

# **THE EFFECT OF EMPLOYEE JOB SATISFACTION ON ORGANIZATIONAL PERFORMANCE: THE CASE OF JAY JAY TEXTILE COMPANY**

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**THE EFFECT OF EMPLOYEE JOB SATISFACTION ON  
ORGANIZATIONAL PERFORMANCE: THE CASE OF  
JAY JAY TEXTILE COMPANY**

**SCHOOL OF POSTGRADUATE STUDIES**

**BY**

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## DECLARATION

The undersigned, Berhanu W/Tsadik, hereby declares that the research paper titled "*The Effect of Employee Job Satisfaction on Organizational Performance: The Case of Jay Jay Textile Company*" is an original work that was submitted to Addis Ababa University's Master of Art in Human Resource management. It hasn't been submitted for consideration for any other degree. All of the sources of the material used in this work, including fellowships with similar titles at other universities or institutions, have been duly recognized and notified.

Berhanu W/Tsadik

Candidate

\_\_\_\_\_

Signature

July, 2024

Date

## **CERTIFICATION**

This certifies that the research paper "The Effect of Employee Job Satisfaction on Organizational Performance: The Case of Jay Jay Textile Company" is an original work of literature written by Berhanu W/Tsadik under my supervision and that no portion of it has been submitted for credit toward any other degree. It is submitted in partial fulfilment of the requirements for the Masters of Art in Human Resource Management degree at the Postgraduate Studies, Addis Ababa University. As a result, I urge that it be approved as satisfying the requirements of the research thesis for oral defence.

Advisor	Signature	Date
Wasihun Mohammod (PhD)	_____	_____

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>AGOA</b>	The African Growth and Opportunity Act
<b>COVID-19</b>	Coronavirus Disease 2019
<b>RBV</b>	Resource Based View
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TA &amp; A</b>	Textile Apparel and Accessories
<b>USD</b>	United State Dollar

## ABSTRACT

*Human capital is considered one of the most significant resources for contemporary firms because people possess tacit knowledge that organizations can leverage to enhance their organizational performance. This study examined the effect of job satisfaction on organizational performance at Jay Jay textile industry in Ethiopia. The research applied a quantitative research approach and descriptive and explanatory strategies. The study selected 138 sampled employees from a target population of 213 employees in an Addis Ababa textile company using stratified random sampling procedures. Self-administered questionnaires were used to collect primary data. Descriptive and inferential statistics were computed to describe the characteristics of the variables in the study. The findings revealed that significant relationships between several factors and organizational performance: recruitment and selection ( $r=0.659$ ,  $p \leq 0.05$ ), reward ( $r=0.600$ ,  $p \leq 0.05$ ), teamwork ( $r=0.605$ ,  $p \leq 0.05$ ), career growth, work environment ( $r=0.601$ ,  $p \leq 0.05$ ), and job security ( $r=0.555$ ,  $p \leq 0.05$ ). These correlations were statistically significant. Furthermore, the study revealed positive effects of recognition ( $B=0.351$ ,  $p = 0.0001$ ), reward ( $B=0.191$ ,  $p = 0.0001$ ), teamwork ( $B=0.170$ ,  $p = 0.007$ ), career growth ( $B=0.177$ ,  $p = 0.002$ ), working conditions ( $B=0.177$ ,  $p = 0.003$ ), and job security ( $B=0.121$ ,  $p = 0.045$ ) on organizational performance. This study concluded that job satisfaction such as recognition, reward, team work, career growth, work environment and job security will significantly develop or improve organizational performance. Recognition has the highest effect on organizational performance with a coefficient ( $B$ ) of 0.351 and a significant  $p$ -value of 0.0001. This indicates that recognition has the strongest positive impact on organizational performance compared to other factors studied in the research. Based on the findings above, this study recommends that HR managers in textile firms implement genuine and tailored employee recognition methods. Examples include celebrating Manufacturing Day, hosting Employee of the Year Awards, and using a formal strategic plan. Additionally, enhancing capacity building through qualified experts and training programs aligned with needs assessments, along with developing formal policies for performance appraisal, are crucial steps for improving organizational performance.*

**Keywords:** *Career Growth, Job Satisfaction, Job Security, Organizational Performance, Recognition, Reward, Team Work, Work Environment*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

An employee's sentiments on their company and work environment are directly reflected in their degree of job satisfaction. It affects their contacts with clients and consumers as well as their productivity at work (Obibhunun and Obiekwe, 2020). Happy employees tend to be more committed to their jobs and are more likely to go above and above what is expected of them. Furthermore, a multitude of factors, such as an employee's level of accountability and their rapport with coworkers, impact their job satisfaction (Yogita & Arundhati, 2018). Policies and practices of the organization, such as those concerning pay, development of caregivers, CSR, and work environment, may also have an impact. Prioritizing employee satisfaction increases an employer's likelihood of maintaining their most productive employees (Bodjrenou & Bomboma, 2016). They understand the importance of employee happiness and the negative effects of low satisfaction. They are also aware that higher levels of satisfaction result in higher output and better customer support (Urošević et al., 2016).

Employee satisfactions require a systematic approach to listening to staff concerns and taking appropriate response. Companies can achieve this by using anonymous surveys and private conversations to solicit input (Yogita & Arundhati, 2018). They may also provide prizes for receiving outstanding staff survey assessments. Employee satisfaction can affect an organization's performance in a number of ways, including increased productivity and client retention. Contented employees are more likely to be loyal and committed to the organization, which lowers attrition and hiring costs. A contented workforce can also create a positive work atmosphere that attracts candidates for open positions and supports the company's growth (Bodjrenou & Bomboma, 2016).

There are various perspectives regarding the elements that affect job happiness, and each theory has benefits. For example, the Dispositional Theory argues that an individual is inclined toward satisfaction regardless of the type of labor or business. Some argue that a range of work-related factors, such as benefits and compensation, contribute to happiness. Finally, some people

believe that a person's degree of contentment is determined by their expectations (Najma et al., 2020).

As per the Global Living Wage Coalition (2024), about 75 million people work in the apparel and textile industries globally, making up 1% of the global workforce, with women making up 75 percent of those employed. Under the African Growth and Opportunity Act (Agoa), Kenya and Ethiopia are the top exporters of clothing and textiles to the United States; nevertheless, these countries get their raw materials from outside sources, displacing domestically produced cotton and yarn (World Bank, 2023). Given the availability of raw resources and human capital, East Africa has a large capacity to make cotton textiles and apparel; nevertheless, the region's consumption of locally produced textiles is relatively low (Luke, 2023). Africa is becoming a more important consumer market and a new supply of labor for global textile manufacturers (World Bank, 2023). As per the government of Ethiopia, Ethiopia is a prime illustration. The nation is investing in industrial parks to boost productivity and textile production, as well as creating a heavy industry that will enable the country to reach its target of USD 30 billion in export revenue from the textile apparel and accessories (TA & A) sector by 2030 (Ministry of Industry, 2023).

According to Omah (2019), modern management places a high priority on employee motivation and satisfaction since these factors are crucial to the growth and survival of modern companies in a cutthroat and dynamic marketplace. Employees must receive feedback on the quality of their work and the outcomes they produce, as well as sufficient material and nonmaterial rewards, in order to attain overall job satisfaction (Al-dalahmeh et al., 2018). Consequently, when workers feel that their work makes sense that they contribute to the company, that they are fairly compensated and rewarded, and that they can use and advance their expertise, they might be content with their jobs (Arshad et al., 2019). Studies carried out in textile sector like Urošević and Pejčić (2020) have demonstrated that motivation and nonmaterial motivation—that is, supplying the material circumstances for life—are the most significant sources of job motivation. Job satisfaction significantly influences organizational performance, yet several critical areas warrant exploration. For example, Najma et al., (2020) and Luke (2023) indicated that existing research may lack specific insights into how job satisfaction metrics are tailored to the textile industry. Gaps may also exist in understanding which facets of job satisfaction (e.g.,

pay, work environment, career growth) have the most significant impact on organizational outcomes within this sector. Obibhunun and Obiekwe (2020) listed challenges that could include the practical implementation of strategies to enhance job satisfaction amidst industry-specific constraints such as fluctuating market demands, technological advancements, and global competition. Furthermore, addressing job satisfaction in a multicultural workforce or within a hierarchical organizational structure may present additional complexities.

Urošević and Pejčić (2020) further indicated that debates in the field may revolve around the causal relationship between job satisfaction and organizational performance. While conventional wisdom suggests a positive correlation, some studies may challenge this notion or propose alternative perspectives, such as the impact of job dissatisfaction on employee turnover or innovation within textile manufacturing. The study was conducted among the employees in textile organization in order to clearly demonstrate the effect of employee satisfaction on the organization's concern for its workers in the textile industry.

## **1.2 Background of the Organization**

Jay Jay Textiles PLC, Addis Ababa, Ethiopia, is part of the 50-year-old JAY JAY group with factories in India, Sri Lanka, Bangladesh and Ethiopia. Started with its first factory in Ethiopia in 2014, it has specialized in the manufacture of infant and babywear clothing specifically for export to USA. In its seven large factories at the Addis Ababa's Bole Lemi Industrial Park this industry undertake contract manufacturing on behalf of its Sri Lankan group company, Addis Ventures Private Limited, who are also its major shareholders.

The Bole Lemi Industrial Park is home to Jay Jay Textiles, or "Jay Jay." as Phase I. The Indian-owned factory is one of the biggest in the area, taking up over 27,500 square meters. The facility produces clothing items for Gerber Children's Wear, The Children's Place, The William Carter Company, and H&M, with a focus on children's clothing. Its main US customers are Gerber Childrenswear, Garan, Carters, The Children's Place, etc. While its company exported over USD 80 Million from Ethiopia, this group combined exports from all four countries exceeded USD 350 Million during the last financial year. Being one of the largest garment employers here, it has exported nearly 25% of the garments exported from Ethiopia. It directly employs about 8800 persons, nearly 90% of them women.

The Market Analysis, Contact, Trade Partners, Ports Statistics, and Trade Area Analysis are the primary contents of this company's trade report. The official reference contact, which includes email, phone, fax, address, and official website, is found on the original bill of lading from Ethiopia. Up to December 30, 2023, Jay Jay Textiles Plc has 5060 Transactions in Total (See Organizational Structure on Appendix II). Its vision puts as to become the top producer of high-tech textile materials and lining, interlining, cushioning, and other related products worldwide. It is dedicated to exceeding customers' expectations with regard to quality and service values (Source: Jay Jay Textiles PLC, 2023).

