest-growing economies in Africa, Ethiopia has experienced rapid changes in its labor market, with a growing emphasis on private sector development (World Bank, 2020). However, the country still faces challenges such as high unemployment rates, inflation, and income inequality, which can impact job satisfaction.

Culturally, Ethiopian society places a high value on community and collective well-being, which can influence job satisfaction. For example, a study by Geda, Shimeles, and Weeks (2017) highlighted that Ethiopian employees often prioritize job security and a sense of belonging over high salaries. This cultural orientation towards communal relationships can lead to higher job satisfaction when employees feel supported by their colleagues and management.

#### **2.2.9.2 Organizational Practices in Ethiopian Private Sector**

The organizational practices within Ethiopian private sector companies also play a crucial role in determining job satisfaction. Research by Mulu and Alemayehu (2021) indicated that Ethiopian private sector organizations often struggle with issues such as limited career development opportunities, inadequate compensation, and insufficient recognition, which can negatively affect job satisfaction. Employees in these organizations may feel undervalued and demotivated, leading to lower performance levels.

However, the same study found that companies that invest in employee development, provide fair compensation, and foster a positive organizational culture tend to have higher levels of job satisfaction and performance. These findings suggest that adopting best practices in human resource management can significantly improve job satisfaction and performance in the Ethiopian context.

### **2.2.9.3 Job Satisfaction and Employee Performance: Evidence from Ethiopian Studies**

Several studies conducted in Ethiopia have examined the relationship between job satisfaction and employee performance. For instance, a study by Tessema, Ready, and Embaye (2013) found a positive correlation between job satisfaction and employee performance among Ethiopian employees. The study emphasized that factors such as job security, work-life balance, and recognition significantly contributed to job satisfaction, which in turn enhanced employee performance.

Similarly, research by Gebremichael and Rao (2020) in the Ethiopian banking sector revealed that job satisfaction is a critical determinant of employee performance. The study found that employees who were satisfied with their jobs demonstrated higher levels of commitment, productivity, and customer service, which are essential for the success of private sector organizations in Ethiopia.

These studies underscore the importance of job satisfaction as a driver of employee performance in the Ethiopian context. They also highlight the need for organizations to address factors such as job security, fair compensation, and career development to enhance job satisfaction and performance.

### **2.2.9.4 Challenges and Opportunities**

Despite the positive relationship between job satisfaction and employee performance, Ethiopian private sector organizations face several challenges. High unemployment rates and a limited pool of skilled labor can lead to job insecurity and dissatisfaction among employees (African Development Bank, 2022). Additionally, the rapid pace of economic growth has created pressures on organizations to perform, sometimes at the expense of employee well-being.

However, there are also opportunities for improving job satisfaction and performance in Ethiopia. As the private sector continues to grow, there is an increasing focus on adopting international best

practices in human resource management. Initiatives such as professional development programs, fair compensation practices, and efforts to create supportive work environments are becoming more common in Ethiopian private sector organizations (Tekalign & Alemu, 2022).

By addressing these challenges and leveraging the opportunities, Ethiopian private sector organizations can enhance job satisfaction and employee performance, contributing to overall organizational success and economic development.

### **2.3 Review of empirical studies**

Job satisfaction and employee performance are critical areas of study in organizational behavior, especially within private business organizations. Understanding the dynamics between these two factors is essential for improving organizational productivity and employee well-being. This section reviews empirical studies on job satisfaction and employee performance, beginning with international perspectives, followed by African studies, and concluding with research conducted in Ethiopia.

International studies on job satisfaction and employee performance have been grounded in various theoretical frameworks, including Herzberg's Two-Factor Theory and the Job Characteristics Model (Hackman & Oldham, 1976). These theories suggest that job satisfaction is influenced by both intrinsic and extrinsic factors, which in turn affect employee performance. The relationship between job satisfaction and performance has been extensively explored in different cultural and economic contexts.

Empirical studies from various countries have consistently shown a positive correlation between job satisfaction and employee performance. For example, Judge, Thoresen, Bono, and Patton (2001) conducted a meta-analysis of 312 studies and found a significant positive relationship between job satisfaction and job performance. The study revealed that satisfied employees are more likely to exhibit higher levels of productivity, creativity, and commitment to organizational goals.

Similarly, a study by Wright and Cropanzano (2000) in the United States demonstrated that job satisfaction significantly influences employee performance. The researchers found that employees with high job satisfaction levels were more likely to perform well in their roles, exhibit lower absenteeism, and demonstrate higher levels of organizational citizenship behavior.

In Europe, a study by Bakotić (2016) in Croatia explored the impact of job satisfaction on employee performance in the manufacturing sector. The findings indicated that job satisfaction positively affects employee performance, with factors such as job security, work environment, and compensation playing crucial roles in determining satisfaction levels.

In Asia, a study conducted by Abdullah, Bilau, and Enegbuma (2011) in Malaysia found that job satisfaction among construction workers was a key determinant of their performance. The study highlighted that intrinsic factors such as job autonomy and recognition were more influential in driving performance than extrinsic factors like pay and benefits.

Cross-cultural studies have also highlighted the importance of cultural context in understanding the relationship between job satisfaction and performance. For instance, a study by Yang, Wan, and Fu (2012) in China found that job satisfaction is strongly linked to performance, particularly in collectivist cultures where group harmony and organizational loyalty are highly valued. This suggests that cultural factors can moderate the relationship between job satisfaction and employee performance, making it essential for organizations to consider cultural nuances when implementing HR practices.

When it comes to Africa, the relationship between job satisfaction and employee performance has been studied in various sectors, including banking, healthcare, and education. The African context presents unique challenges such as economic instability, high unemployment rates, and limited resources, which can impact both job satisfaction and performance.

In Nigeria, a study by Olusegun (2013) examined the relationship between job satisfaction and employee performance among university lecturers. The study found that job satisfaction significantly influences performance, with factors such as job security, academic freedom, and opportunities for career development being key determinants of satisfaction.

In South Africa, a study by Robbins, Odendaal, and Roodt (2003) explored the impact of job satisfaction on employee performance in the healthcare sector. The findings indicated that job satisfaction positively affects performance, particularly when employees feel that their work is meaningful and that they are adequately compensated. The study also highlighted the importance of addressing job-related stress and burnout, which can negatively impact both job satisfaction and performance.

In Ghana, a study by Owusu-Bempah (2014) investigated the relationship between job satisfaction and employee performance in the banking sector. The results revealed a positive correlation between the two variables, with factors such as leadership style, work environment, and opportunities for advancement playing significant roles in determining job satisfaction.

In Kenya, a study by Muindi and K'Obonyo (2015) focused on the relationship between job satisfaction and employee performance in the telecommunication industry. The study found that job satisfaction is a strong predictor of performance, with factors such as organizational support, job security, and work-life balance being critical determinants of satisfaction.

Despite the positive findings, African studies also highlight several challenges that can impact job satisfaction and performance. These challenges include inadequate compensation, lack of job security, limited career development opportunities, and high levels of job-related stress. For instance, a study by Moyo and Maphosa (2020) in Zimbabwe found that economic instability and political uncertainty significantly impact job satisfaction and employee performance in the private sector.

Moreover, the impact of job satisfaction on performance may vary across different sectors and regions within Africa. For example, a study by Agbozo, Owusu, Hoedoafia, and Atakorah (2017) in Ghana found that while job satisfaction positively affects performance in the banking sector, the relationship is less pronounced in the manufacturing sector, where working conditions and job security are more precarious.

Coming to the Ethiopian context, the private sector has been growing rapidly, driven by economic reforms and increasing foreign investment. However, the labor market is characterized by high levels of unemployment, income inequality, and limited opportunities for career development, which can affect job satisfaction and performance.

Several studies have been conducted in Ethiopia to explore the relationship between job satisfaction and employee performance. For example, a study by Tessema, Ready, and Embaye (2013) examined the effects of employee recognition, pay, and benefits on job satisfaction and performance among public sector employees. The study found that job satisfaction is a significant predictor of performance, with recognition and fair compensation being key determinants of satisfaction.

In the Ethiopian banking sector, Gebremichael and Rao (2020) investigated the impact of job satisfaction on employee performance. The study revealed a positive relationship between job satisfaction and performance, with job security, work environment, and opportunities for advancement being critical factors influencing satisfaction levels. The study also found that employees who are satisfied with their jobs are more likely to demonstrate higher levels of commitment and productivity.

Another study by Wubshet and Takele (2017) explored the relationship between job satisfaction and employee performance in the manufacturing sector. The findings indicated that job satisfaction positively affects performance, particularly when employees perceive their jobs as stable and when they are adequately compensated. The study also highlighted the importance of addressing job-related stress and burnout, which can negatively impact both satisfaction and performance.

Despite the positive findings, Ethiopian studies also highlight several challenges that can impact job satisfaction and performance. These challenges include inadequate compensation, lack of job security, limited career development opportunities, and high levels of job-related stress. For instance, a study by Berhanu and Tekeste (2016) found that employees in the Ethiopian textile industry face significant challenges related to job satisfaction, including low wages, poor working conditions, and limited opportunities for career advancement. These challenges negatively impact employee performance and contribute to high turnover rates.

Moreover, the impact of job satisfaction on performance may vary across different sectors in Ethiopia. For example, a study by Abebe and Markos (2021) in the Ethiopian hospitality industry found that while job satisfaction positively affects performance, the relationship is less pronounced in sectors where working conditions and job security are more precarious.

Despite the challenges, there are opportunities for improving job satisfaction and performance in Ethiopia. As the private sector continues to grow, there is an increasing focus on adopting international best practices in human resource management. Initiatives such as professional development programs, fair compensation practices, and efforts to create supportive work environments are becoming more common in Ethiopian private sector organizations (Tekalign & Alemu, 2022).

## 2.4 Summary of Literature and Gaps in Literature

While the relationship between job satisfaction and employee performance is well-documented globally, there is a notable gap in research focused specifically on Ethiopia's private agricultural sector, particularly in industries like poultry production. Existing studies primarily address general management practices and job satisfaction in public organizations, with limited attention to private agriculture sector dynamics, within Ethiopian companies like AGP Poultry PLC.

This study aims to bridge these gaps by providing a detailed assessment of job satisfaction and its effect on employee performance at AGP Poultry PLC. By focusing on a single organization within Ethiopia's private agricultural sector, which is one the major cornerstones of this country, this research will offer context-specific insights that can inform the development of targeted strategies to improve both job satisfaction and employee performance.

## 2.5 Conceptual Framework

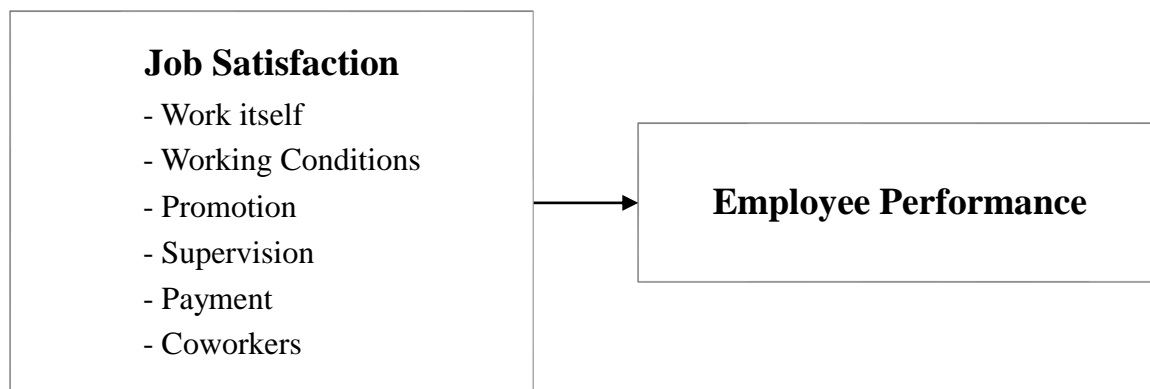


Figure 2-1: Conceptual framework developed for this research.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The primary attention of this chapter is to provide the general research methodology used to investigate the research problem. In this chapter the data source, the population and sampling procedure, data collection procedure, measuring instrument development, and data processing and analysis are discussed.

#### **3.2 Research design.**

According to Zikmund. Babin, (2010) Causal research is the type of study that pinpoints the cause-and-effect relationship between the variables. This study used descriptive and causal relationship type of study. The causal relationship between the dependent and independent variables were examined using the explanatory research design. Kothari (2004) states that explanatory research aims to explain the causal relationship between the independent and dependent variables as well as events and the characteristics of the population under study. This case study focuses on quantitative approach for collection and analysis of data as the research consists of numerical data.

#### **3.3 Data Source**

To gather reliable information, both primary and secondary sources were used. The primary data was collected primarily from firsthand sources through questionnaires distributed to the employees of the organization selected for this study. The questionnaires consisted of three parts which are demographic questionnaires, job satisfaction questionnaires, and performance of employee questionnaires. Documented (employee's performance evaluation) data of the organization were also used as a secondary source of data to show the level of employee performance.

### **3.4 Population and Sampling Procedure**

#### **3.4.1 Population and Sample Size**

The population of this study consists of all the permanent employees of the organization in head office, which is 143. The sample size is representative of the permanent employees of the organization in head office and this sample size is expected to be large enough to allow for precision, confidence and generalizing of research findings.

The sampling technique employed in this study is a simple random sampling technique. The researcher used the following sample size determination formula developed by (Yamane,1967.)

$$n = N/1+N(e)^2.$$

Therefore, according to this model, the sample size of the population is 105 employees.

### **3.5 Data Collection Procedure**

After permission was granted from the Human resource director of the organization then the questionnaire which has three parts (demographic and job satisfaction closed and job satisfaction open questions) was distributed through simple random sampling method for the employee of the organization which was collected within the time schedule. The questionnaire consists of demographic factors and measurement of job satisfaction which are work itself, payment, promotion, supervision, coworker, and working condition.

Secondary data source: - past performance evaluation data is used as a secondary data source. The company employee's performance evaluation consists of four elements and thus are self-assessment, supervisor assessment, coworker assessment and customer assessment with specified weight for each of them to calculate weighted average result.

### **3.6 Instrument Development**

A self-administered questionnaire was developed to obtain demographic (sex, age, marital states, educational level, experience, and management position) and level of job satisfaction data from the randomly selected respondents.

Questionnaire which measures level of job satisfaction focused on Work Itself, Working Condition, Promotion, Supervision, Payment, and Coworker were developed with individual its own question from 4 to 5 and job satisfaction has a total of 25 Likert scale questions. Each of the questionnaire with the Likert scale, respondents indicate their satisfaction level by circling how strongly they agree or disagree on the statements weight, ranging from very positive to very negative attitudes toward some object (Babin & Griffin, 2003). Each of the job satisfaction questions consists of five response choices weighed in the following manner.

Response choice	Scoring weight
Strongly disagree (SDA) .....	1
Disagree (DA) .....	2
Neutral (N) .....	3
Agree (A) .....	4
Strongly Agree (SA) .....	5

**Job performance measurement**

According to the (AGP, 2010) shows an organizational performance is measured by customer, financial improvement, internal business process and learning and growth. Also, employee individual performance was measured by Customers, Supervisors, Co-workers, and Self evaluations are balance scorecard measurements.

**Performance measurement at individual employee level: -**

Performance evaluation of employees is conducted every six months; usually the evaluation is done in December/*Tahsas* and June/*sene* months. In principle the performance evaluation of the employees should be as transparent as possible in such a way that the employee shall get an access to the completed performance evaluation format, forward suggestions, if any, to the evaluator and then put his/her signature on the filled evaluation. The four evaluations were performed for an individual employee of the organization to be summed out of 100%.

Table 3-1: Individual performance measurements and its grading system

Evaluator	Evaluators give out of	Total weight of employee	
		Out of 100%	Grade
Customers	40%	>= 90	Very high or A (= 4)
Supervisor	30%	75-89	High or B (=3)
Colleague	20%	60-74	Medium or C (=2)
Self-evaluation	10%	<=59	Low or D (= 1)

Source: - document from the organization adjusted by the researcher

In this study the documented data of employee's evaluation from July 1/2014---December 30/2015 E.C were used. From customer the organization measure two times with in the semi-annual this helps the data to make reliable and consistent.

### 3.7 Data processing and Analysis

**Data processing:** - In this study data was processed through manual and computerized software system. In the data processing the researcher used editing, coding, classification, and tabulation of the collected data in the software. Editing the collected raw data is required to detect errors, omissions, and checking that all the questions are answered properly. Then categories/ classification was followed.

**Data analysis:** - This part is the way in which data is further processed and analyzed to show the relationship between employee job satisfaction and job performance as well as how demographic factors explain through descriptive and inferential/ statistical analysis using SPSS.

For this study, the views of the selected participants of the study, chosen from AGP Poultry PLC employees, collected through the use of questionnaires was analyzed and presented using different statistical terms including descriptive statistics (frequency, mean, and standard deviations) and inferential statistics (Pearson product moment correlation, and regression), which was used to analyze and assess the effect demographic factors on job satisfaction and employee performance.

## Multiple regression analysis

This analysis is adopted when the researcher has one dependent variable which is presumed to be a function of two or more independent variables. The objective of this analysis is to make a prediction about the dependent variable based on its covariance with all the concerned independent variables (Kothari, 2004).

## Regression functions

The basic objectives of using regression equation are to make the researcher more effective in describing, understanding, predicting, and controlling of the demographic variables.

### Independent variables

Work itself ( $X_1$ )

Working Conditions ( $X_2$ )

Promotion ( $X_3$ )

Supervision ( $X_4$ )

Payment ( $X_5$ )

Coworkers ( $X_6$ )

### Dependent variables

Performance of employees (Y)

## Regression model of job satisfaction on employee performance

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \hat{\epsilon}$$

**Where: -**

- Y is the dependent variable
- $X_1, X_2, X_3, X_4, X_5,$  and  $X_6$  are the independent variables
- $\alpha$  is the intercept term – it is the average effect of all variables excluded from the equation on Y.
- $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$  and  $\beta_6$  are refers to the coefficient of their respective independent variables,  $X_i$ ;
- $\hat{\epsilon}$  is the error term.

This statistical analysis was used to explain the following relationship

- Regress job satisfaction (as an independent variable) on employee performance (as a dependent variable)

### **Linear Regression Model Assumptions Evaluation**

To ensure all the assumptions of the classical linear regression model are met, the diagnostic tests for the following assumptions, along with a model specification test were conducted before the regression analysis proceeded:

- Assumption 1: The relationship between the independent variables and the dependent variable is linear (Linearity)
- Assumption 2: Residuals (error terms) of the model are normally distributed (Normality)
- Assumption 3: Residuals (error terms) from the model are not correlated with each other (No Autocorrelation/ Serial Correlation)
- Assumption 4: The variance of the residuals (error terms) is constant across all levels of the independent variables (Homoscedasticity)
- Assumption 5: The independent variables (predictors) are not perfectly linearly related (No Multicollinearity)

## **3.8 Reliability and validity analysis**

### **3.8.1 Reliability test**

Before the analysis of the primary data, which was collected through close ended questionnaires, analysis of the variables' reliability and validity of the constructs was verified. Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials. For this study, internal consistence reliability was determined by Cronbach's alpha. It is useful in assessing the consistency of the results across items within a test. It represents the number between 0 and 1. According to Zikmund (2003) scales with coefficient alpha between 0.6 - 0.7 indicate fair reliability and higher are considered adequate to determine reliability.

### **3.8.2 Validity test**

Validity is the degree to which a test measures what it purports to measure (Creswell, 2009). The validity of the research was concerned with the measurement of the data collection process

implemented regarding the quality of the study. To ensure the validity of this study, each question in the questionnaire and interviews were designed to represent the concepts that are used in the study, while ensuring the use of research instruments that have been employed in a standard manner.

Table 3-2: Cronbach's Alpha result of the study

	Cronbach's Alpha	N of Items
work itself	0.826	4
working condition	0.714	5
Promotion	0.93	4
Supervision	0.916	4
Payment	0.94	4
Coworker	0.919	4

Source (researcher's survey, SPSS output)

As shown table 3.3 in the above table Cronbach's alpha is accepted for Consistency and reliability.

### 3.9 Ethical consideration

Ethical considerations like voluntary participation, informed consent, anonymity, confidentiality, offering counselling, debriefing participants, and providing the details of the study has been explained and clarified to respondents to ask for consent to partake in research, while they have been duly informed about the goal of the study and their willingness and consent was obtained.

## **CHAPTER FOUR**

### **RESULTS, INTERPRETATION, AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the study results and discussion section, where the results obtained from the analysis of data, and interpretations of the study findings were delved upon. In this section, aiming at uncovering deeper insights into the data collected, the outcomes of the study were explored. The demographic statistics of the respondents, as well as the descriptive statistics, correlation and regression analyses are presented in this section. Tests were also conducted to determine reliability and validity of the results, and the findings are also presented.

Since the target population in the head office was 143 and out of those 105 were sample size based on the (Yamane,1967) sample size determination formula. So, 105 questionnaires were distributed to the respondents and 83 of them were collected, which gives a response rate of 79.1%.

#### **4.2 Demographic characteristics of the Respondents**

Profiles of 87 sample respondent employees of head office of the Organization participated in this study and this is summarized in the form of tables, frequencies and percentages, and each of the selected variables are expressed. This profile was devised to offer necessary data to interpret the findings of the study. These characteristics include sex, age, marital states, educational background, experience, management position.

Table 4-1: Demographic Statistics of the respondents of the study

No.	Demographic Characteristic	Category	Frequency	Percent
1	Gender	Female	23	27.7
		Male	60	72.3
		Total	83	100
2	Age	18-24	27	32.5
		25-44	51	61.5
		45-64	5	6
		Total	83	100
3	Marital Status	Married	39	47
		Single	39	47
		Divorced	4	4.8
		Widowed	1	1.2
		Total	83	100
4	Educational Status	Degree and Above	52	62.7
		Diploma	25	30.1
		Less than diploma	6	7.2
		Total	83	100
5	Work Experience	Less than 11	57	68.7
		11-20	21	25.3
		More than 20	5	6
		Total	83	100
5	Work Experience	First Level	26	31.3
		Middle Level	15	18.1
		Higher Level	2	2.4
		Other Positions	40	48.2
		Total	83	100

Source: computation result (2024)

To start, the table above shows a graphical representation of the gender distribution of the selected sample respondents. Most of the respondents are male (n=60), which is 72.3% of the sample, and the female respondents were (n=23) covers 27.7% of the sample.