### **1.3 Statement of the Problem**

The textile industry in Ethiopia has faced significant disruptions and challenges, particularly highlighted by the unrest in 2019 that uprooted many workers and disrupted industrial operations. This unrest, coupled with strained labor relations due to low wages and internal tensions, has created a challenging environment for businesses, including Jay Jay Textiles PLC. Moreover, the sector has been severely impacted by economic shocks and public health crises, exacerbated by the global collapse in demand for garments following the onset of the COVID-19 pandemic in early 2020.

Adding to these challenges, political instability has been a major concern for investors, leading some to reconsider their investments in Ethiopia. The withdrawal of Ethiopia's beneficiary status under the African Growth and Opportunity Act (AGOA) from January 2022 has further compounded economic pressures on the garment and textile sector. Many factories are now facing closure, particularly those unable to compete in the absence of AGOA benefits.

Despite these adversities, Jay Jay Textiles PLC remains operational and optimistic about the possibility of AGOA reinstatement. The company emphasizes the importance of individual employee performance in achieving high productivity and efficiency. This aligns with research highlighting the pivotal role of employee satisfaction in enhancing organizational performance. Studies suggest that satisfied employees are more likely to exert greater effort and dedication, thereby contributing positively to overall business success.

However, there is ongoing debate and uncertainty in the literature regarding the direct impact of job satisfaction on organizational performance. While some studies affirm a positive correlation, others question the causal relationship and suggest that external factors and organizational strategies may also influence performance outcomes.

A happy employee puts forth more effort to accomplish their job, which leads to harder and better work. Consequently, Obibhunun and Obiekwe (2020) advise that every business strives to develop a contented workforce in order to run the business efficiently. Nonetheless, the productive and efficient work of each individual employee inside the company determines the overall performance of the corporation (Yogita & Arundhati, 2018). As a result, every company depends heavily on each employee's performance to achieve high levels of productivity inside the company (Arshad et al., 2019). Employee effort plays a significant role in determining how well an organization performs.

The research gap in this study arises because achieving high-level performance through productivity and efficiency has consistently been a top organizational priority (Najma et al., 2020). Omah (2019) emphasizes that a satisfied workforce is crucial for making significant progress in firm performance. When employees are happy, they exert greater effort and produce higher-quality work (Obibhunun & Obiekwe, 2020). Therefore, fostering employee satisfaction is advised as essential for efficient business operations.

Furthermore, the individual productivity and efficiency of each employee significantly impact the overall performance of the corporation (Yogita & Arundhati, 2018). This underscores the critical dependence of every company on its employees' performance to achieve high levels of productivity (Arshad et al., 2019). Understanding how job satisfaction influences employee effort and subsequently organizational performance is vital in addressing this research gap. Clarifying this relationship can provide actionable insights for enhancing organizational strategies and improving business outcomes in contexts like Jay Jay Textiles PLC. Given these complexities and the critical importance of the textile industry to Ethiopia's economy and workforce, this study aims to explore and validate the relationship between employee job satisfaction and organizational performance within the specific context of Jay Jay Textiles PLC. By doing so, it seeks to provide valuable insights that could inform strategic decisions aimed at

enhancing employee satisfaction and improving overall business outcomes amidst challenging economic and operational conditions.

## **1.4 Research Question**

In order to achieve objective of the research the study answered the following research question.

- What is the effect of recognition on organizational performance of Jay Jay textile company in Ethiopia?
- What is the effect of reward on organizational performance of Jay Jay textile company in Ethiopia?
- What is the effect of team work on organizational performance of Jay Jay textile company in Ethiopia?
- What is the effect of carer growth on organizational performance of Jay Jay textile company in Ethiopia?
- What is the effect of working condition on organizational performance of Jay Jay textile company in Ethiopia?
- What is the effect of job security on organizational performance Jay of Jay textile company in Ethiopia?

## **1.5 Objectives of the Study**

### **1.5.1 General objective of the Study**

- The general objective of this study was to examine the effect of employees' job satisfaction on organizational performance in Jay Jay textile company in Ethiopia.

### **1.5.2 Specific objectives of the Study**

1. To determine the effects of recognition on organizational performance of Jay Jay textile company in Ethiopia.
2. To investigate the effects of reward on organizational performance of Jay Jay textile company in Ethiopia.
3. To investigate the effects of team work on organizational performance of Jay Jay textile company in Ethiopia.

4. To investigate the effects of carer growth on organizational performance of Jay Jay textile company in Ethiopia.
5. To examine the effects of working condition on organizational performance of Jay Jay textile company in Ethiopia.
6. To examine the effects of job security on organizational performance of Jay Jay textile company in Ethiopia.

## **1.6 Significance of the Study**

The researcher believes that the result of this research has the following significance. The research's report gives some recommendation that is provides relevant input for the management of organization about the effects of job satisfaction on organizational performance in order to take corrective action. The study also helps as a reference material for those want to conduct a future study of the same nature.

One of the most important steps in a researcher's career development is the acquisition of an MA in Human Resource Management. By conducting this research, the researcher is better prepared to make significant contributions to the field throughout his career. In addition, the researcher broadens his own knowledge base and contributes to the on-going conversation within the academic community about the impact of job satisfaction on organizational performance. Therefore, the importance of his work resides not only in its application to industrial management's human resource management and employee relations, but also in its contribution to academic research and my own development as a researcher.

Lastly, the study can be used by academicians as a reference and an addition to previously released research-related materials. Researchers will also benefit from the study's findings since they will broaden the corpus of knowledge already available in the literature on organizational management and human resources.

## **1.7 Scope of the Study**

The boundaries of the research that the author purposefully excluded from the study scope are presented in this section. The study's conceptual, methodological, geographic, and temporal scopes were specified.

The purpose of this study is to evaluate how employees' organizational performance in the industrial sector is impacted by their job happiness. As a result, the research solely covered the industrial manufacturing sector, specifically the textile sector. The Two-Factor Theory of job satisfaction, which distinguishes both extrinsic hygiene (job security and working circumstances) and internal motivation (recognition, career growth), was the subject of this study. Herzberg's two-factor theory of motivation postulates that two categories of elements—hygiene factors and motivators—have an impact on employees' levels of job satisfaction and discontent. Hygiene elements are fundamental requirements of the workplace, like pay and working environment that, if unmet, might lead to discontent.

Since most of the industrial activities are working in Addis Ababa areas, so as that the geographical location of the study only focused on Addis Ababa area. In view of this the study is geographically limited to only one foreign textile organization in Addis Ababa; it did not include other manufacturers found in industrial park in Addis Ababa and regional government public industry areas found out of Addis Ababa. It is quite difficult to perform a large study along the overall manufacturing sector owing to time constraints and funding difficulties, thus the research was more beneficial if it covers the entire industrial sector in Ethiopia. The selection of Jay Jay Textiles PLC is justified by its industry relevance, economic significance, strategic importance, research access, and comparative advantage. These factors collectively position Jay Jay Textiles PLC as an ideal case study to investigate the nuanced relationship between employee job satisfaction and organizational performance in the context of Ethiopia's textile manufacturing sector.

This study was conducted over a three month from February to April, 2024. The study period includes the time needed for data gathering from the beginning to the finish. Preparing for a trial or study (pilot study), as well as doing statistical analysis and reporting, did not take into consideration in this sense.

Descriptive and explanatory research designs provided the foundation for an analysis of all these research projects. The study aims to investigate the potential association between job satisfaction and organizational performance through the use of multiple linear regression analysis, inferential analysis, and descriptive statistics. Both secondary and primary sources of data was appropriately utilised in this research project. Through self-administered questionnaires, the researcher gathered data and information from primary sources.

## **1.8 Limitations of the Study**

Anticipated limitations at the proposal stage of this study primarily centered around constraints related to time, budgetary resources, and data availability. The study faced challenges in obtaining sufficient information from stakeholders, which impacted the depth and breadth of the research findings. Given the narrow focus on textile firms, generalizing the results to other industries or types of firms was not feasible. Additionally, distributing questionnaires during the day may have overlooked night-shift workers, potentially skewing the sample representation. Moreover, varying levels of readiness among employees and managers to provide accurate responses and the availability of comprehensive information also posed limitations.

Despite these challenges, it is crucial to acknowledge the implications of these limitations on the study's outcomes and recommendations. Understanding these constraints underscores the need for cautious interpretation of the findings within the specific context of textile firms. Future research could address these limitations by employing more inclusive sampling methods, enhancing data collection strategies, and broadening the scope to encompass diverse industry settings. By doing so, subsequent studies can offer more robust insights that contribute to a broader understanding of employee job satisfaction and its implications for organizational performance across different sectors and working conditions.

## 1.9 Definition of Key Terms (Concepts)

The definition of pertinent terms and concepts used in this study was referred to as conceptual or operational. As a result, in order to define the type or nature of the study's term definition, this study applied both of them.

### 1.9.1 Conceptual Definition of Terms

- **Job Satisfaction** is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Omah, 2019).
- **Job Security** - refers to an employee's capacity to stay in their current position for as long as they can (Bodjrenou et al., 2016).
- **Organizational Performance** - how well an organization is performing in achieving its vision, mission, and goals is referred to as its organizational performance (Najma et al., 2020).
- **Recognition** - The act of expressing gratitude and acknowledging staff members for their contributions to the organization that are related to its goals, values, and mission (Omah, 2019).
- **Carer Growth** - A plan with a strategy to go from one place to another is what career progress is all about (Arshad et al., 2019).
- **Working Condition** refers to a wide range of subjects and concerns, including compensation, working hours, rest times, and scheduling, as well as the physical and psychological demands of the workplace (Obibhunun and Obiekwe, 2020).

### 1.9.2 Operational Definition of Terms

- **Job Satisfaction:** The overall satisfaction will be measured with a 5 items Likert scale, Employees are satisfied if the average mean value is greater than or equal to 3 and dissatisfied if the average mean value is less than 3.
- **Organizational Performance:** will include product market performance (sales, market share, etc.), financial performance (profits, return on assets, return on investment, etc.) and shareholder return (total shareholder return, economic value contributed, etc.); it will be measured by a five-point Likert scale of strongly disagree, disagree, neutral, agree, and strongly agree and assessed using various items.

- **Job Security** - mentions to an employee's capacity to stay in their current position; it will be measured by a five-point Likert scale of strongly disagree, disagree, neutral, agree, and strongly agree and assessed using various items.
- **Recognition** - act of stating appreciation and recognizing staffs; it will be measured by a five-point Likert scale of strongly disagree, disagree, neutral, agree, and strongly agree and assessed using various items.
- **Career Growth** include activities that assist an individual in moving forward in their career that will be measured by a five-point Likert scale of strongly disagree, disagree, neutral, agree, and strongly agree and assessed using various items.
- **Working Condition** including recompense, working time, rest times, and scheduling and it will be measured by a five-point Likert scale of strongly disagree, disagree, neutral, agree, and strongly agree and assessed using various items.

## 1.10 Organization of the Study

The study has five chapters to study the effect of job satisfaction on organizational performance. Chapter one deals with introductions which contain back ground of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study and operational definition of key terms. Chapter two deals to a review of the related literature on the concept of job satisfaction and organizational performance, concept of employee job satisfaction, theories of job satisfaction, factors affecting job satisfaction, dimensions of the effect of job satisfaction on organizational performance, and the relationship between job satisfaction and organizational performance. Chapter three deals with different aspects of the methodology and research design that used in the study. Chapter four presents results and analysis of findings of the study. Finally, chapter presents summaries of major findings, conclusions, recommendations

## **CHAPTER TWO**

### **RELATED LITERATURE REVIEW**

This chapter includes a detailed discussion of the theoretical and empirical notions of job satisfaction, organizational performance functions and features, organizational performance aspects, job satisfaction techniques, and conceptual framework.

#### **2.1 Theoretical Literature Review**

##### **2.1.1 Concepts of Employee Satisfaction**

###### **2.1.1.1 Definition of Employee Satisfaction**

Many philosophical traditions have made various attempts to define job pleasure. As per the findings of Ghaffari et al. (2017), job satisfaction is a positive emotional state that arises from assessing one's work or work experience. According to Yusheng and Pussadee (2021), job satisfaction is a component of an employee's feelings about their employment. In conclusion, the degree to which a person enjoys or dislikes their job can be used to determine whether or not they are happy and content with the demands and desires they are able to fulfill at work. This is known as job satisfaction. Put simply, work satisfaction clarifies how workers feel about their positions. Put another way, it describes the level of satisfaction that employees feel when their needs are encountered at work (Omah, 2019).

Consequently, when an employee feels their needs have been partially satisfied, they experience happiness. One intangible trait that can be observed or communicated is emotional states related to work satisfaction. Work satisfaction is deemed low, nevertheless, if a person's employment does not satisfy their physiological or psychological needs (Obibhunun and Obiekwe, 2020). One of the main determinants of job happiness is an employee's attitude toward his work. Its three primary components are as follows: job satisfaction, which is only inferred because it is based on an individual's emotional response to a work situation. The characteristics of a job, such as its content, pay, coworkers' attitudes, prospects for advancement through promotions, and, last but not least, the availability of competent, trustworthy, and knowledgeable leadership

for supervision. Work satisfaction is highly predisposed by both what one supposes and what one really obtains in compensation (Najma et al., 2020).

### **2.1.1.2 Theories of Job satisfaction**

A growing corpus of research on job satisfaction theories implies that theories are usually categorized depending on their type or chronological development. Research indicates that various situations might result in job satisfaction or discontent (Urošević et al., 2016). Ghaffari et al. (2017) noted that a number of content theories, including as Alderfer's ERG Theory, Herzberg's Two Factor Theory, McClelland's Theory of Needs, Maslow's Need Hierarchy, and Theory X and Y, corroborate this assertion. In contrast, process theories include Cognitive Evaluation Theory, Goal Setting Theory, Expectancy Theory, Reinforcement Theory, Equity Theory, and Behavior Modification Theory. These theories' specifics are given below.

#### **2.1.1.2.1 Maslow's Theory of Motivation/Satisfaction**

The most frequently cited theory of motivation and satisfaction is Maslow's 1943 Hierarchy of Needs. Maslow's (1943) hypothesis, based on humanistic psychology and clinical practices, proposed that an individual's needs for motivation and satisfaction may be placed in a hierarchical or pecking order. According to Omah (2019), these requirements include those for self-actualization, esteem/achievement, safety, social, and bodily needs. The idea is that when any degree of these demands is satisfied or provided, motivation ends. The next higher level must be introduced in order to encourage the subject to experience Maslow's hierarchy of needs (1943).

#### **2.1.1.2.2 Herzberg's Two-Factor Theory**

Bodjrenou et al. (2016) claim that Herzberg's theory is the best model for examining job satisfaction, and they have used it as a theoretical foundation to evaluate police officers' job happiness. The two factors that determine whether an employee is satisfied or unhappy with their capacity to fulfill their duties are job-satisfiers, also known as motivator factors, and job discontent, also known as hygienic factors, according to the Two Factor Theory. Job-satisfiers are characteristics of a job that make a person feel more satisfied with their work; these characteristics include advancement, accountability, achievement, and the actual work itself.

Motivation variables are internal elements connected to higher order wants, according to Herzberg et al. (1959). These elements consist of the possibility of professional success, acknowledgment for one's achievements, and growth prospects and demanding labor, job responsibilities, and the actual work, given that it's engaging (Amos et al., 2008). The existence of intrinsic variables or motivators is linked to job happiness, whereas their absence is unrelated to job discontent (Urošević et al., 2016).

#### **2.1.1.2.3 Equity Theory**

This idea has been extensively studied for many years under the general category of distributive justice. The proponent of the theory contends that workers ought to assess the relationship between their contribution and results from their jobs, and they ought to contrast this ratio with peers at other companies. A state of equality is stated to exist when people realize that their ratio is the same as that of their counterparts in other organizations (Najma et al., 2020).

#### **2.1.1.2.4 Job Design Theory**

This notion states that an employee's work duties will reveal their level of accountability inside the organization. Employees that have clearer jobs are more concerned, dedicated, and content with their work. Consequently, greater job happiness is a result of employment transparency. According to the theory, an individual's perception of the value of their work and, eventually, their degree of pleasure are influenced by five aspects of a job: autonomy, task significance, task identity, skill variety, and task identification (Ghaffari et al., 2017).

#### **2.1.1.2.5 Selected Theory for the Study**

Job satisfaction is influenced by a variety of factors, including external and internal motivators, the level of supervision, interpersonal relationships within the team, and the degree of an individual's success or failure at work. Job satisfaction, which was once defined as an attitude indicating a person's judgment of their employment or experiences at a certain moment in time, is unquestionably one of the most talked-about job attitudes.

## **2.1.2 Concepts of Organizational Performance**

### **2.1.2.1 Definition of Organizational Performance**

It is commonly known that an organization's performance serves as a barometer for both the value it offers to stakeholders and consumers, as well as the efficacy of its management. Organization performance is the study of how well an organization performs with respect to its goals and objectives. Within business organizations, the three primary outcomes that are analyzed are financial performance, market performance, and shareholder value performance (Mousa and Othman, 2020).

The performance of the business should be evaluated using a range of metrics, depending on the type of organization, such as effectiveness, efficiency, customer satisfaction, and financial leverage (Muriithi and Tadesse, 2018). On the other hand, organizational effectiveness is defined as the extent to which a business achieves its objectives and fulfills its mission. It was also described as a performance metric that was evaluated in relation to a preset benchmark. Organizational efficiency is the optimal transformation of inputs into outputs, such as punctuality, accuracy, and the value of services and program delivery. It is a ratio that illustrates the discrepancy between the expenses incurred and the outcomes attained in the course of accomplishing these goals (Obibhunun and Obiekwe, 2020).

The ability of a business to meet the needs of its most significant stakeholders in the past, present, and future—that is, to adapt effectively to changing conditions and its environment—is referred to as organizational relevance. The ability of the business to innovate in response to newly acquired knowledge and data is what allows it to create novel, highly productive environments. According to Okechukwu and Onyebuchi (2019), a business is deemed financially viable if it can raise the capital required to support its operations throughout the short, medium, and long terms while maintaining its financial sustainability. Organizational performance is the ability of an organization to optimize results and achieve its goals. In the modern workforce, organizational performance refers to a company's ability to achieve goals in a constantly shifting environment. Organizational performance is the ability of an organization to optimize results and achieve its goals. In today's workforce, organizational performance refers to a company's ability to achieve goals in a constantly shifting environment (Omah, 2019).

### **2.1.2.2 Measurement of Organizational Performance**

Organizational performance typically covers three specific areas of firm outcomes: financial performance (profits, return on investment, return on assets, etc.); product market performance (sales, market share, etc.); and shareholder return (total shareholder return, economic value added, etc.). (Onyebuchi and Okechukwu, 2019). Evaluating an organization's performance in relation to its goals and objectives is known as organizational performance. Alternatively expressed, organizational performance can be defined as the discrepancy between anticipated and actual outputs. According to Muriithi and Tadesse (2018), it also has to do with how successfully a business runs or achieves its predetermined aims and objectives.

A performance measure is a metric that may be applied to assess businesses. Most executives look at measures like revenue, profitability, and stock price to gain a better understanding of how successfully their companies are competing in the market. However, according to Ghaffari et al. (2017), these measures only provide a partial picture of how well a company is doing. According to Okechukwu and Onyebuchi (2019), organizational performance encompasses three distinct aspects of company outcomes: (a) profit, return on investment, and market share for products; (b) financial performance, which includes profits, return on assets, and return on investment; and (c) shareholder return, which includes total shareholder return and economic value contributed. Most executives want to know how successfully their companies are competing in the market (Mousa and Othman, 2020).

### **2.1.2.3 Related Theories to Organizational Performance**

This study is affixed in the Resource Founded View Theory (RBV) and Organizational leaning theories of a firm.

#### **2.1.2.3.1 Resource Based View Theory (RBV)**

Workers can contribute to an organization's acquisition and sustenance of a competitive edge. This is feasible when a business have a human resource base that rivals or competitors are unable to match or replicate. The business must decide if significant potential resources fit the criteria of being rare, valuable, one-of-a-kind, and unable to be replaced by competitors in the same

industry. Firms must take care of and maintain the resources that hold these evaluations because doing so can improve organizational performance (Guest et al., 2020).

### **2.1.2.3.2 Organizational Learning Theory**

Organizations can use development and training to boost performance by considering ongoing organizational learning as a crucial competence. To stay competitive, a business must constantly assess its external environment and should value consulting with specialists. One method that organizational learning helps an organization achieve better performance and a competitive advantage is by measuring the rate at which it learns. When employees engage in continuous learning to stay current with knowledge and information, the organization's human capital is enhanced overall. Any company that strives for excellence will unavoidably gain knowledge from both its triumphs and setbacks faster and more efficiently than its competitors. Organizational learning finds it challenging to reproduce human resources because of their always changing nature. Organizations that learn over time yield higher levels of customer satisfaction and eventually increase sales and profitability. Organizational learning generally concentrates on how human capital can be used as a resource to create competitive advantage and how it may enhance a firm's performance (Pamella, 2018).