Going into the second demographic variable, according to Department of international economic and social affairs statistical office (1982), age classifications deals essentially with six broad population groups - roughly equivalent to: infancy, youth, young, adulthood, middle adulthood and older adulthood to average retirement age, retirement (under 1, 1-14, 15-24, 25-44, 45-64 and above 65 years respectively). For this study young age were adjusted from (18-24) age, adulthood (25-44), and middle adulthood and older adulthood to average retirement age (45-64). therefore, figure 4.2 (the pie chart) demonstrate that the respondents of this study distribution with regards to age were majority of 61.5% of the respondents were Adulthood, followed by young 32.5% lastly there are also middle adulthood age 6% of the sample respondent.

When it comes to the marital status of the respondents, the single and married respondents have the same value (n= 39, 47%), whereas divorced has a value of (n = 4, 4.8%), and departed due to death has a value of (n=1, 1.2%).

Concerning the educational status of the respondents, the table above shows that most of the respondents hold Bachelor of Degree, and above which is 62.2% of the respondent, while those with a diploma qualification constitutes 30.5% of the sample. The rest 7.3% of the respondents have less than a diploma.

With regards to Work experience of the respondents, the table above shows most of the respondents 62.1% have less than 11 years of working experience, 30.1% of the respondents have working experience between 11 to 20 years, while the rest 7.2% have worked with their current organization for more than 20 years.

Last but not least, the data obtained illustrates that 2.4% of the respondents occupied top management, while 18.1% and 31.3% of the respondents occupied middle and lower-level management positions, respectively. The rest 48.2%, which is most of the respondents, are working in other non-management positions of the organization.

### 4.3 Descriptive Analysis of the Study

#### 4.3.1 Attractiveness of the work

Loke (1995, as cited by Assaif, 2011) postulates states that employee job satisfaction is dependent on satisfaction with the job components, such as the work itself. Also refer to the work itself as “the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results Robbins et al. (2003, as cited by Assaif, 2011).

Table 4-2: Responses of the respondents on work itself

No.	Question Items		Level of agreement					Total	Mean	Std. Dev.
			SDA	DA	N	A	SA			
1	My work activities are personally meaningful to me	N	7	9	18	20	29	83	3.66	1.29
		%	8.4	10.8	21.7	21.7	34.9	100		
2	I have autonomy over tasks, which motivate me to be satisfied with my job	N	9	13	17	25	18	82	3.37	1.291
		%	11	15.9	20.7	30.5	22	100		
3	There is a clarity of job descriptions, which helps me to be successful	N	14	10	26	22	10	82	3.05	1.256
		%	17.1	12.2	31.7	26.8	12.2	100		
4	Task identity motivates me to be interested in my job	N	17	15	15	25	11	83	2.98	1.361
		%	20.5	18.1	18.1	30.1	13.3	100		
Work Itself		N	6	19	23	24	11	83	3.18	1.149
		%	7.2	22.9	27.7	28.9	13.3	100		

**Source:** computation result (2024)

Table 4.2, above, show that with the question item of “my work activities are meaningful to me”, majority of the respondents (56.6%) has showed their agreement /satisfaction, while about 19.2% of the respondents has showed their disagreement which is against the majority. Similarly, most respondents (52.5%) have confirmed their agreement/ satisfaction in respect to autonomy over

tasks, which motivates them to be satisfied with their job, whereas 26.9% of the respondents expressed their disagreement. With regards to the 3<sup>rd</sup> item clarity of job descriptions that helps for their successfulness 39% of the respondents agreed, whereas 29.3% of the respondents expressed their disagreement. This is an indication that employees are somewhat unsatisfied. In terms of Task identity motivates their interest on job 43.4% of the respondents which is majority reflected their agreement, and 38.6% of the respondents disagreed / not satisfied.

In summary, the table shows the mean value of each item in the work itself and overall average of the work itself. Therefore, average of work itself shows majority of the respondents 42.2% are agreed/satisfied, but 30.1% of the respondent are disagreed /dissatisfied.

### **4.3.2 Working Condition**

Landy, (1989) maintain that the match between the working conditions of the employees and the physical needs determine in part their job satisfaction. Also (Assaif, 2011) working conditions refers to the working environment and conditions of the environment.

Table 4-3: Responses of the respondents on work condition

No.	Question Items	N	Level of agreement					Total	Mean	Std. Dev.
			SDA	DA	N	A	SA			
1	The working condition in my organization is pleasant	N	15	16	30	14	6	81	2.76	1.161
		%	18.5	19.8	37	17.3	7.4	100		
2	There is open communication throughout the workplace	N	16	16	26	16	8	82	2.8	1.242
		%	19.5	19.5	31.7	19.5	9.8	100		
3	There are sufficient facilities, enough working rooms, pleasant sitting arrangement, good air conditioning, absence of noise etc. in my workplace.	N	40	18	17	4	3	82	1.93	1.109
		%	48.8	22	20.7	4.9	3.7	100		
4	I work in a safe and conformable environment	N	27	26	17	4	4	78	2.22	1.155
		%	34.6	33.3	21.8	5.1	5.1	100		
5	Clear work manual, policy, and guideline are available for my work	N	16	14	24	18	9	81	2.88	1.279
		%	19.8	17.3	29.6	22.2	11.1	100		
Work Condition		N	11	31	29	12	0	83	2.51	0.902
		%	13.3	37.3	34.9	14.5	0	100		

**Source:** computation result (2024)

The table above shows the level of employee’s job satisfaction regarding the five question items of working condition. In question item number one which is my working conditions is pleasant, majority of the respondents 38.3% disagreed, and 24.7% of the respondents agreed/satisfied. In terms of open communication throughout the workplace, 39% of the respondents disagreed, which indicates that there is lack of transparency to each other as well as with their leaders. Whereas 29.3% of the respondents are agreed /satisfied. In question item three that is sufficient facilities,

enough working rooms, pleasant sitting arrangement, good air conditioning, absence of noise etc. in the organization most of the respondents 70.8% disagreed, not only this 48.8% out of the respondent are strongly dissatisfied. The percentage of satisfied respondents is 8.6% out of the total, which is small. In terms of working in a safe and comfortable environment 67.9% are dissatisfied, whereas 10.2% are satisfied. On the other hand, regarding clear work manual, policy, and guideline availability in the workplace 37.1% disagreed, while 33.3% of the respondents are satisfied.

Overall respondents mean with respect to the working condition (n=44, 60.6%) are dissatisfied, and (n=12, 14.5%) are satisfied. This indicates the working conditions, facilities and criteria are poor, and as a result employees are dissatisfied.

### **4.3.3 Promotion**

From the table below, the study identified that the respondents are not satisfied with each of the question items. The largest numbers of the respondent's 61.4% show they are dissatisfied with the opportunity for career development; however, 12% of the respondents are satisfied. In addition to this 56.6% of the respondents disagreed with providing the organization sufficient promotion opportunities, while 14.4% are satisfied

Table 4-4: Responses of the respondents on promotion

No	Question Items		Level of agreement						Mean	Std. Dev.
			SDA	DA	N	A	SA	Total		
1	My organization has sufficient promotion opportunities.	N	22	25	24	6	6	83	2.386	1.167
		%	26.5	30.1	28.9	7.2	7.2	100		
2	I am satisfied with the opportunity for career advancement	N	20	31	22	4	6	83	2.337	1.118
		%	24.1	37.3	26.5	4.8	7.2	100		
3	There is fair promotion system in my organization	N	23	23	21	11	4	82	2.39	1.173
		%	28	28	25.6	13.4	4.9	100		
4	Promotion in my organization is always based on educational background, competency, work experience, and workers proper contribution to the organization.	N	24	20	22	13	2	81	2.37	1.145
		%	29.6	24.7	27.2	16	2.5	100		
Overall Promotion		N	19	30	26	5	3	83	2.313	1.011
		%	22.9	36.1	31.1	6	3.6	100		

**Source:** computation result (2024)

In total the satisfaction level of employees in the organization based on promotion the largest number which is 59% are dissatisfied while 9.6% are satisfied. Moreover table 4.3 shows that even the mean is 2.313 that indicates dissatisfaction.

#### 4.3.4 Supervision

Table 4-5: Responses of the respondents on Supervision

No.	Question item		Level of agreement					Total	Mean	Std. Dev
			SDA	DA	N	A	SA			
1	I am satisfied with the leaders in my workplace as they are role models	N	16	17	27	18	4	82	2.7	1.2
		%	19.5	20.7	32.9	22	4.9	100		
2	My supervisors render me proper supports when I am in work stress and difficulties	N	17	14	26	20	6	83	2.8	1.2
		%	20.5	16.9	31.3	24.1	7.2	100		
3	My supervisors fairly encourage me to improve my work performance and capabilities	N	17	16	24	15	8	80	2.8	1.3
		%	21.3	20.0	30.0	18.8	10.0			
4	I am satisfied in my work because of the interpersonal relationship with my supervisor	N	10	13	21	28	11	83	3.2	1.2
		%	12.0	15.7	25.3	33.7	13.3			
Supervision		N	15	15	30	20	3	83	2.8	1.1
		%	18.1	18.1	36.1	24.1	3.6			

**Source:** computation result (2024)

Table 4.5 shows that the largest number of respondents, 47%, are feeling satisfied with respect to work interpersonal relationships with their supervisor, while 27.7% are not satisfied. This indicates they have no good relationship. Following the substantial number of respondents 40.2% are not satisfied with their leaders in respect to the item of role model in the workplace. Looking up on supervisors render proper supports to their employee when employee is in stress and difficulty 37.4% of the respondents are disagreed /dissatisfied, but 31.3% are satisfied. The answer to show their satisfaction level regarding their supervisor's encouragement to improve their performance, 41.3% of the respondents were not satisfied, while 28.8% are satisfied.

In general, about 36.2% of the respondents are not satisfied with supervision mechanism, whereas 27.7% are satisfied.

#### 4.3.5 Payment

As in the literature shows, wages and salaries are recognized to be significant but cognitively complex and multi-dimensional factor in job satisfaction, money not only help people attain their basic needs but is also instrumental in providing upper-level need satisfaction (Luthans, 2005).

Table 4-6: Responses of the respondents on Payment

No.	Question Items		Level of agreement					Total	Mean	Std. Dev.
			SDA	DA	N	A	SA			
1	I am satisfied with the current salary I get	N	27	23	21	3	6	83	2.23	1.180
		%	33.8	28.8	26.2	3.8	7.5	100		
2	The payment I receive is appropriate for the work I do	N	28	24	14	10	4	83	2.225	1.201
		%	35	30	17.5	12.5	5	100		
3	I am satisfied with the benefits offered to me through this job position	N	32	23	15	11	2	82	2.132	1.145
		%	38.6	27.7	18.1	13.3	2.4	100		
4	I am satisfied with time of payment.	N	29	21	13	10	9	81	2.38	1.367
		%	35.4	25.6	15.9	12.2	11	100		
Payment		N	27	27	20	7	2	83	2.16	1.053
		%	32.5	32.5	24.1	8.4	2.4	100		

**Source:** computation result (2024)

The table above identified that most employees are dissatisfied by their salary which is 62.6% of the respondents, while 11.3% of the respondents are satisfied by their salary. In addition, respondents are dissatisfied with regard to the question item “the payment i receive is appropriate for the work i do” which is 65% of the respondents, whilst 17.5% are satisfied. Item 3 on the same table shows that, majority of the respondent 66.3% are dissatisfied, whereas 15.7% of respondent

are satisfied by the benefits offered to job position. Also, in item 4 of table 4.5 the satisfaction and dissatisfaction level of respondent's are 23.3% and 61% respectively with the time of payment. This shows most of the respondents are dissatisfied with respect to the time of payment.

To sum up Employee's level of satisfaction with regard to payment 65% are dissatisfied, 10.8% are satisfied and 24. % are neutral.

#### 4.3.6 Coworker

As (Luthans, 2005) said, working conditions have a modest effect on job satisfaction. If the working conditions are good (clean, attractive surroundings for example) the person will find it easier to carry out their jobs. If not, it will be more difficult to get things done.

Table 4-7: Responses of the respondents on coworker

No.	Question Items		Level of agreement					Total	Mean	Std. Dev
			SDA	DA	N	A	SA			
1	I enjoy by working with the staff members in current organization	N	7	8	22	27	19	83	3.518	1.193
		%	8.43	9.64	26.51	32.53	22.89	100		
2	My colleagues are helpful and friendly	N	7	6	16	33	21	83	3.663	1.182
		%	8.43	7.23	19.28	39.76	25.3	100		
3	The people I work with, gives me appropriate professional and technical supports	N	10	7	26	25	15	83	3.337	1.223
		%	12.05	8.43	31.33	30.12	18.07	100		
4	There is a team sprit atmosphere of co-operation among the staff, leaders, and me	N	8	12	21	29	13	83	3.25	1.190
		%	9.64	14.46	25.3	34.94	15.66	100		
Coworker		N	6	8	28	32	9	83	3.361	1.043
		%	7.23	9.64	33.73	38.55	10.84	100		

Source: computation result (2024)

The table above demonstrates that majority of the respondent are vowed in agreement or satisfaction regarding to enjoyment because of working with the staff members in the organization, the helpfulness and friendly of the colleagues, workmates initiative to give appropriate professional and technical supports, and the team sprit or atmosphere of cooperation among the staff and leaders are 55.42%, 65.06%, 48.19%, and 45.78% respectively, whereas the dissatisfaction level are also, 18.075, 15.66%, 20.485, and 24.1% respectively.

The employees level of job satisfaction with regard to coworkers as the mean of coworkers show 49.39% are satisfied which indicates majority of the respondent, While 16.87 are dissatisfied.

#### **4.3.7 Responses of the respondents on open ended question and interview**

The respondents answered the open question subjectively in different manner, but in this section the more repeated are presented.

Conditions support for job satisfaction: -

- The relationship and trust among employees'
- Working in the company by itself for future carrier.
- Office location and transportation accessibility

Causes related to job dissatisfaction: -

- Seniors Leadership team lack of commitment, initiation, knowledge, and technical assistant with the leaders
- Performance evaluation is only used for punishment and there is no reward for superior performance result.
- The performance evaluation format by itself doesn't focus on the actual work done but people perception about ones performance
- Lack of training to adapt the new technologies.

### 4.3.8 Level of job performance

Table 4-8: Summaries on Job Performance

Performance Rate					
	N	%	Cumulative %	Mean	Std. Deviation.
Medium	16	19.3	19.3	2.94	0.571
High	56	67.5	86.7		
Very High	11	13.3	100		
Total	83	100			

**Source:** computation result (2024)

Table 4.8 confirmed that majority of the employees' performance in the company are high (n=56, 67.5%), then medium follows (n=16, 19.3%). and very high performance consists of (n=11, 13.3%) of the respondents, while there is no low performance. In addition, the average is very close to high performance which is  $X(\text{mean}) = 2.94$  so this shows the employee have high job performance level with regards to customers served, supervisor points of view, colleagues' evaluation and self-evaluation.

## 4.4 Results of Inferential Statistics

In this study, a correlation analysis was used to assess the relationship between the variables of major variables included in this study. The correlation analysis was done using Pearson's coefficient of correlation. According to Kothari (2004), the ranges of the values of Pearson's product-moment correlation coefficient are between -1 and 1. A value of zero shows that the variables being analyzed have no association, while a value between 0 and 1 means shows a positive relationship, and a value between -1 and 0 shows a negative relationship. Concerning the strength of the correlation, a 'rule of thumb' can be correlation coefficient classification system used by Verbyla and Oliveira (2020), was used to classify the values based on their strength. The classification ranges show that values of 0 indicate no correlation; values of 0 to 0.4 (or -0.4 to 0) show weak correlation; values of  $0.4 \leq 0.7$  (or  $-0.7 \leq -0.4$ ) show moderate correlation; values of  $0.7 \leq 1.0$  (or  $-1.0 \leq -0.7$ ) show strong correlation; and a value of 1 (or -1) shows perfect

correlation. Hence, taking all the above points into consideration, a correlation analysis (bivariate, two-tailed) was used to analyze the relationship between the major variables used in this study.

#### **4.4.1 Pearson's product moment correlation coefficient**

Pearson's product moment correlation coefficient was used in this part of the study to find out the relationship between dimensions of Job Satisfaction with each other, as well as the relationship between the dimensions of Employee's Job Satisfaction with Job performance

##### **4.4.1.1 The relationship between dimensions of Job Satisfaction with each other**

Table 4.10 below shows that there is statistically significance from small to moderate positive relationship among the dimensions of Job Satisfaction which are work itself and working condition ( $r= 0.522, p<0.01$ ), promotion and working condition ( $r= 0.452, p<0.01$ ), supervision and work itself ( $r= 0.336, p<0.01$ ), supervision and working condition ( $r= 0.575, p<0.01$ ), supervision and promotion ( $r= 0.560, p<0.01$ ), payment and promotion ( $r= 0.423, p<0.01$ ), coworker and work itself ( $r= 0.454, p<0.01$ ), coworker and working condition ( $r= 0.374, p<0.01$ ), coworker and promotion ( $r= 0.331, p<0.01$ ), and coworker and supervision ( $r= 0.479, p<0.01$ ) at 99% confidence interval. In addition to this the relationship between promotion and work itself ( $r= 0.234, p<0.05$ ), and payment and supervision ( $r= 0.248, p<0.05$ ), have statistically significant at 95% confidence interval. Contrary to this payment and working condition ( $r= 0.134, p>0.05$ ) and coworkers and payment ( $r= 0.003, p>0.05$ ) have not statistically significant relationship. Whereas payment and work itself ( $r= -0.034, p>0.05$ ) have small negatively relationship which is not statistically significant at 95% confidence interval.

Table 4-9: Correlation among facet of employee job satisfaction

Correlations								
		1	2	3	4	5	6	7
Work Itself (1)	Pearson Correlation	1						
	Sig. (2-tailed)							
Work Condition (2)	Pearson Correlation	.522**	1					
	Sig. (2-tailed)	0						
Promotion (3)	Pearson Correlation	.234*	.452**	1				
	Sig. (2-tailed)	0.033	0					
Supervision (4)	Pearson Correlation	.336**	.575**	.560**	1			
	Sig. (2-tailed)	0.002	0	0				
Payment (5)	Pearson Correlation	-0.034	0.134	.423**	.248*	1		
	Sig. (2-tailed)	0.762	0.228	0	0.024			
Coworker (6)	Pearson Correlation	.454**	.374**	.331**	.479**	0.003	1	
	Sig. (2-tailed)	0	0.001	0.002	0	0.976		
Performance Rate (7)	Pearson Correlation	-0.076	0.084	0.139	0.169	0.036	0.099	1
	Sig. (2-tailed)	0.494	0.452	0.211	0.126	0.745	0.376	
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Source: computation result (2024)

#### 4.4.1.2 The relationship between dimensions of Job Satisfaction with Job performance

The table above presents the association between the facets of Job Satisfaction and Job performance. There exists from small negative relation to small positive relationship, Between work itself and performance ( $r = -0.076$ ,  $p > 0.05$ ), working condition and performance ( $r = 0.084$ ,

$p > 0.05$ ), promotion and performance ( $r = 0.139$ ,  $p > 0.05$ ), supervision and performance ( $r = 0.169$ ,  $p > 0.05$ ), payment and performance ( $r = 0.036$ ,  $p > 0.05$ ), coworker with performance ( $r = 0.099$ ,  $p > 0.05$ ) which is not statistically significant at 95% confidence interval.

## 4.5 Multiple Regression Analysis

In this study, the extent and significance to which the explanatory factors account for the variance in the dependent variable are determined through the use of multiple regression analysis. The results of the multiple regression analysis are presented in the following sections.

### 4.5.1 Linear Regression Assumptions Testing

Multiple linear regression analysis was used in this study to model the connections between the independent and dependent variables. Hence, to ensure the consistency and reliability of the regression analysis, assumptions of Classical Linear Regression Models are tested whether they are met or not. Hence, the results of these tests, i.e. the tests for normality, linearity, autocorrelation, multi-collinearity, and heteroskedasticity that were performed for this study's linear regression assumptions are detailed below.

#### 4.5.1.1 Normality Test

The normality assumption of the Classic Linear Regression Model (CLRM) refers to the assumption that the error terms (residuals) in the regression model are normally distributed. The normality assumption is crucial for conducting valid hypothesis tests in linear regression analysis (Wooldrige 2003). With this regard, the Shapiro-wilks test was used to check for normality of the data.