### **2.1.3 Summary of Theories**

The possible link between job satisfaction and Performance has been assumed and clarified through several theories. This study mainly derived from Two-Factor hypothesis as managers should place a strong emphasis on ensuring that the hygiene aspects are adequate in order to prevent employee unhappiness. Additionally, supervisors have to ensure that the work is fulfilling and interesting in order to inspire workers to put in more effort and produce better work. Basically, scientists holding this view believe that it is not necessary to adapt the employ satisfaction in accordance with any strategy or to any specific organizational context (Guest et al., 2020). Consequently, Resource Based View (RBV) is a general way of theorizing about how competitive advantage can be achieved through the possession of valuable and rare resources that are hard to imitate by other competitors. When applied to the job satisfaction and organizational performance link, one is to consider the employees as a resource like other

organizational resources, where the main goal for the job satisfaction is build up to stimulate the kind of behaviour that creates advantages for the organization (Pamella, 2018).

The Resource Based View of the firm (RBV) has also been applied to the HRM-performance relationship. RBV signifies this study as one perspective that provided a rationale for how a firm's human resources could provide a potential source of sustainable competitive advantage. Specifically, this assumes that a certain business strategy demands a unique set of behaviours and attitudes from employees and certain human resource policies produce a unique set of responses from employees. Given that capabilities are an organization's ability to use resources, and resources are stocks of available factors that the company owns or controls, it is reasonable to believe that it is the bundling of the resources that builds capabilities. The application of the collection of priceless resources at the firm's disposal forms the basis of the firm's competitive advantage, or RBV. This theory is therefore crucial to the study since it shows that businesses compete in a dynamic and ever-changing business environment. On other hand, learning theory signifies by this theory as it proposes that an organization should change its activities to match the changing environment for it to remain competitive in a dynamic and unpredictable environment. In organizational learning, sharing and transferring of knowledge and information takes place at the individual or employees level specifically when it is being done by more to less experienced employees.

#### **2.1.4 Relationship Between Job Satisfaction and Organizational Performance**

The contentment of employees has a big impact on a company's performance and productivity. When job satisfaction is achieved, employee motivation and commitment to the organization both rise, which eventually translates into improved performance (Al-dalahmeh et al., 2018). Furthermore, happy employees are more likely to be committed to their task, which can increase production and enhance overall performance. Moreover, research has shown that job satisfaction moderates the association between performance and organizational culture, emphasizing the importance of this link in fostering positive outcomes (Pamella, 2018). Furthermore, there is a positive correlation between employee satisfaction and productivity at work since it increases engagement and job performance (Omah, 2019).

Generally speaking, worker dedication, motivation, and productivity are all impacted by employee satisfaction, which raises overall performance and productivity levels within the firm (Pamella, 2018). The relationship among motivation, output, and job happiness at work: An individual who is content with his employment, compensation, and job responsibilities is more likely to perform effectively in the organization. Both internal and external motivation influence work and performance (Obibhunun and Obiekwe, 2020).

#### **2.1.4.1 Recognition and Organizational Performance**

The act of expressing gratitude and acknowledging staff members for their contributions to the organization that are related to its goals, values, and mission is known as employee recognition. There are several ways to recognize an employee, including through peer-to-peer, manager-led, or leadership-led methods (Omah, 2019). It has long been known that employee recognition is an essential management strategy that benefits both people and businesses. But putting recognition programs into place strategically and methodically is a challenge for a lot of firms (Obibhunun and Obiekwe, 2020). The objective of this suggested model is to tackle this difficulty by offering a structure for recognizing and executing diverse forms of acknowledgment in the work environment. A useful framework is suggested for organizations to improve their recognition procedures (Bodjrenou et al., 2016). Organizations may cultivate a good work environment that promotes employee engagement and eventually aids in their overall performance by implementing a methodical and strategic approach to recognition. It is imperative that companies understand the value of employee appreciation and act quickly to put in place efficient programs (Omah, 2019).

- *Hypothesis 1 – Recognition has a positive and significant effect on organizational performance of textile industry in Ethiopia*

#### **2.1.4.2 Reward and Organizational Performance**

Emotional and behavioral components of attitudes are also involved in job satisfaction. They also viewed that several factors are conducive to job satisfaction (Pamella, 2018). Mentally challenging work involving a fair amount of variety freedom, utilizing workers' skills, abilities, and receiving feedback on their work Equitable rewards, such as pay a promotion policies and

practices that workers perceive as fair, based on the demands of a job (Najma et al., 2020). Many people are prepared to work for less money if their work has other rewards. It is found that working conditions are conducive to doing the job well, including safety, clean environment, and adequate equipment (Obibhunun and Obiekwe, 2020).

- *Hypothesis 2 – Reward has a positive and significant effect on organizational performance of textile industry in Ethiopia*

#### **2.1.4.3 Team Work and Organizational Performance**

The payment that an employee receives from their employer in exchange for their services is known as a reward. Not just cash and other forms that can be exchanged for other currencies, but also things like a cozy workspace, a supportive team environment, access to decision-making, a shared sense of accomplishment and challenge, better growth prospects, and other things that are hard to quantify in different currencies but are nevertheless benefits. Anything that draws an employee's attention and motivates him to work might serve as a reward (Omah, 2019). Every employer wants to have staffs that are competent and dependable. Employers must allow enough space and support for employees to advance in their careers in order to create such a team (Najma et al., 2020). Although each employee is in charge of their own professional development, enabling them to advance their skills will also help the company and the employer (Okechukwu and Onyebuchi, 2019).

- *Hypothesis 3 – Team Work has a positive and significant effect on organizational performance of textile industry in Ethiopia*

#### **2.1.4.4 Career Growth and Organizational Performance**

Career development includes all of the activities that assist an individual in moving forward in their career. Employees and their companies gain from career development and growth in various ways (Arshad et al., 2019). Employers can utilize career development to assist staff members in identifying their career goals and providing guidance through them in order to succeed. It might entail one or more strategies, like getting accreditations and obtaining a certification or degree. Career management is crucial for both employees and companies. Organizations improve overall performance by assisting employees in their quest for promotion.

Thus, a career management program can be executed in a variety of ways (Obibhunun and Obiekwe, 2020).

According to Bayraktar, Araci, Karacay, and Calisir (2017), all of the actions an individual takes to reach their professional objectives are included in career growth. Certain of these milestones are quite little, such as learning a new skill or completing a challenging task. Some are more significant, like receiving a promotion or an advanced degree. Thus, emphasizing growth enables staff members to pursue their interests, increase their income, advance in their careers, or take on greater responsibilities. In the end, it might increase their overall contentment and wellbeing and provide them with a feeling of direction (Ye, Seunghyun, & Youngjun, 2017). Professionals get more involved and satisfied in their work as they continuously increase their knowledge and skill set. A sense of purpose, fulfillment, and personal achievement is provided by the learning and promotion opportunities, and this greatly adds to total job satisfaction (Pamella, 2018). It enables the person to pick up new abilities, information, and experiences, all of which can boost one's self-worth and job happiness. Establishing and fulfilling career goals gives workers focus and keeps them motivated to work hard (Omah, 2019).

- *Hypothesis 4 – Career Growth has a positive and significant effect on organizational performance of textile industry in Ethiopia*

#### **2.1.4.5 Working Condition and Organizational Performance**

Working conditions include things like hours worked, compensation, breaks, and the mental and physical strain of activities that employees must do. It describes elements of an employee's terms and conditions of employment as well as the workplace. A productive working atmosphere not only increases employee creativity and teamwork but also lowers error and absenteeism rates and, in the end, lengthens employees' tenure. An organized, well-lit, and cozy workstation can significantly increase staff output (Okechukwu and Onyebuchi, 2019). However, workers may feel uncomfortable, irritated, or distracted while they are working in a setting that is too hot, chilly, light, or noisy (Najma et al., 2020).

It has been discovered that problems such as inadequate lighting lead to physical diseases including headaches and eyestrain, as well as reading impairment and clerical errors. Lethargy, irritation, and a lack of ambition or concentrate have all been related to uncomfortable weather,

regardless of the temperature (Pamella, 2018). The circumstances in which workers are required to work; this covers things like allowed breaks, workplace lighting, heating, and ventilation, the security and comfort of vehicles, machinery, and other equipment, appropriate staffing numbers, and disciplinary actions (Najma et al., 2020).

- *Hypothesis 5 – Working condition has a positive and significant effect on organizational performance of textile industry in Ethiopia*

#### **2.1.4.6 Job Security and Organizational Performance**

For workers to feel satisfied in their professions and to maintain the necessary mental stability, job security is essential. Managers can relax knowing that their staff members will provide high-quality work and expedite the achievement of corporate goals when they are both competent and psycho stable (Okechukwu and Onyebuchi, 2019). This is due to the fact that, even though individuals with unstable employment are driven to work hard, the fear of losing their jobs—along with the stress, annoyance, bitterness, and exhaustion that comes with taking on more work or searching for another job—makes it more difficult for them to do well, effectively negating any possible advantages (Najma et al., 2020). The assurance of an employee's employment continuation as a result of the nation's overall economic conditions is known as job security. It is focused on the likelihood or potential for an individual to maintain their current position (Urošević and Pejčić, 2020).

The performance of the team as a whole and the organization as a whole are greatly impacted by job security (Anantha et al., 2018). It has been observed that workplaces with low job security lead employees to lose hope for the future, which has an impact on output (Nanjundeswaraswamy et al., 2020). An employee's likelihood of carrying out his duties well is directly related to his level of job security, and this is reflected in the organization's overall performance. For instance, tasks are typically divided into jobs in organizations, and each person is given a job. Individual performance is used to evaluate each job that employees perform (Omah, 2019).

- *Hypothesis 6 – Job Security has a positive and significant effect on organizational performance of textile industry in Ethiopia*

## 2.2 Empirical Review

Maran et al. (2021) conducted a study on the variables impacting worker job satisfaction in industries in the Kanchipuram District. The study looked at a number of variables that influence workers' happiness at work, including compensation, benefits, and recognition; work-life balance; relationships between managers and subordinates; employee engagement; and career advancement. The results demonstrated that there was a significant level of agreement between the employees' assessments of the factors affecting work satisfaction. The work atmosphere, employee involvement, and rewards and recognition were the main factors that determined employment happiness.

Najma et al. (2020) set out to determine the present relationship between organizational performance and its effect on work satisfaction. Many firms fail to give employee satisfaction the attention it needs, even though it has a considerable impact on company success. This is because senior management fails to appreciate the importance of employee satisfaction or how it affects worker productivity and behavior. In order to ascertain the relationship between job satisfaction and organizational success, they have conducted an extensive inquiry and data analysis in this study. This study uses an exploratory methodology and performs a numerical analysis on survey data collected by random sampling.