Table 4-10: Normality test results

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Studentized Residual	.056	83	.200*	.989	83	.689
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

Source: computation result (2024)

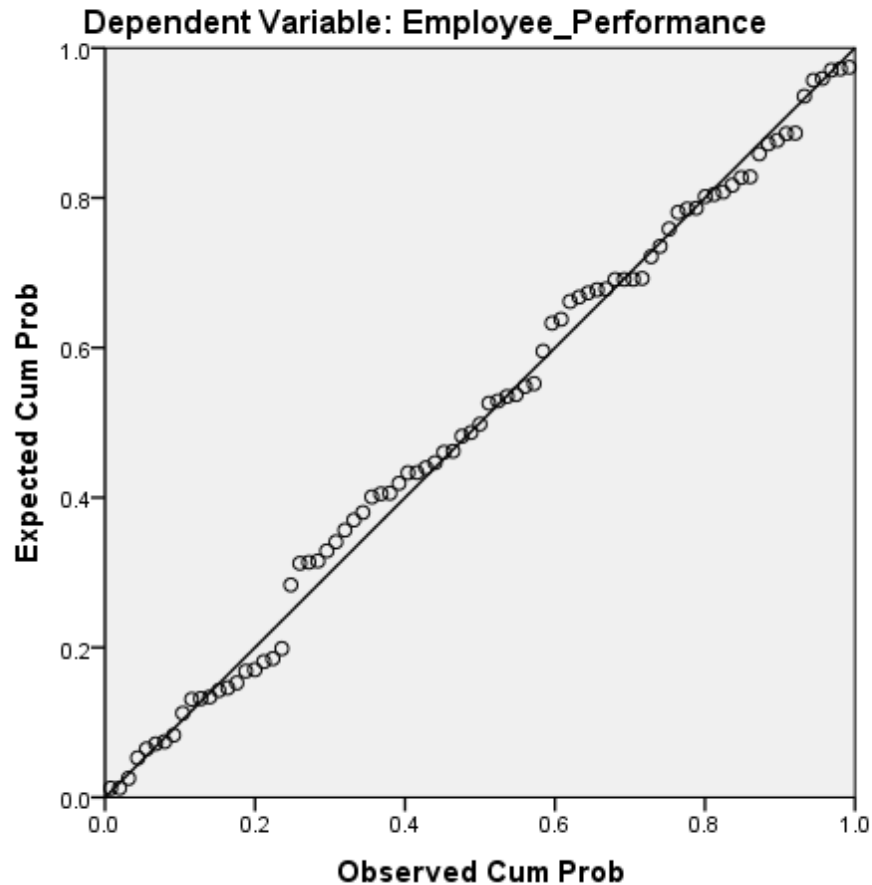
The Shapiro-Wilk test was used in this study to determine if the research variables were normally distributed. The variables in this study have a p-value larger than 0.05, according to the Shapiro-Wilk test findings. As the p-value exceeds the significance level of 0.05, the null hypothesis that the variables have a normal distribution is not rejected. Consequently, it was determined that the residual values of the variables exhibit a normal distribution, so satisfying the condition of normality for the variables.

#### **4.5.1.2 Linearity Test**

The linear relationship between the dependent and independent variables is referred to as the linearity assumption in the Classical Linear Regression Model (CLRM). It specifically states that the independent variables plus an error term form a linear function of the dependent variable. In this sense, whether the study's dataset is normally distributed and whether non-linearity between the predictor values and the residuals is an issue can be determined by looking at the normal probability plot of the predicted value versus the residuals. Here, in this study, after visual inspection, the plot showed a roughly linear connection between the observed residuals and the predicted values, which is a result that may be accepted. As a result, the linearity assumption for this study's regression model is satisfied.

Figure 4-1: Normal P-P Plot of the regression standardized residuals for the regression model

## Normal P-P Plot of Regression Standardized Residual



**Source:** computation result (2024)

### 4.5.1.3 Autocorrelation Test

The residuals, or mistakes, of the regression model should not be connected with one another, according to the premise of no serial correlation (autocorrelation). Stated otherwise, there should be no correlation between the error term of one observation and the error term of another. The Durbin-Watson test is used to evaluate this and determine if the regression analysis has an autocorrelation problem or not. In this sense, values between 1.5 and 2.5 are within an acceptable range, and a Durbin-Watson value near 2.0 indicates no discernible autocorrelation, even if the statistic's values vary from 0 to 4. The premise of independent residuals is thus adequately satisfied because our observed value of 1.842 is near to 2.0 and falls within an acceptable range, suggesting that there is no link between the independent and residual variables.

#### 4.5.1.4 Multicollinearity Test

The lack of a significant correlation between each of the predictor (independent) variables of the research is one of the underlying presumptions of linear regression. With this, the occurrence of multicollinearity might provide challenges in distinguishing the distinct impacts of various independent variables on the dependent variable. Hence, because multicollinearity occurs when there is a significant correlation between some of the independent variables, it must be looked for before performing regression analysis. The Variance Inflation Factor (VIF), which measures how much the independent variables' association affects the accuracy of regression estimations, is used in the study to verify this.

Table 4-11: Results of test of multicollinearity

Variables	Collinearity Statistics	
	Tolerance	VIF
WA_MEAN	.955	1.047
WC_MEAN	.982	1.018
PR_MEAN	.889	1.125
SU_MEAN	.967	1.034
PA_MEAN	.942	1.062
CO_MEAN	.869	1.150

**Source:** computation result (2024)

Taking the above points into consideration, the results of Multicollinearity test the linear regression assumption of no multicollinearity between the independent (predictor) variables is reasonably met, and there isn't a problem of multicollinearity in this study, as the values of both the tolerance and VIF are in the acceptable range.

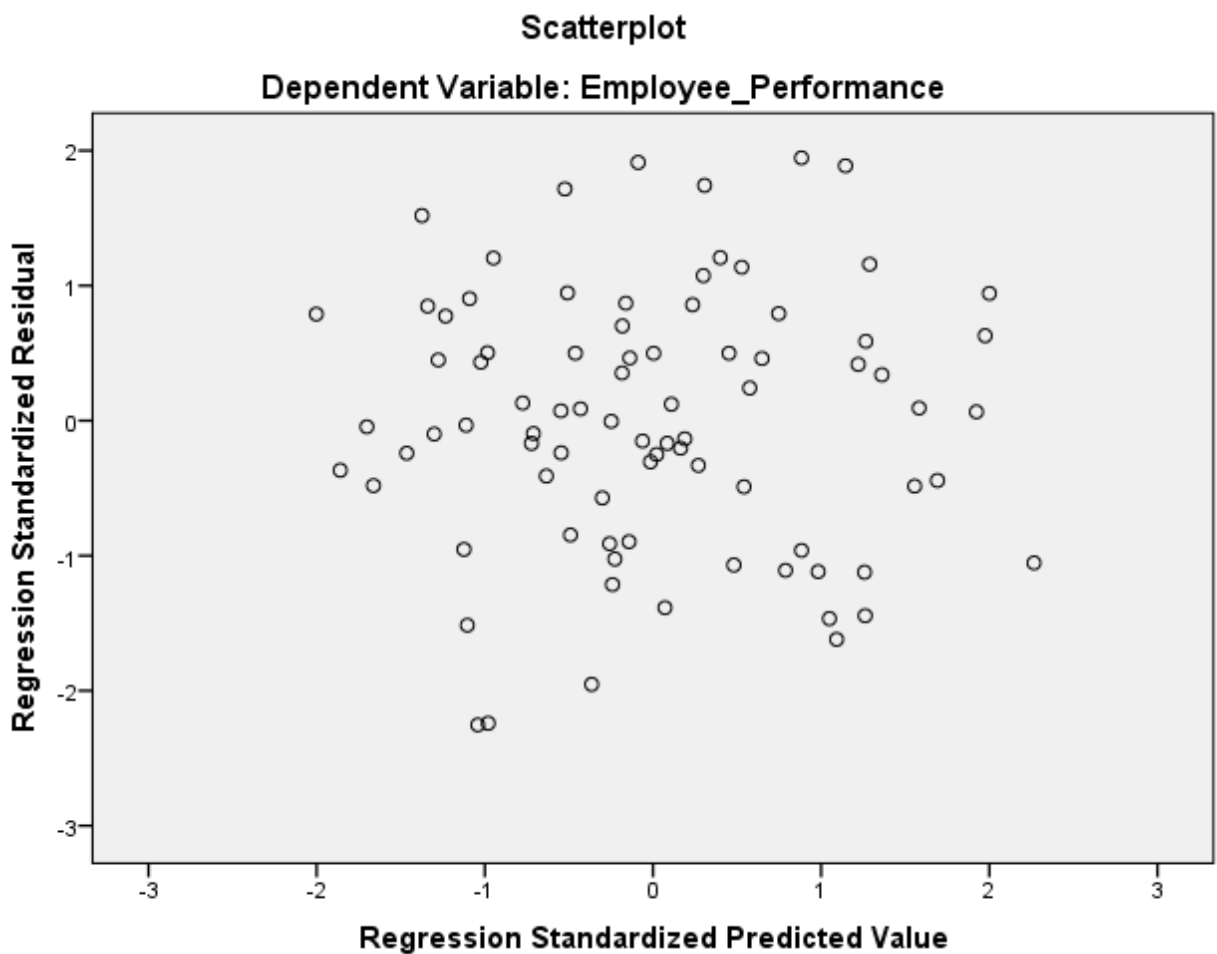
#### 4.5.1.5 Heteroscedasticity Test

When the variance of the residuals, or errors, in a regression model is not consistent across all levels of the independent variables, it is referred to as heteroscedasticity. The residuals in a well-behaved regression model should show homoscedasticity, or constant variance. Regression estimate inefficiencies may result from a breach of this assumption. In order to verify this, a manual technique was used in which the scatter plot of the regression-standardized predicted value for

each of the study's variables was plotted against the regression-standardized residual. The scatter plot was then visually analyzed in order to look for any patterns that would point to heteroskedasticity issues.

Therefore, it is evident from the scatter plot output below that the study's homoskedasticity assumption is fulfilled and there is no heteroskedasticity issue because the spots are dispersed randomly and do not create a distinct pattern.

Figure 4-2: Scatter plot for heteroscedasticity test



Source: computation result (2024)

#### 4.5.2 Multiple Linear Regression Analysis Results

With the intension of determining the amount to which the six selected independent variables explain the variance in the job performance of employees at the targeted organization, multiple regression analysis was employed to examine the total regression effect that all the six independent variables have on employee job performance.

Table 4-12: Model Summary for the regression analysis

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.937 <sup>a</sup>	.877	.868	.104	1.842
a. Predictors: (Constant), CO_MEAN, WC_MEAN, SU_MEAN, WA_MEAN, PA_MEAN, PR_MEAN					
b. Dependent Variable: Employee Performance					

**Source:** computation result (2024)

According to the data in table above, the multiple regressions between the selected six independent variables and job performance are indicated by values for R Square ( $R^2$ ) and the adjusted  $R^2$ , which were given as 0.877 and 0.868 respectively. These values, therefore, imply that 87.7 percent variation in job performance is explained by the variations in the six independent variables. With this, variations in other variables not considered in this study accounted for the remaining 12.3 percent variation in job performance. The description in the above Table indicates that the model employed in this study is a good match for the data investigated, since R-squared is a goodness-of-fit statistic that quantifies how well the independent variables in a regression model explain the variance in the dependent variable.

The Analysis of Variance (ANOVA) test was then performed to examine the hypothesis that there was no linear relationship between the predictor and dependent variables. This test was run to determine the model fit's overall significance. The hypothesis that there is no linear relationship between the independent and dependent variables is rejected if the f-statistics are high and the significance threshold is less than 0.05. The findings show that the null hypothesis was rejected

due to a high F-statistic and a significance value less than 0.05, which indicates a linear connection between the independent and dependent variables.

Table 4-13: Analysis of Variance (ANOVA) test results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.917	6	.986	90.726	.000 <sup>b</sup>
	Residual	.826	76	.011		
	Total	6.743	82			
a. Dependent Variable: Employee_Performance						
b. Predictors: (Constant), CO_MEAN, WC_MEAN, SU_MEAN, WA_MEAN, PA_MEAN, PR_MEAN						

**Source:** computation result (2024)

When it comes to the detailed values of the coefficients of the independent variables, the larger the beta coefficient an independent variable has, brings the most support to the independent variable as the more important determinant in predicting the dependent variable. In other words, keeping the other variables as constant, a one-unit increase in the independent variables will bring in the amount of beta coefficient corresponding unit increase/ decrease (based on the beta-value of each corresponding independent variable). With this regard, the results of the regression analysis show that all the independent variables had a positive effect on the dependent variable, while only two of the independent variables were seen to have a statistically significant effect on the dependent variable.

Table 4-14: Regression Model Coefficients Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.163	.153		2.019	.005
	WA MEAN	.201	.020	.418	10.181	.000
	WC MEAN	.142	.019	.295	7.269	.000
	PR MEAN	.205	.022	.403	9.471	.000
	SU MEAN	.246	.022	.461	11.281	.000
	PA MEAN	.182	.020	.377	9.115	.000
	CO MEAN	.009	.020	.018	.427	.671

**Source:** computation result (2024)

The results of the regression analysis showed that, the unstandardized beta coefficients for the independent variables included in the study were 0.201, 0.142, 0.205, 0.246, 0.182 and 0.009 for work itself, work condition, promotion, supervision, payment and coworkers, which were taken as the dimensions of job satisfaction for this study. With this, from the figures in the table above, the unstandardized regression coefficients of the bivariate associations between the focal independent variables and the dependent variable are explained in the form of the following equation:

$$\text{Predicted job performance score} = 0.163 + 0.201 * (\text{Work Attitude}) + .0142 * (\text{Work Conditions}) + 0.205 * (\text{Promotion}) + 0.246 * (\text{Supervision}) + 0.182 * (\text{Payment}) + 0.009 * (\text{Coworkers})$$

The positive Beta weights for the all the independent variables indicates the existence of direct relationship between these variables and job performance. That means, as we go from each independent variable to the other, we will get a directly increasing effect on job performance.

The tests of significance associated with the beta coefficients reveal that the extent of variance in job performance explained by variations in the demographic variables of educational level ( $p < .05$ ) and gender ( $p < .05$ ) are statistically significant at 95% confidence level. Thus, this indicates that five out of the six independent variables were found to be statistically significant at the 95% confidence level, which demonstrates the fact that these five variables will have a significant effect on job performance of employees. In addition, the variable “Coworkers” was seen to have a statistically insignificant effect on the dependent variable.

Besides, by considering the Beta values, the table above shows that supervision followed by supervision are the best predictors of job performance out of the six independent variables which are the dimensions of job satisfaction: while coworkers, with Beta value of .009 was found as the poorest predictor of job performance for the selected sample of employees. So, all in all, it can be said that five out of the six independent variables significantly explain the variation on job performance of the sample employees of the AGP Poultry Plc, while one didn't.

#### **4.6 Discussion of the study results**

The results of the study, which assessed the effects of job satisfaction on employee performance within AGP poultry PLC, which is located in Ethiopia, revealed insightful findings. Specifically, five dimensions of job satisfaction—work itself, work conditions, promotion, supervision, and payment—showed a positive and statistically significant effect on employee performance. However, the dimension concerning coworkers, while having a positive relationship with job performance, was not statistically significant. This outcome offers both confirmation and contrast when compared with other research findings.

The significant positive impact of "work itself" on employee performance is well-documented. Work itself refers to the intrinsic aspects of a job, including the tasks, responsibilities, and challenges that the role entails. Employees who find their work meaningful and engaging are more likely to be motivated and committed, leading to higher levels of performance. This intrinsic motivation is a powerful driver of job satisfaction, as employees derive personal fulfillment from their tasks. According to Hackman and Oldham's Job Characteristics Model, the meaningfulness of work is a critical aspect that influences job satisfaction and, consequently, job performance (Stor, 2024). This is similar to the outcomes of this study, which showed that the work itself had a positive significant effect on the job performance of employees.

When it comes to work conditions, adequate resources, a safe work environment, and supportive management play a critical role and contribute to higher levels of job satisfaction and, consequently, better performance outcomes. The positive and significant effect of work conditions on employee performance is supported by extensive research. Work conditions encompass the physical and psychological environment in which employees operate. According to a study conducted in the construction industry, favorable work conditions are crucial for maintaining high

performance, as they directly affect employees' well-being and ability to perform their roles effectively (Memon et al, 2023). This result is similar to the outcomes of this study, which showed that work conditions significantly affect the job performance of the employees of AGP poultry P.L.C.

Promotion opportunities emerged as another significant predictor of employee performance in this study, a finding that resonates with existing literature. The prospect of career advancement serves as a powerful motivator, as it provides employees with a clear path for growth and recognition within the organization. When employees believe that their efforts will lead to promotions, they are more likely to invest in their roles, leading to higher levels of performance. Research such as those done by Stor (2024) consistently shows that employees who perceive ample opportunities for advancement are more satisfied and committed, which translates into better job performance.

Coming to another one of the predictors of employee job performance, supervision, as a critical dimension of job satisfaction, also demonstrated a significant positive impact on employee performance in your study. Effective supervision involves providing guidance, support, and feedback to employees, which helps them improve their skills and performance. Supervisors play a key role in shaping the work environment and influencing employees' attitudes towards their jobs. Studies have shown that supportive supervision is associated with higher job satisfaction and performance, as employees feel valued and recognized for their contributions. As noted by Katebi et al (2021), conversely, poor supervision can lead to dissatisfaction, low morale, and decreased performance. For instance, a lack of feedback, recognition, or support from supervisors can make employees feel undervalued, leading to disengagement and reduced productivity.

Concerning the other independent variable, payment, the dimension of payment or compensation also showed a significant positive relationship with employee performance in this study, which is consistent with findings in various organizational settings such as those studies done by Aggarwal et al, (2023). Payment serves as both a motivator and a means of recognition, fulfilling employees' financial needs and validating their contributions to the organization. Employees who feel that they are fairly compensated are more likely to be satisfied with their jobs and motivated to perform well. At the same time, the impact of payment on job satisfaction and performance is not solely dependent on the amount of compensation but also on the perceived fairness of the pay structure.

Discrepancies in pay, lack of transparency, or perceived inequities can lead to dissatisfaction, even if the absolute level of pay is high. Hence, this highlights the need for a balanced approach to compensation, where both financial and non-financial rewards are considered.

Coming to the last independent variable, in contrast, the coworker dimension in this study did not show a statistically significant effect on job performance, despite a positive relationship. This finding is intriguing, as it diverges from some studies that emphasize the importance of social relationships at work. For instance, a meta-analysis on job satisfaction and performance suggested that positive coworker relationships can enhance collaboration, reduce stress, and lead to better performance outcomes (Katebi et al, 2021). However, this relationship is often more complex than it appears.

The role of coworkers may be more pronounced in team-oriented environments where collaboration and peer support are critical to task completion. In contrast, in settings where individual performance is prioritized or where coworker interactions are limited, the influence of this dimension may be less significant. Additionally, cultural factors may also play a role. In some cultures, individual achievement may be more valued over group cohesion, which could explain the lack of statistical significance found in your study (Memon et al, 2023).

Moreover, the nature of the industry could also impact this result. In a poultry business setting, where tasks might be more routine and less dependent on team-based collaboration, the influence of coworkers on performance might be minimal. This contrasts with industries like construction or healthcare, where teamwork and interdependence are crucial for success (Memon et al, 2023).

## CHAPTER FIVE

### SUMMARY, CONCLUSION, AND RECOMMENDATIONS

This chapter discusses summaries of major findings, concluding remarks drawn on the bases of the study findings, recommendations of the study, and highlight future research directions on the topic.

Accordingly, the first section of this chapter presents the discussions of the major findings of the study. In the second section conclusions of the major findings are presented. The recommendations regarding the implications of the present study are presented in the last section, section three.

#### 5.1 Summary of main findings

In this section the major findings of the study in relation to previous research and literature are discussed.

The results of this study showed that there is statistically significance from small to moderate positive relationship among the dimensions of Job Satisfaction which are work itself and working condition ( $r= 0.522$ ,  $p<0.01$ ), promotion and working condition ( $r= 0.452$ ,  $p<0.01$ ), supervision and work itself ( $r= 0.336$ ,  $p<0.01$ ), supervision and working condition ( $r= 0.575$ ,  $p<0.01$ ), supervision and promotion ( $r= 0.560$ ,  $p<0.01$ ), payment and promotion ( $r= 0.423$ ,  $p<0.01$ ), coworker and work itself ( $r= 0.454$ ,  $p<0.01$ ), coworker and working condition ( $r= 0.374$ ,  $p<0.01$ ), coworker and promotion ( $r= 0.331$ ,  $p<0.01$ ), and coworker and supervision ( $r= 0.479$ ,  $p<0.01$ ) at 99% confidence interval. In addition to this the relationship between promotion and work itself ( $r= 0.234$ ,  $p<0.05$ ), and payment and supervision ( $r= 0.248$ ,  $p<0.05$ ), have statistically significant at 95% confidence interval. Contrary to this payment and working condition ( $r= 0.134$ ,  $p>0.05$ ) and coworkers and payment ( $r= 0.003$ ,  $p>0.05$ ) have not statistically significant relationship. Whereas payment and work itself ( $r= -0.034$ ,  $p>0.05$ ) have small negatively relationship which is not statistically significant at 95% confidence interval. Moreover, when it comes to the facets of Job Satisfaction and Job performance, there exists different ranges of relationship, between work itself and performance ( $r = -0.076$ ,  $p>0.05$ ), working condition and performance ( $r = 0.084$ ,  $p>0.05$ ), promotion and performance ( $r = 0.139$ ,  $p>0.05$ ), supervision and performance ( $r = 0.169$ ,

$p > 0.05$ ), payment and performance ( $r = 0.036$ ,  $p > 0.05$ ), coworker with performance ( $r = 0.099$ ,  $p > 0.05$ ) which is not statistically significant at 95% confidence interval.

Moreover, coming to the regression analysis of the study, the result of the study showed that 87.7 percent variation in job performance in this study was explained by the variations in the six independent variables. Moreover, the results of the regression analysis showed that, the unstandardized beta coefficients for the independent variables included in the study were 0.201, 0.142, 0.205, 0.246, 0.182 and 0.009 for work itself, work condition, promotion, supervision, payment and coworkers, which were taken as the dimensions of job satisfaction for this study. With this, it can be said that the first five independent variable have a positive and significant effect on job performance, while the dimension 'coworkers' had a positive and statistically insignificant effect on job performance.

In summary, the results align with much of the existing literature on job satisfaction and performance, highlighting the critical role of job satisfaction dimensions on employee performance. The lack of significance of coworker relationships suggests that further research is needed to explore this dimension in different contexts or industries.

## **5.2 Conclusion**

The aim of the study was to assess the level of job satisfaction and job performance and their relationship for the employees of AGP Poultry PLC, focusing on six dimensions of job satisfaction: work itself, work conditions, promotion, supervision, payment, and coworkers. The findings provide important insights into the relationship between these dimensions and employee performance, with significant implications for both management practices and future research.