Nanjundeswaraswamy et al. (2020) carried out a study on the "job satisfaction of employees working in manufacturing SMEs". The study aimed to evaluate the present level of job satisfaction and ascertain the influence of employees' demographic features on job happiness. Twelve drivers of job satisfaction were identified based on the frequency of usage. Among them were opportunities for professional advancement, work-life balance, teamwork and recognition, training and development, working conditions, welfare facilities, benefits, leadership philosophies, promotion, and compensation. This study was carried out at SMEs that specialize in metal manufacturing in and around Bangalore. The data analysis revealed that approximately 44.2% of the 163 survey respondents were content, whereas approximately 55.8% of respondents expressed dissatisfaction. It was clear from statistics showed that the majority of employees weren't satisfied with their occupations. Age and work experience have an impact on job satisfaction. The results indicate a high correlation between rewards and recognition and

employees' job satisfaction. Furthermore, there is minimal correlation between communication methods and job satisfaction among employees.

The aim of Urošević and Pejčić (2020) was to ascertain whether the benefits provided by the companies—such as overtime, material and nonmaterial pay, benefits, and working conditions—have an effect on the level of employee satisfaction. The study was conducted within textile companies in the Republic of Serbia. The survey looked at how satisfied workers were with their working environment and job content. It was discovered that the attitudes of the respondents about working circumstances, the attitude of the direct supervisor in daily communications, the relationships between employees when completing tasks, the social welfare system, and the development of teamwork inside the company while completing tasks were similar.

Okechukwu and Onyebuchi (2019) investigated the relationship between work satisfaction and organizational performance from a theoretical standpoint. It says that increased worker satisfaction is a prerequisite for improved organizational performance. They claim that an employee with positive views regarding his work is one who is extremely satisfied with it. On the other hand, a worker who is dissatisfied with his job has a negative attitude toward it. Better organizational performances are also a result of devoted workforces that are happy with every part of their work within the companies. As the study concluded, job satisfaction has a negative correlation with low work drive, increased absenteeism, and turnover, but it also increases employee engagement to an organization, enhances motivation, and directly affects productivity.

Anantha et al. (2018) investigate the factors affecting employees' job satisfaction in a manufacturing facility in Malaysia. The study showed that pay and benefits, leadership, work groups, the working environment, and justice were organizational components that had a significant impact on worker job satisfaction in the automobile industry. Under the heading "the impact of employee job satisfaction toward organizational performance," Murad (2018) carried out research on the relationship between work satisfaction and organizational performance. The findings demonstrated a strong positive correlation between employee job satisfaction and organizational success.

The most valuable assets of a company are its personnel, claim Bodjrenou et al. (2016). Due to their importance to businesses, it is imperative to both attract and retain the best personnel for an

extended period of time. This broadsheet aims to uncover factors that impact employee retention by reviewing the results of previous research undertaken by various scientists. This study looked closely at the following general factors: independence, growth opportunities, work-life balance, remuneration, management/leadership, work environment, social support, and training and development. The review concluded that additional investigation of employee retention is essential in order to fully comprehend this complex area of human resource management.

According to Mustafizur et al. (2017), most industrialized countries' apparel industries have robust manufacturing systems even though they pretend to use cutting-edge resources, technology, raw materials, etc. Bangladesh may not have the infrastructure required for this, but it does have the labor force to oversee high-quality production. Because they lack the authority to carry out their employment in a way that fulfills them, many employees in the textile and apparel industries are unable to be utilized to the fullest extent of their abilities. As a result, the products of their industry are not productive. Production managers and top management in the garment industry are always thinking about ways to motivate staff to boost productivity. An employee's readiness to take action to accomplish a certain objective by performing better at work is created and encouraged by a set of processes known as motivation. To better understand motivation, this study examines a range of motivational factors in Bangladesh's textile industry. The main objective of this study is to demonstrate the effective implementation of motivation theory at the worker level (about 50 individuals) in a well-known Bangladeshi clothing firm. It accomplishes this by emphasizing the fundamental benefits and productive results that driven employees offer. The thesis of this essay is that by motivating staff members to be more productive, labor costs can be decreased.

In Puducherry, India, workers in the manufacturing sector had their job satisfaction levels assessed by Ravichandran et al. (2015). The relationship between working conditions, promotions, and work environment characteristics and employee job satisfaction was investigated by the researchers. The sample from which the data was collected consisted of 160 employees selected by simple random selection; 150 of those samples are reliable and useful for analysis. Consequently, data analysis showed that job satisfaction is more strongly influenced by promotions. However, the study discovered that in order for the business to turn a profit, it was imperative that it prioritize and care for its employees. The researcher continued by offering

advice and suggesting that the industries concentrate on the workspace in order to provide employees a sense of security and safety there.

### **2.3 Research Gap**

According to Mesfin and Tasew (2023), Ethiopian employers in the manufacturing sector have shown a concerning disregard for employee job satisfaction. Despite Ethiopia's diverse manufacturing sectors and annual production of numerous graduates, Mustafizur et al. (2017) argue that the country's garment industry lacks adequate infrastructure compared to industrialized nations, yet possesses a skilled workforce capable of high-quality production. However, many workers in Ethiopia's textile and garment sectors are unable to fully utilize their skills and potential due to constraints that limit their job fulfilment. Previous studies have identified significant research gaps, particularly in contextual factors that influence job satisfaction (Kothari, 2019). Mesfin and Tasew's (2023) research represents a notable advancement in understanding how job satisfaction impacts organizational performance in Ethiopia, focusing on variables like remuneration, working environment, promotion, supervision, and teamwork. However, their study overlooked critical variables essential to the industry sector, such as recognition, career growth, working conditions, and job security. Acknowledgment through recognition is crucial in fostering employee engagement and motivation within industries (Ravichandran et al., 2015). Job security enhances employee engagement, while opportunities for career growth lead to higher productivity and proactive performance improvements (Mousa & Othman, 2020).

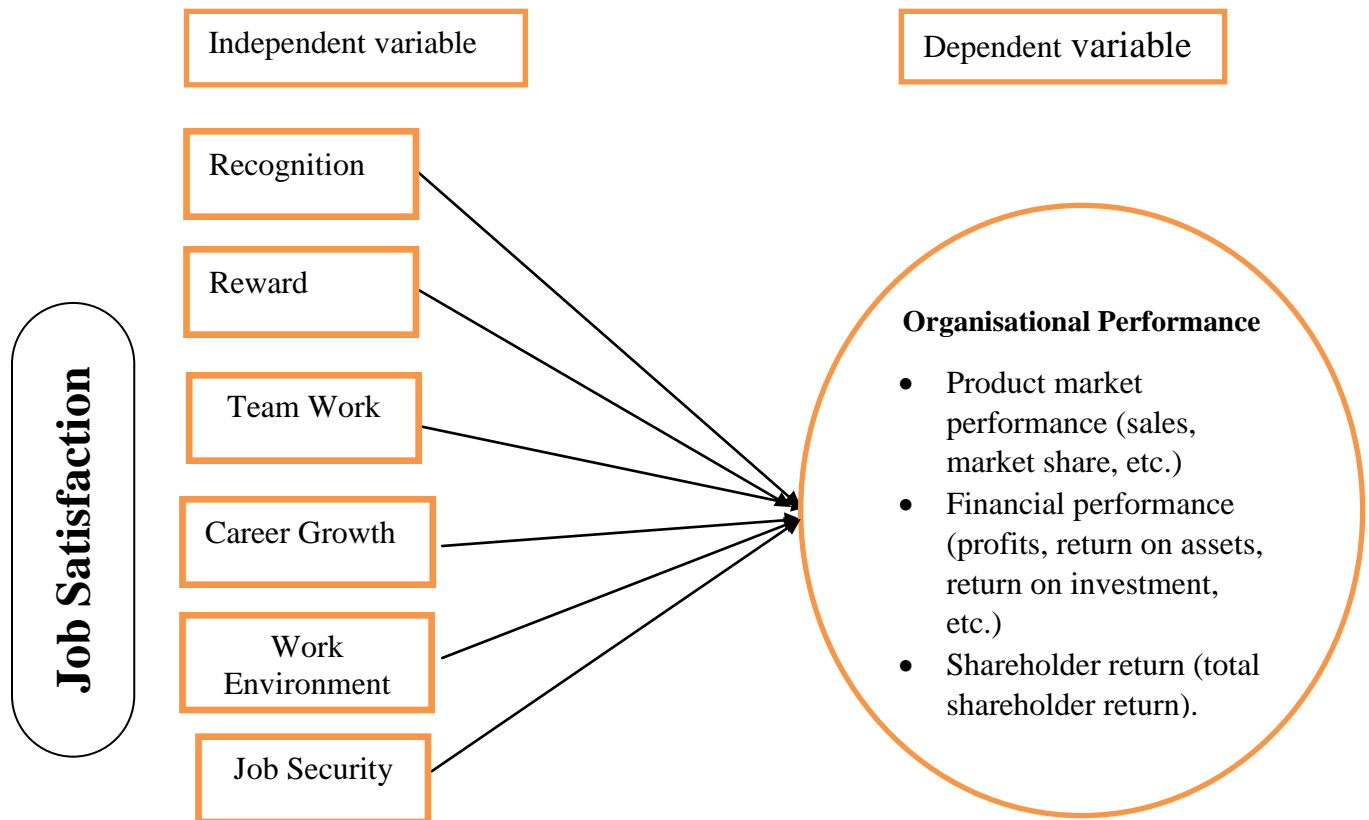
A geographical gap in research refers to an underexplored area where there is insufficient study material or attention given to a specific geographic location (Creswell, 2014). Studies from Serbia, Asia, and developed countries have extensively examined the relationship between job satisfaction and performance, as seen in works by Nanjundeswaraswamy et al. (2020), Urošević and Pejčić (2020), and Okechukwu and Onyebuchi (2019). However, there exists a geographical gap in research focused on the Ethiopian textile sector.

Methodological gaps arise due to limitations in the methods and techniques employed in research (Kothari, 2019). Previous studies such as Najma et al. (2020) have explored the effects of employee satisfaction on corporate performance using exploratory methodologies. Exploratory research is conducted to gain a deeper understanding of a topic before undertaking more

advanced studies like causal or descriptive research (Creswell, 2014). This shows that few researches have been conducted at factory level regarding the influence of employee job satisfaction on organizational performance, and it is also unclear whose department is in charge of overseeing the program. Therefore, even though some studies like Mesfin and Tasew (2023) went further to study the role of job satisfaction in relation to performance improvement in industrial settings, this study evaluate djob satisfaction by using two factor model including work environment, recognition, career growth and job security as significant variables of determining organizational performance.

## 2.4 Conceptual Framework

According to Kothari (2019), research constitutes an innovative addition to the current body of knowledge, contributing to its advancement. Research also includes the methodical process of formulating a theory and making generalizations.



**Figure 1 Conceptual Framework**

Source: Adopted and modified from Nanjundeswaraswamy et al., (2020).

Based on the literature review, a conceptual framework was developed to examine the relationship between employee job satisfaction factors and organizational performance. In this conceptual framework, the six independent variables (such as recognition, reward, team work, career growth, working environment and job security) was considered as factors affecting job satisfaction and organization performance (dependent variable) which form the frame work for this project.

The selected framework (See Figure 2) was adapted from the study conducted by Nanjundeswaraswamy et al., (2020) based on a study on job satisfaction of employees working in manufacturing sector. This study identified twelve drivers of job satisfaction and the study's goals were to assess the current state of job satisfaction and determine their study. These included work-life balance, professional growth chances, training and development, working conditions, teamwork and recognition, welfare facilities, benefits, leadership philosophies, promotion, and remuneration.

Job satisfaction depends on finical and non-financial factors or psychological, physiological, and environmental circumstances. Job satisfaction is the content practiced by employees at their job. Thus this study used the six independent variables (such as recognition, reward, team work, career growth, working environment and job security) to study the effect of as job satisfaction on organization performance (dependent variable).

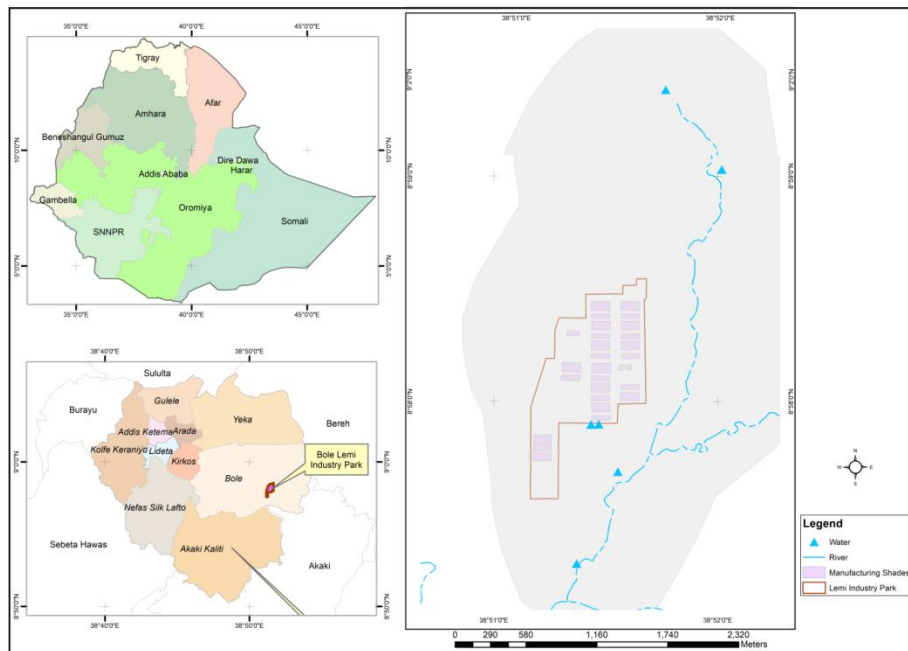
# CHAPTER THREE

## RESEARCH METHODOLOGY

This chapter covers the following topics: research design; target population; data type and source; sample design; data collection technique; data collection tools; data analysis and presentation technique; and, lastly, validity and reliability as well as ethical considerations.

### 3.1 Description of the Study Area

This investigation was carried out in each of the Addis Ababa's urban regions where the industrial under examination is located. Addis Ababa is rapidly developing and urbanizing. Potential strains and shocks could prevent the city from reaching its growth objectives (Addis Ababa City Administration, 2023/2024).



**Figure 2 Addis Ababa City Administration Map**

Source: Industrial Parks Development Corporation and Addis Ababa City Administration, 2023/2024

The industrial under inquiry is located in each of the urban regions of Addis Ababa, where this investigation was conducted. Addis Ababa is urbanizing and developing quickly. The city may not be able to achieve its growth goals due to potential stresses and shocks (Addis Ababa City Administration, 2023/2024).

### **3.2 Approach of the Study**

When the condition of classification reflects the research approach, it can be approached as mixed, qualitative, or quantitative. Examining and considering the less concrete facets of a research topic, such as values, attitudes, and perceptions, is the focus of qualitative research, which is more subjective than quantitative research. On the other hand, quantitative research focuses on quantifying the scale, range, frequency, etc. of events by gathering and evaluating numerical data. Additionally, mixed methods incorporate the gathering and analysis of both quantitative and qualitative data into a single study or research project (Creswell, 2014).

In this study, quantitative approach was adopted. In case of quantitative approach, the researcher determined what to study, asks the respondent close-ended questions, gather numeric data from the respondent, and analyse this numbers using statistics. In order to achieve the objective of the study, this study adopted quantitative approach to quantify the respondents' evaluation and examined the relationship between variables in industrial sector through generating numerical data by using close ended questionnaire.

### **3.3 Research Design**

A research design aids in the gathering, organizing, analyzing, and interpretation of data by the researcher (Kothari, 2019). In order to examine the relationship between factors, specifically job satisfaction and organizational performance, the researcher mostly chose explanatory research. This is so that explanatory research may measure and identify the causal relationships between events in order to better comprehend them. It meant that theories on worker job satisfaction and performance were applied, mathematical models were used, and causal relationships between them were described. Additionally descriptive research design was preferred to obtain complete and adequate information and present the truth and come out feasible solution. It also provided a detailed current level of employee job satisfactions and organizational performance in the

study area. In addition, it described various aspects about labor management in Ethiopian industrial situation with its perceived strategic human recourse management. Consequently, this study appropriately employed descriptive and explanatory research methods.

### **3.4 Unit of Analysis**

The study unit of analysis was individuals who are working in selected textile manufacturing sector found in peri urban areas of Addis Ababa namely in Bole Lemi Sub City in Addis Ababa.

### **3.5 Population and Sampling Design**

Population is the universe of units from which the sample is to be selected or it is an entire group of persons or elements that have at least one thing in common. Sampling is the process of selecting the target respondent that accurately represents the population that has been studied. The primary purpose of sampling is that by selecting some elements of a population, the researcher can conclude the entire population. For some research questions, it is possible to collect data from an entire population as it is of a manageable size (Creswell, 2014).

#### **3.5.1 Target Population of the Study**

The target populations for the study was the employees of Jay Jay Textiles PLC functioning in of the main industrial park of Addis Ababa City Administration. There are a total of 213 permanent and professional employees of Jay Jay Textiles PLC who were targeted for the study.

#### **3.5.2 Sample Size Determination**

Sampling is concerned with the selection of a subset of individuals from the population to estimate the characteristics of the whole population. In this study, the researcher preferred to the following sampling formula that was adopted using 95% confidence level.

Out of the total population of 213, 138 sample sizes was selected for the survey as per the sampling technique based on the following formula of Yamane (1973):

$$\mathbf{n} = \frac{N}{1+N(e)^2} \quad \mathbf{n} = \frac{213}{1+213(.05)^2} = 138$$

Where  $n$  = the sample size

$N$  = size of population

$e$  = the level of accuracy ( $e = 0.05$ )

$N$ =Population size, and

$e$ =sampling error/level of precision=5%

### 3.5.3 Sample Selection Technique

**Table 1 Sample Size Determination**

No	Position	Population	Proportion	Sample Size
1	Operation Staffs	89	0.648	58
2	Supervisors and Supply Chain	59	0.648	38
3	Human Resource and Finance	40	0.648	26
4	Marketing and Service Delivery	25	0.648	16
<b>Total</b>		<b>213</b>		<b>138</b>

*Source: Survey Result, 2023/2024*

In order to collect the data from the target population, this study used stratified proportion sampling which as on the basis of the employees' position. This helped to get information from human resource department of Jay Jay Textiles PLC in Addis Ababa. With this technique, the sampling frame can be organized into relatively homogeneous groups (strata) before selecting elements for the sample. This study used proportional stratified random sampling that involves taking random samples from employees' position as stratified groups, in proportion to the population. Then, this study finally used a simple random sample that was used to represent the entire data population and randomly selects individuals from the population without any other consideration.

### **3.6 Data Type and Sources**

The researcher mainly used primary data to investigate the effects of job satisfactions or performance. The primary data was collected through questionnaire to collect primary data. These data were collected from questionnaire. Primary data was originated by the researcher for the specific purpose of addressing the problem at hand. Consequently, the primary data was originated by the researcher for the specific purpose of addressing the problem that was indicated in the first chapter. The main advantage with this type of data was supposed to collect data with the research's purpose in mind. It implied that the information resulting from it was more consistent with the research questions and objectives.

### **3.7 Research Instrument**

In this study, the researcher also applied mainly primary data. The primary data was collected from the employees of Jay Jay Textiles PLC in Addis Ababa through dispatching standard questionnaires instrument to them. The closed ended questions provide alternative answers from which respondents select the answer because they are easier to analyst and are economical in terms of time. A five point Likert scale measurement questions were intended because five point Likert scale measurement is commonly recommended to be more appropriate and easier to understand by the respondents and it is the common rating scale that allows respondents to rate quality from high to low or best to worst. The questionnaire compromises questions which were related to the study objectives. The questionnaire was divided in to two sections. Section A captured the background information of the respondents and state corporations. Section B captured the extent of compliance with job satisfaction and performance.

The standardized questionnaire contained job satisfaction and organizational performance through the Job Satisfaction Index was created in 1980 by Schriesheim and Tsui. It creates an indicator that characterizes total job satisfaction using six items. There are single questions on the scale to gauge how satisfied employees are with the work itself, management, co-workers, compensation, prospects for advancement, and the employment in general (Anantha et al., 2018). Further, this study used the study of Okechukwu and Onyebuchi (2019) who contended that organizational performance encompasses three discrete aspects of company outcomes: (a)

product market performance, which includes sales and market share; (b) financial performance, which includes profits, return on assets, return on investment, and so on; and (c) shareholder return, which includes total shareholder return and economic value contributed, among other things.

### **3.8 Procedures of Data Collection**

Before obtaining approval, facility authorities at Jay Jay Textile Industry would be briefed about the research purpose and given a self-introduction. Furthermore, a business research data collection supervisor or an experienced data collector with a BSC in statistics, business, or human resources was appointed. The team received a half-day orientation covering the goals, data collection techniques, and other pertinent ethical concerns in order to ensure the quality of the data. Lastly, an invitation to take part in the study was extended to all chosen employees. The study did not include daily laborers or temporary workers who did not meet the eligibility requirements.