The results indicate that five of the six job satisfaction dimensions—work itself, work conditions, promotion, supervision, and payment—have a statistically significant positive impact on employee performance. This underscores the importance of both intrinsic and extrinsic factors in enhancing employee motivation and productivity. Work itself, which represents the intrinsic value employees derive from their tasks, emerged as a particularly strong predictor, confirming previous research that emphasizes the motivational power of meaningful work. Similarly, favorable work conditions, clear promotion opportunities, effective supervision, and fair payment systems were shown to

foster higher performance, supporting the notion that a supportive work environment is crucial for maximizing employee output. With this regard, the results of this study have several practical implications. Organizations should continue to invest in enhancing the dimensions that showed significant impacts, such as improving work conditions, offering clear paths for promotion, ensuring supportive supervision, and maintaining competitive compensation. These factors have been consistently linked to improved performance and can provide a competitive advantage.

However, the role of coworkers in this study did not yield a statistically significant effect on performance, despite a positive relationship. This finding contrasts with some existing literature that highlights the importance of coworker relationships in promoting collaboration and reducing stress. The result suggests that, within the specific context of this organization, individual performance may be less reliant on peer interactions. This could be attributed to the nature of the work, which may involve more solitary tasks, or the organizational culture, which might prioritize individual achievement over team-based efforts.

Overall, the study contributes to a growing body of evidence linking job satisfaction to employee performance, particularly in developing economies. For managers, these findings highlight the need to prioritize job design, work environment, promotion systems, supervisory practices, and compensation to enhance employee performance. While coworker relationships may not play a significant role in this setting, they should not be overlooked in contexts where teamwork and collaboration are more central to job success.

In conclusion, this study contributes valuable insights into the relationship between job satisfaction and employee performance, particularly within the context of AGP poultry PLC. While the majority of job satisfaction dimensions positively and significantly impact performance, the unique outcome regarding coworker relationships invites further exploration. This would provide a more comprehensive understanding of how different aspects of job satisfaction influence employee outcomes in diverse contexts.

### **5.3 Recommendations**

Based on the findings of this research, several practical recommendations can be made for the management of the poultry private business organization and similar organizations:

- Managers should focus on designing roles that offer meaningful tasks, variety, and autonomy to keep employees engaged. Given the significant impact of "work itself" on performance, jobs should be structured to allow employees to find personal satisfaction in their work.
- Organizations must invest in creating a safe, comfortable, and resource-rich work environment. As work conditions were shown to significantly impact performance, enhancing both physical and psychological work conditions will contribute to employee well-being and productivity.
- Given the positive effect of promotion opportunities on performance, it is essential to have transparent and fair promotion systems in place. Employees should be aware of the criteria for advancement and see clear connections between their efforts and career progression.
- Organizations should invest in training supervisors to be more supportive, communicative, and involved in employee development. Supervisors should provide constructive feedback, recognition, and guidance, all of which were shown to positively affect employee performance.
- Ensuring that employees are fairly compensated for their contributions is crucial. Compensation should not only be competitive with industry standards but also perceived as equitable by employees, as payment is a key motivator of performance.
- While coworker relationships were not found to have a statistically significant impact on performance in this study, fostering teamwork and collaboration could still benefit organizations where tasks are interdependent. Managers should evaluate whether enhancing teamwork could improve performance in different areas or departments.

#### **5.4 Directions for future research**

While this research contributes valuable insights into the relationship between job satisfaction and employee performance, there are several ways to go for future studies:

- Future studies could examine how the relationship between job satisfaction and performance varies across different industries. Given that coworker relationships were not significant in this study, research in more team-oriented industries might yield different results. Exploring industries where teamwork is central, such as healthcare or technology, could offer more nuanced insights.

- Longitudinal research could examine how these relationships evolve over time. Future studies could investigate whether improving one dimension of job satisfaction, such as work conditions or supervision, leads to sustained improvements in employee performance.
- Future research should explore potential mediators and moderators in the relationship between job satisfaction and performance. For instance, individual characteristics such as age, experience, and personal values might moderate the impact of job satisfaction on performance. Mediators like employee engagement or organizational commitment could further explain these relationships.

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# Appendix A

## Questionnaire

Respondent's Code No.

**Addis Ababa University**

**School of Commerce**

Program: Master of Human Resource Management

Questionnaire to be filled in by Respondents.

This questionnaire is prepared by a post graduate student from Addis Ababa University School of Commerce for the fulfillment of a master's degree in human resource management. It is typically prepared for the purpose of studying "The Assessment of Job Satisfaction and Employee performance". Your genuine and timely response is essential for the success of the study. The response/information that you give me is only used for this study and I assure you that you don't have any risk for giving the response. Please pack it in the envelope given with the questionnaire while replying to it. Thank you in advance for your co-operation.

**Part I. Demographic factors of the respondent;** please make a tick on the correct box.

1. Sex: Male  Female

2. Age: -----18-24  25-44  45-60

3. Marital Status: Single  Married  Divorced  Departed due to death

4. Educational background: Less than Diploma  Diploma  BSc/ Degree and above

5. Year of experience in the current organization: Less than 11  11—20  Greater than 20

6. Management Position: Higher Level  Middle Level  First Level  No position

**Part II. Questions related to Job Satisfaction.**

Please read each item and match your response level of agreement by circling the number given from 1 to 5 weight, which is represented as; 1= strongly disagree; 2= Disagree; 3= Neutral; 4= Agree, and 5= Strongly Agree

No.	Item	Level of Agreement				
		1	2	3	4	5
	<b>A. Work Itself</b>					
1	My work activities are personally meaningful to me	1	2	3	4	5
2	I have autonomy over tasks, which motivate me to be satisfied with my job.	1	2	3	4	5
3	There is a clarity of job descriptions, that helps me to be successful	1	2	3	4	5
4	Task identity motivates me to be satisfied in my job	1	2	3	4	5
	<b>B. Working Condition</b>					
5	The working condition in my organization is pleasant	1	2	3	4	5
6	There is open communication throughout the workplace	1	2	3	4	5
7	There are sufficient facilities, enough working rooms, pleasant sitting arrangement, good air conditioning, absence of noise etc. in my workplace.	1	2	3	4	5
8	I work in a safe and comfortable environment	1	2	3	4	5
9	Clear work manual, policy, and guideline are available for my work	1	2	3	4	5
	<b>C. Promotion</b>					
10	My organization has sufficient promotion opportunities.	1	2	3	4	5
11	I am satisfied with the opportunity for career advancement	1	2	3	4	5
12	I feel there is fair promotion system in my organization	1	2	3	4	5
13	Promotion in my organization is always based on educational background, competency, work experience, and workers proper contribution to the organization.	1	2	3	4	5

<b>D. Supervision (team leaders, core process owners, vice manager, and manager)</b>						
14	I am satisfied with the leaders in my workplace as they are role models	1	2	3	4	5
15	My supervisors render me proper support when I am in work stress and difficulties	1	2	3	4	5
16	My supervisors fairly encourage me to improve my work performance and capabilities	1	2	3	4	5
17	I feel that I am satisfied in my work because of the interpersonal relationship with my supervisor	1	2	3	4	5
<b>E. Payment</b>						
18	I am satisfied with the current salary I get	1	2	3	4	5
19	The payment I receive is appropriate for the work I do	1	2	3	4	5
20	I am satisfied with the benefits offered to me through this job position	1	2	3	4	5
21	I am satisfied with time of payment.	1	2	3	4	5
<b>F. Coworker</b>						
22	I enjoy by working with the staff members in current organization	1	2	3	4	5
23	My colleagues are helpful and friendly	1	2	3	4	5
24	The people I work with, gives me appropriate professional and technical supports	1	2	3	4	5
25	There is a team sprit atmosphere of co-operation among the staff, leaders, and me	1	2	3	4	5

**Part III: Questions related to Job Satisfaction for possible suggestions.**

26. What are the motivational factors for job satisfaction in your organization? (Please list them)

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27. What are the causes related to job dissatisfaction in your organization? (Please state them briefly).\_\_\_\_\_

\_\_\_\_\_

28. What should be done to improve employees' job satisfaction in your organization? (Please, forward your suggestions) \_\_\_\_\_

\_\_\_\_\_

**N.B: for any information related to the questionnaire, please contact me through +251973763407**

**Thank you for your participation!**

**Addis Ababa University****School of Commerce**

Program: Master of Human Resource Management

Questionnaire to be filled by Respondents of team leader or near supervisor.

This questionnaire is prepared by a post graduate student from Addis Ababa University School of Commerce for the fulfillment of Master of Human Resource Management. It is typically prepared for the purpose of studying “The Assessment of Job Satisfaction and Employee Performance”. Your genuine and timely response is essential for the success of the study. The response/information that you give me is only used for this study and I assure you that you don't have any risk for giving the response. Please pack it in the envelope given with the questionnaire while replying to it. Thank you in advance for your co-operation.

**Part III: Job Performance Related Questions**

1. In your organization is performance evaluation implemented? Yes  No
2. If your answer in question number 1 is yes, please read each item and fill from the documented result of the employee according to the result of each item.

No.	Evaluation from	Out of	January/2023—June/2023	July/2023---/December /2023
1	Customers	40%		
2	Supervisors	30%		
3	Co-workers	20%		
4	Self-evaluations	10%		
Total out		100%		

**Part IV: Open questions related to problems of job performance.**

1. What are the motivational factors related to job performance of employees in your organization? (Please state them). \_\_\_\_\_

\_\_\_\_\_

2. What are the causes that make demotion for job performance in your organization? (Please list them). \_\_\_\_\_

\_\_\_\_\_

3. What should be done to improve problems related to employees' job performance in your organization? (Please, forward your suggestions briefly) \_\_\_\_\_

\_\_\_\_\_

**N.B: For any information related to the questionnaire, please contact me through +251973763407**

**Thank you for your participation!**

# Appendix B

የመልስ ሰጪ መ.ቁጥር

## አዲስ አበባ ዩኒቨርሲቲ

### የንግድ ስራ ኮሌጅ

ፕሮግራም: ማስተርስ በቢዝነስ አስተዳደር

በመስሪያ ቤቱ ሰራተኞች የሚሞላ መጠይቅ

ይህ መጠይቅ በአዲስ አበባ ዩኒቨርሲቲ የንግድ ስራ ኮሌጅ በቢዝነስ አስተዳደር ድህረ ምረቃ ተማሪ “የስራ እርካታና የሰራተኞች ብቃት ያላቸው ግንኙነት” “The Assessment of Job Satisfaction and Performance of Employee” በሚል ርዕስ ጥናት ለማካሄድ የተዘጋጀ ነው። የእርስዎ በሰላም ግዜውን የጠበቀ መልስ መስጠት ለጥናቱ ወሳኝ ስለሆነ ቀናት ትብብርዎን እጠይቃለሁ። የሚሰጡኝ መረጃ ለዚህ ጥናት ብቻ የሚውልና መረጃ በመስጠትዎ ምንም ጉዳት የማይደርስበት መሆኑን ላረጋግጥልዎት እወዳለሁ። ለሚያደረጉልኝ ትብብር ከልብ እያመሰገንኩኝ መጠይቁን ሞልተው እንደጨረሱ ከሱ ጋር በተያያዘው ፖስታ አሽገው በግዜ እንዲመልሱልኝ በአክብሮት እጠይቃለሁ።