### **3.9 Methods of Data Collection**

One method of gathering data is by self-administered paper questionnaires, which are paper forms that are mailed or delivered to respondents, who then fill them out and return them to the surveyor. The researcher also used primarily primary data using self-administered surveys that was distributed by in-person to the employees of Jay Jay Textile Industry PLC and they were expected to complete the questionnaire with paper and pencil. All of the questions in this study was open-ended questions that require the respondents to fully communicate their thoughts with little or no restrictions.

### **3.10 Variable of Study**

There were two kinds of the variable; dependent variable and independent variables. According to Creswell (2014), the dependent variable is an attribute or characteristic that is dependent on or influenced by the independent variable, while the independent variable is an attribute or characteristic that influences or affects an outcome on the dependent variable. In this study, job satisfaction in terms of recognition, carer growth, work environment and job security were the

independent variable, also called as variable X, and the dependent variable were organizational performance, also called a variable Y (See the Model Specification below).

### **3.11 Method of Data Analysis and Presentation**

With the support of SPSS version 25, was gathered through the questionnaire was entered, revised, arranged, examined, interpreted, and presented in accordance with research goals.

#### **3.11.1 Descriptive Analysis**

In the data description, there were two analyses to be done. They were the distribution of frequency table and descriptive statistic. In the data analysis of this study, descriptive analysis applied descriptive statistics such as frequencies, percentages, means and standard deviations were used to summarize and present the data. Also, tables use increase understanding and facilitate easy comparison of the data collect from the survey. In descriptive, statistics were conducted in order to describe patterns and general trends in a data set. Descriptive statistics was used simply to describe the sample which is concerned with.

#### **3.11.2 Inferential Analysis**

With regard to statistical regression (particularly multiple regressions) are used to examine the significance contribution of each independent variable to the dependent variable. The correlation of two variables independent variables and dependent variables were presented. Besides, inferential statistics such as multiple regression and Pearson Correlation were used to determine how the independent variable affects the dependent variable. Bivariate correlation is one of the inferential statistics that was utilized to examine the relationship between the independent and dependent variables. Additionally, a multiple linear regression model was utilized to ascertain the combined influence on the relationship between job satisfactions and organizational performance, while correlation and linear regression were employed to test for relationships. Finding the model's overall fit (variance explained) and the proportional contributions of each predictor to the total variance explained are also possible using multiple linear regression analysis.

## Model Specification

The multiple linear regression model of the study was based on the theoretical regression model as indicated follows

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

Where:

Y= Organizational Performance

B= the y intercept.

X<sub>1</sub> – Recognition

b<sub>1</sub>= the regression coefficient of Recognition

X<sub>2</sub> – Reward

B<sub>2</sub>= the regression coefficient of Reward

X<sub>3</sub> – Team Work

B<sub>3</sub>= the regression coefficient of Team Work

X<sub>4</sub> – Career Growth

B<sub>4</sub>= the regression coefficient of Career Growth

X<sub>5</sub> – Work Environment

B<sub>5</sub>= the regression coefficient of Work Environment

X<sub>6</sub> – Job Security

B<sub>6</sub>= the regression coefficient of Job Security

e= error term.

### 3.12 Validity and Reliability of Data

Validity and reliability is used to measure the correctness and truthiness of the questioner and interviews in order to conduct the study.

#### 3.12.1 Validity

Creswell (2014) stated that validity is the development of sound evidence to demonstrate that the test interpretation (of scores about the concept or construct that the test is assumed to measure). According to Kotahri (2019), construct validity is a to which the totality of evidence obtained is consistent with theoretical expectations. After constructing the instrument related to some aspects measured, then the study consulted to achieve some expert judgments from at least three

validators to evaluate whether the components of the instrument are valid or not to be applied in research activities. The characteristic of validators were; 1) they had extensive experience in HR procedures in textile industries and 2) they had higher level of education status.

Moreover, Creswell (2014) stated that content validity is the perceptions of the content and procedure of an instrument in a study. The specification of this skill or structures should be made based on the industrial management and labor law and guidelines of the Federal Government of Ethiopia. Face and content validity is endorsed in order to confirm the appearance, relevance and representativeness of the survey in this study (Kothari, 2019). Moreover, the questionnaire was modified using a few pertinent studies and literatures. Additionally, the instrument was used to create the survey met the need to measure the desired issues, and it was constructed based on pertinent theories and verified by specialists. This indicates that content and construct validity was used in this investigation as needed. Further, ten (10) employees was participated in a pretest of the survey at the same time. In this study, in order to determine whether the questionnaires could yield the necessary data to meet the study's goals and hypotheses, a pilot test was carried out. In order to verify its validity, ten questionnaires were sent to various managers, experts, and specialists.

### 3.12.2 Reliability

The Cronbach's alpha statistics was used to assess the instrument's degree of reliability, which is determined by the consistency of the variables. According to Croswell (2014), Cronbach's alpha is a reliability indicator linked to the variation explained by the underlying construct's true score.

**Table 2 Cronbach's alpha Reliability Test Results**

Variables	Reliability Statistics	
	Cronbach's Alpha	No of Items
Recognition	0.813	5
Reward	0.824	5
Team Work	0.886	5
Career Growth	0.835	5
Working Environment	0.791	5
Job Security	0.744	5
Organizational Performance	0.841	8

*Source: Survey Result, 2023/2024*

The scales that was employed in this investigation was based on the known Cronbach alpha test of degree of reliability. As a result, it suggests that the scales' reliability was quite high, showing a high degree of internal consistency among the measurement items and that the chosen instrument measures the variables chosen accurately. Values of 0.70 or above was regarded as indicative of a credible data collection instrument in this context (Murad, 2018).

### **3.13 Ethical Considerations**

The investigation was carried out with ethical responsibility in mind. This entails telling the respondents about the goal of the research and how the data was used. The researcher collected information and hold it in complete confidence. When presenting, analyzing, and interpreting the data, the researcher did not add any personal touches to any of the respondents' responses. Lastly, respondent confidentiality was maintained to ensure that participants feel comfortable and free to share their opinions. The established and thorough research ethics that were covered in this study serve as a reminder that it is unethical for a researcher to submit biased or incomplete data. Confidentiality was strictly maintained for the duration of the investigation. As stated earlier, every piece of scientific evidence that is provided, along with any supporting paperwork, shall be examined and appropriately acknowledged in terms of research ethics.

An approved questionnaire was used by the study to gather data. Good qualitative data from the questionnaires were used to elicit further viewpoints on the assertions. Since questionnaires also provide respondents with the confidentiality needed for research, they were able to express their opinions. Participation in the study is entirely voluntary, and information confidentiality were guaranteed during as well as after data collection. Participants were advised of their right to withdraw from the study at any time, as well as their right to privacy, risk, and no immediate benefits.

## CHAPTER FOUR

### RESULTS AND DISCUSION

#### 4.1 Introduction

This chapter presents the research findings from the study, presentation of data, analysis and interpretation of data. A response rate and demographic profile of respondents is presented followed by presentation of result and analysis of responses on then study area in the surveyed industry in Addis Ababa.

#### 4.2 Response Rate

This study collated primary data from the employees of surveyed textile industry in Addis Ababa.

**Table 3 Response Rate**

No	Position	Question distributed	Questionnaires returned	%
1	Operation Staffs	58	56	97%
2	Supervisors and Supply Chain	38	36	95%
3	Human Resource and Finance	26	24	92%
4	Marketing and Service Delivery	16	14	88%
<b>Total</b>		<b>138</b>		

Survey result, 2023/2024

In this study, as shown in table above, regarding response rate, 130 questionnaires were distributed to the sampled respondents. It was found that 130 were returned filled properly with the rate of 94 %. Based on this response rate the next analysis is carried out. As per Yusheng and Pussadee (2021), a response rate of 50% is adequate for a study, 60% is good and 70% and above is excellent. Consequently, a response rate of 94 % was appropriate and consistent for the study as revealed in the above table (Table 3).

### 4.3 Characteristics of Sampled Respondents

This part presents the respondents' profile about their education, gender, age, working experience and profession. The table below is attempted to show their ability, gender participation, knowledge, income, service need and occupation of this study's participants.

**Table 4 Characteristics of Sampled Respondents (N = 130)**

Variables – Category		N	%
Age (in year)	20-30	46	35.4%
	31-40	58	44.6%
	41-50	17	13.1%
	Above 50	9	6.9%
Gender	Female	52	40.0%
	Male	78	60.0%
Educational Status	Certificate and below	11	8.5%
	Diploma	47	36.2%
	BA/BSC	55	42.3%
	MA/MSc	17	13.1%
Length of employment	1 - 3 Years	28	21.5%
	4 – 6 Years	66	50.8%
	7 – 9 Years	21	16.2%
	Above 10 Years	15	11.5%

*Survey Result, 2023/24*

According to the above table, out of the 130 respondents to the survey, 60% were men and 40% were women. In this study, the gender distribution of respondents was relatively similar for both males and females, despite the fact that 78 out of the total respondents were male (See Table 4). This demonstrated that data from both gender groups were gathered for the study. It also demonstrates how the study handled both genders equally and maintained gender empowerment in the right ways.

The aforementioned table shows that the respondents' ages varied from under thirty to over fifty-nine. This demonstrates how the age distribution of the respondents was summed up using their age range (from four categories). Of the total respondents, 35.4% fall into the second age distribution category, which includes a substantial proportion of those aged 20 to 30. In contrast, 44.6% of the sampled respondents were between the ages of 31 and 40, and 13.1% were between the ages of 41 and 50. It indicates that the study primarily captured perspectives from younger and middle-aged adults, potentially influencing the interpretation and generalizability of the findings within these age brackets. This demographic focus may influence how the study's results are applied or generalized to different age groups or broader populations within the context of the research topic.

Additionally, this table showed that 36.2% of the respondents had a diploma in a variety of subjects, and 8.5% of them held a certificate. Furthermore, the majority of respondents (42.3%) hold a first degree, whilst 13.1% of the aforementioned respondents hold a first degree (Masters Degree). This suggests that the participants have a respectable educational background and are capable of answering the study's questions in an efficient manner.

As can be seen from the above table, 21.5% of the respondents had only worked for one to three years; 50.85% of them had worked for four to six years; 16.52% of these employees had worked for seven to nine years; and the remaining respondents had worked for ten years or longer. These findings suggest that the majority of respondents had been employed for a considerable amount of time, indicating that they possessed a wealth of knowledge and relevant work experience that this study could rely on. This confirms that the majority of the employees are well-versed in the subject matter of the study, meaning they can answer the questions presented in an effective and efficient manner. Overall, this study tried to address an important decision made in social science research, which is who the study refers. Any research study should include demographic data to provide information about the sample. The sample used in this study is indicative of the population it was intended to study, according to some of the evidence presented. Descriptive statistics are employed in this process.