**ክፍል አንድ: ይህ የሰራተኞች ምንነት መገለጫ ስለሆነ በሚሰማሙበት የ (✓) ምልክት ያድርጉ**

- 1. ስድስት ወንድ  ሴት
- 2. ዕድሜ: 18-24  25-44  45-60
- 3. የጋብቻ ሁኔታ: ያላገባ/ች  ያገባ/ች  የፈታ/ች  በሞት ምክንያት የተለያየ/ች
- 4. የት/ት ደረጃ: ከዲፕሎማ በታች  ዲፕሎማ  ዲግሪና ከዚያ በላይ
- 5. አሁን ባሉበት መስሪያ ቤት የአገልግሎት ዘመን: ከ11 ዓመት በታች  ከ11 – 20  ከ20 በላይ
- 6. የስልጣን ደረጃ: ክፍተኛ  መካከለኛ  የመጀመሪያ ደረጃ  ሀላፊነት የልለው

**ክፍል ሁለት፡ ከስራ እርካታ ጋር የተያያዙ ጥያቄዎች፡-**

እያንዳንዱ ጥያቄ በማንበብ እባክዎ ከ1 እስከ 5 ከተቀመጡት የስምምነት ደረጃዎች በማክበብ መልስዎን ያስቀምጡ። የጥያቄዎች ክብደት 1 = በጣም አልሰማማም፣ 2 = አልሰማማም፣ 3 = መካከለኛ፣ 4 = እስማማለሁ፣ 5 = በጣም እስማማለሁ በማለት ተሰይመዋል።

ተ. ቁ	ጥያቄ	የስምምነት ደረጃ				
		1	2	3	4	5
	<b>ሀ. ስራ በራሱ</b>					
1	በመስሪያ ቤቱ እያንዳንዱ የምሰራው ስራ ትርጉም ያላቸው ናቸው።	1	2	3	4	5
2	ስራዬ በነፃነት እሰራለሁ፣ ይህ ደግሞ በሥራዬ እንድረከበት ያነሳሳኛል።	1	2	3	4	5
3	ግልፅ የሆነ የስራ ዝርዝር ስላለ ውጤታማ እንድሆን ያግዘኛል።	1	2	3	4	5
4	የስራዬ ባህሪ በስራው ያለኝ ፍላጎት እንዲጨምር ያደርጋል	1	2	3	4	5
	<b>ለ. የስራ ሁኔታዎች</b>					
5	በመስራቤታችን ያለ የስራ ሁኔታ የሚያስደስት ነው።	1	2	3	4	5
6	በስራ ቦታ ግልፅ የሆነ አሰራርና ንግግር አለ።	1	2	3	4	5
7	በስራ ቦታዬ የሚያስፈልጉ መሳሪያዎች፣ በቂ የመስሪያ ቢሮዎች፣ ደስ የሚል አቀማመጥ፣ ጥሩ የአየር ፀባይ እንዲሁም በድምፅ የማይረበሽ ነው።	1	2	3	4	5
8	የምሰራው ምቹ በሆነ የስራ አካባቢ ነው።	1	2	3	4	5
9	ለስራዬ የሚረዳ ግልፅ የሆነ ማንዋል፣ ፖሊሲ እና መመሪያ አለ።	1	2	3	4	5
	<b>ሐ. እድገት</b>					
10	በመስሪያቤታችን በቂ የሆኑ የእድገት አጋጣሚዎች አሉ።	1	2	3	4	5
11	በመስሪያ ቤቱ ውስጥ ባሉት የደረጃ እድገት አጋጣሚዎች እረካለሁ።	1	2	3	4	5
12	በመስሪያቤታችን ፍትሐዊ የሆነ የእድገት ደረጃ አለ።	1	2	3	4	5
13	በመስሪያቤቱ የሚደረገው የደረጃ እድገት ሁሉ ጊዜ በት/ት ደረጃ፣ ስራ ልምድ፣ ምዘና ውጤትና የሰራተኞች ትክክለኛ አስተዋፅኦ መሰረት ያደረገ ነው።	1	2	3	4	5
	<b>መ. ቁጥጥር (ቡድን መሪ፣ የስራ ሂደት ባለቤት፣ ም/ስራ አስኪያጅ፣ እና ስራ አስኪያጅ)</b>					
14	በመስራቤታችን ባሉት አመራሮችና አወንታዊ አርአያነታቸው እረካለሁ።	1	2	3	4	5
15	አለቆቹ በስራ ስጫናነቅና ችግር በሚያጋጥሙኝ ጊዜ አስፈላጊውን እገዛ ያደርጉልኛል።	1	2	3	4	5

16	የስራ ብቃቴና ዓቅሜ እንዳሻሻል አለቆቼ በሚገባ ያበረታቱኛል።	1	2	3	4	5
18	ከስራ ባልደረቦቼና አለቆቼ ጋር ባለኝ ማህበራዊ ግንኙነት ምክንያት በስራዬ ደስተኛ ነኝ።	1	2	3	4	5
	<b>ሠ. ክፍያ</b>					
19	በአሁኑ ጊዜ በማገኘው ወርሐዊ ደመወዝ እረካለሁ።	1	2	3	4	5
20	በአሁኑ ጊዜ የማገኘው ወርሐዊ ደመወዝ ለምሰራው ስራ ተመጣጣኝ ነው።	1	2	3	4	5
21	እኔ በምሰራበት የስራ መደብ ምክንያት የማገኘው ጥቅማጥቅም ያረካኛል።	1	2	3	4	5
22	እኔ በማገኘው ክፍያ ከጊዜ አከፋፈል አንፃር ያረካኛል።	1	2	3	4	5
	<b>ረ. የስራ ባልደረባ</b>					
23	አሁን በምሰራበት መስሪያ ቤት ካሉት ሰራተኞች ጋር በመስራቴ ያስደስተኛል።	1	2	3	4	5
24	የስራ ባልደረቦቼ የአብሮ መስራትና ጓደኝነት ባህሪያዎ አላቸው።	1	2	3	4	5
25	ከእኔ ጋር አብሮ የሚሰሩ ሰራተኞች ተገቢውን የሙያና የቴክኒክ ድጋፍ ያደርጉልኛል።	1	2	3	4	5
26	በመስሪያ ቤቱ ሰራተኞች፣ በአመራሮችና በእኔ መካከል ተባብሮ የመስራትና የመተጋገዝ ሁኔታ አለ።	1	2	3	4	5

**ክፍል ሁለት፡ ከስራ እርካታ ለሚያያዙ ጥያቄዎች አስፈላጊ አስተያየቶች መስጫ**

27. በመስሪያ ቤትዎ ውስጥ ለስራ እርካታ የሚያነሳሱ ነገሮች ምን ምን ናቸው? (እባክዎት ቢዘረዝሩዎቸው) \_\_\_\_\_

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28. በመስሪያ ቤትዎ ውስጥ በስራ ያለመርካት ምክንያቶች ምንድን ናቸው? (እባክዎት ቢዘረዝሩዎቸው) \_\_\_\_\_

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29. በመስሪያ ቤትዎ ውስጥ የስራ እርካታን ለማሻሻል ምን መስራት አለበት ይላሉ? \_\_\_\_\_

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ማሳሰቢያ፡ ከመጠይቁ ጋር በተያያዘ ግልፅ ባልሆነ ጉዳይ ማብራሪያ ከፈለጉ በ +251973763407 ስልክ ቁጥር ሊያገኙኝ ይችላሉ።

**በዚህ ጥናት ስለተሳተፉ አመሰግናለሁ!**

**አዲስ አበባ ዩኒቨርሲቲ**

**የንግድ ስራ ኮሌጅ**

ፕሮግራም: ማስተርስ በቢዝነስ አስተዳደር

በቡድን መሪዎች ወይም በቅርብ አለቆች የሚሞላ

ይህ መጠይቅ በአዲስ አበባ ዩኒቨርሲቲ የንግድ ስራ ኮሌጅ በቢዝነስ አስተዳደር ድህረ ምረቃ ተማሪ “በስራ እርካታና በሰራተኞች ብቃት ያለው ግንኙነት” “The Assessment of Job Satisfaction and Performance of Employee” በሚል ርዕስ ጥናት ለማካሄድ የተዘጋጀ ነው። የመስራቢትዎ ትክክለኛና ግዜውን የጠበቀ መልስ መስጠት ለጥናቱ ወሳኝ ስለሆነ ቀና ትብብርዎን እጠይቃለሁ። የሚሰጡኝ መረጃ ለዚህ ጥናት ብቻ የሚውልና መረጃ በመስጠትዎ ምንም ጉዳት የማይደርሰት መሆኑን ላረጋግጥሎት እወዳለሁ። ለሚያደረጉልኝ ትብብር ከልብ እያመሰገንኩኝ መጠየቁን ሞልተው እንደጨረሱ በግዜ እንዲመልሱልኝ በአክብሮት እጠይቃለሁ።

**ክፍል ሶስት: ከሰራተኛ ብቃት ጋር የተያያዙ ጥያቄዎች:-**

1. በመስራቢትዎ የሥራ ምዘና ሂደት ተግባራዊ ተደረገዋል አዎተደረገዋል  አልተደረገም
2. በተ.ቁ 1 መልስዎ አውተደረገዋል ከሆነ ቀጥሎ በሰንጠረዥ በተቀመጠ መልኩ እያንዳንዱ ጥያቄ በማንበብ ተሞልቶ በተቀመጠው የሰራተኞች የውጤት መመዘን ሰነድ መሰረት እባክዎ የሚቀጥለውን የሁለት ግማሽ ዓመት ውጤት ይሙሉ።

ተ.ቁ	የግምገማው ምንጭ	የሚይዘው ነጥብ ከ	ከጥር/2023--- ሰኔ/2023	ከ ሐምሌ/2023-- ታህሳስ/2023
1	ከደንበኞች	40%		
2	ከስራ ኃላፊዎች	30%		
3	ከስራ ባልደረቦች	20%		
4	የራስ ግምገማ	10%		
ጠቅላላ ድምር		100%		

**ክፍል አራት: ከሰራተኛው ብቃት ጋር ለሚያያዙ ጥያቄዎች አስፈላጊ አስተያየቶች መስጠያ**

1. በመስሪያ ቤትዎ ውስጥ የሰራተኛው የስራ ብቃት ለማሻሻል የሚያነሳሱ ነገሮች ምን ምን ናቸው? (እባክዎት ይዘረዝሩዎቸው)

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2. በመስሪያ ቤትዎ ውስጥ የሰራተኞች የሥራ ብቃት መቀነስ ምክንያቶች ምንድን ናቸው? \_\_\_\_\_

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3. በመስሪያ ቤትዎ ውስጥ የሰራተኞች የሥራ ብቃት ለማሻሻል ምን ቢሰራ ይላሉ? \_\_\_\_\_

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ማሳሰቢያ: ከመጠይቁ ጋር በተያያዘ ግልፅ ባልሆነ ጉዳይ ማብራሪያ ከፈለጉ በ +251973763407 ስልክ ቁጥር ሊያገኙኝ ይችላሉ።

**በዚህ ጥናት ስለተሳተፉ አመሰግናለሁ!**