## 4.4 Level of Job Satisfactions and Organizational Performance

Using response analysis and descriptive statistics like mean and standard deviation, this study evaluated the degree of job satisfaction and organizational performance. The responses from the sampled respondents are listed below. Descriptive statistics, therefore, come in several forms. In this study, the proportions (percentages) and means were employed. Omah (2019) was used as the reference point for mean score ratings. They looked at a similar area and utilized mean values: 3.51-4.50 very good or challenge, 2.51-3.50 average or moderate, 1.51-2.50 fair, and 1.00-1.50 poor. Additionally, they used mean scores of 4.51-5.00 excellent or very serious challenge.

### 4.4.1 Recognition

Numerous methods exist for recognizing employees, including verbal compliments, awards, public recognition, monetary bonuses, and prizes. Recognizing employees is a tried-and-true strategy for raising motivation and morale (Pamella, 2018). The analysis produced the results shown in the Table.

**Table 5 Responses on Recognition**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
My industry acknowledges me and gives me a sense of success.	25	19%	13	10%	29	22%	46	35%	17	13%	3.13	1.315
I am acknowledged for improving my involvement.	26	20%	14	11%	8	6%	51	39%	31	24%	3.36	1.457
I build up my industrial loyalty since I'm acknowledged.	23	18%	19	15%	24	19%	41	32%	23	18%	3.17	1.355
As my employer starts to notice me, I become more productive.	21	16%	17	13%	14	11%	41	32%	37	29%	3.43	1.362
My company recognizes me; therefore I make the most of my retention in this field.	18	14%	19	15%	19	15%	44	34%	30	23%	3.38	1.355
Grand Mean 3.29												

Survey Result, 2023/24

The respondents were in agreement that this textile company has strived to improve staff morale and performance, as evidenced by the above table, which shows that the mean score of 3.29 was

regarded as good. And for that reason, it's so important to recognize employees. Additionally, the standard deviation values were smaller than two, indicating that respondents' opinions were likely to be similar. It means their industry offers their recognition and a feeling of accomplishment. They receive recognition for increasing their participation. They get more productive when their employer begins to notice them. Workers recognition not only raises staff morale and engagement but also improves customer service, raises productivity, lowers absenteeism, and ultimately has a significant positive effect on your bottom line (Mesfin and Tasew, 2023).

#### 4.4.2 Reward

The purpose of the survey was to gauge respondents' opinions regarding merit appointment, the qualifications needed to execute the job prior to hiring, and the organization's orientation program. The analysis's suppositions were shown in the Table.

**Table 6 Responses on Rewards**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
I will get payment reward timely.	13	10%	27	21%	14	11%	38	29%	38	29%	3.47	1.365
I am interested in my company's additional fees schemes.	10	8%	36	28%	15	12%	34	26%	35	27%	3.37	1.342
I like the reward system of my company.	12	9%	26	20%	22	17%	31	24%	39	30%	3.45	1.347
I feel motivated by the reward system.	12	9%	22	17%	36	28%	27	21%	33	25%	3.36	1.282
I am satisfied with the amount of reward I receive at my work.	16	12%	15	12%	18	14%	42	32%	39	30%	3.56	1.353
Grand Mean 3.44												

Source: Survey result, 2023/24

The grand mean score was 3.4, as can be seen in the table above. This indicates that the respondents concur on the numerous claims of this textile company's employee reward programs. The respondents agreed that this firm has relatively few reward programs, which

might be in the form of group rather than individual prizes, short-term incentives for recognition or rewards, bonuses, and merit pay in the form of rewards. In particular, the grand mean score was evaluated as the highest. In a similar vein, the standard deviation values were smaller than two, indicating that the respondents' opinions were likely to be similar. The only element that may be both a source of satisfaction and a source of unhappiness is reward (Al-dalahmeh et al., 2018). It implies that this firm values and cares for the competencies of its workers. When workers perform well, their managers give them credit, and the company moves quickly to acknowledge excellence. Additionally, their supervisor informs them of their abilities (Bayraktar et al., 2017).

### 4.4.3 Team Work

The respondents that were sampled were asked to rate how their organization perceived teamwork. The analysis's conclusions were shown in the Table.

**Table 7 Responses on Rewards**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
My team is particularly united.	22	17%	24	18%	28	22%	30	23%	26	20%	3.11	1.377
I feel proud to belong to my team.	20	15%	46	35%	14	11%	33	25%	17	13%	2.85	1.318
My team members seem to really like one another.	20	15%	22	17%	23	18%	35	27%	30	23%	3.25	1.388
I usually partake in teams with the least amount of people.	16	12%	31	24%	32	25%	32	25%	19	15%	3.05	1.253
I gain a useful input when I bring up an issue in my team.	7	5%	19	15%	30	23%	46	35%	28	22%	3.53	1.142
<b>Grand Mean 3.16</b>												

Source: Survey result, 2023/24

The grand mean for cooperation was 3.16, which was considered extremely good. The standard deviation numbers were also less than two, indicating that respondents' opinions were likely to be similar. This is a tiny standard deviation. This demonstrates the need of effective teamwork

as a critical component of organizational success. It has also drawn attention to the ways in which employee compensation programs can enhance the performance of teams. The employees in their work group who have the highest mean scores typically find it easy to talk to each other about job-related issues. Their co-workers have a strong sense of teamwork. The textile firm's team's existence is to achieve a certain goal, and it is one of the essential components of an effective team. Working as a team can help managers achieve their fashion design objectives (Ghaffari et al., 2017). Their team members' diverse backgrounds and points of view can help them become more creative and proficient. Managers can lessen their burden and stress by assigning and sharing responsibilities and resources (Arshad et al., 2019).

#### 4.4.4 Career Growth

A plan with a strategy to go from one place to another is what career progress is all about. A person's career development includes all of the activities that enable them to advance in their career. The analysis's suppositions were shown in the Table.

**Table 8 Responses on Career Growth**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
Learn more by adding responsibilities.	12	9%	20	15%	12	9%	63	48%	23	18%	3.50	1.015
get a better job title and more responsibility.	17	13%	18	14%	14	11%	55	42%	26	20%	3.42	1.011
Advancing inside by being given a job promotion	17	13%	22	17%	29	22%	45	35%	17	13%	3.18	1.042
Hiring my first direct subordinate	21	16%	15	12%	24	18%	61	47%	9	7%	3.17	1.021
In meetings and participating more actively	10	8%	24	18%	10	8%	55	42%	31	24%	3.56	1.025
<b>Grand Mean 3.37</b>												

Source: Survey result, 2023/24

The above table's results indicate that the mean score of 3.37, with a standard deviation of less than 2.00, was classified as agree or very excellent. A tiny standard deviation is one where the readings were fewer than two. This shows how well respondents agreed with each other over the different claims made about the career development policies of the textile company or

organization that was surveyed. This indicates that the respondents generally agreed that the firm makes decisions for long-term learning and to balance career progress with the demands of individuals seeking personal fulfilment on a physical or psychological level. Most of them have at least indicated that they believe their boss encourages me to look for new options and that employees are given equal opportunities to fulfill their career potential. It significantly raised openness and trust. The concept of career path recognizes that workers may develop new interests and look for challenging work. A career path enables an employee to develop, broaden, and explore evolving interests within a nurturing and motivating work environment (Mousa & Othman, 2020).

#### 4.4.5 Work Environment

Positive” work environments can be defined as those workplaces where there is trust, cooperation, safety, risk-taking support, accountability, and equity (William and Amos, 2016). The findings from the analysis were as presented in the Table.

**Table 9 Sampled Respondents’ Responses on Work Environment**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
Satisfied with the facilities and equipment	14	11%	26	20%	18	14%	48	37%	24	18%	3.32	1.083
I have got a good knowledge and skills in my work.	9	7%	30	23%	15	12%	51	39%	25	19%	3.43	0.991
I feel responsible for my work.	11	8%	20	15%	21	16%	50	38%	28	22%	3.49	0.975
I sometimes feel my job is meaningless.	10	8%	14	11%	35	27%	46	35%	25	19%	3.48	0.949
My place of work is attractive and motivating me to do the job well.	16	12%	14	11%	21	16%	52	40%	27	21%	3.46	0.987
<b>Grand Mean 3.44</b>												

*Survey result, 2023/24*

The aforementioned table included data on the measures taken by the assessed textile firm (industry) to create a positive work environment, as well as the employees' perceptions of the practices' results. The values for the grand mean and the means of each item have been calculated as shown below. The mean score of 3.44 was considered good, as can be seen in the accompanying table. Five questions were disseminated under this area, and each one had a mean response of more than 3.00 and a standard deviation of less than 1.00. This suggests that the respondents were in agreement that the company has made an effort to establish a comfortable workplace with enough facilities, tools, and supplies for employees to do their jobs. Although they felt that workers were treated fairly (having access to sufficient support, having open communication, and being highly encouraged to participate in decision-making), their expectations were not entirely satisfied (because of workload, salary-related unhappiness, and other factors). According to Murad Miah (2018), a positive work atmosphere is crucial for retaining employees since they want a place where they can show off their skills.

#### 4.4.6 Job Security

A job with a high degree of security means that the likelihood of an employee losing their position is low. Job security is the likelihood that an individual will remain employed. (William and Amos, 2016). The research outcomes from the analysis were as presented in the Table.

**Table 10 Sampled Respondents' Responses on Job Security**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
I expect to sign a new fixed-term contract with my current employer.	17	13%	17	13%	30	23%	25	19%	41	32%	3.43	1.392
I expect to become permanently employed.	12	9%	42	32%	21	16%	30	23%	25	19%	3.11	1.301
My contract will be renewed, so I will not lose my present job.	14	11%	17	13%	24	18%	30	23%	45	35%	3.58	1.363
My income is likely to be stable and certain.	10	8%	22	17%	39	30%	35	27%	24	18%	3.32	1.181
Concerning my work security, I have no concerns.	3	2%	10	8%	32	25%	45	35%	40	31%	3.84	1.025
<b>Grand Mean 3.45</b>												

*Survey result, 2023/24*

The above table show that the mean score 3.45 was rated as good; the respondents were in agreement that sampled respondents are anticipating inking a fresh fixed-term agreement with their present employment and they anticipate landing a permanent job. Their current employment will not be terminated as their contract will be renewed. Their income will probably be steady and predictable. This study also found that sampled respondents are not worried about their security at work.

#### 4.4.7 Organizational Performance Level

The most recent evaluation concentrated on meeting objectives, reducing internal conflict, satisfying owners and shareholders, meeting customer expectations, and gathering input from customers in order to enhance quality and efficiency. In this study, a sample of respondents were asked to rate the ability of their organization to accomplish its objectives. The analysis's conclusions were shown in the Table.

**Table 11 Sampled Respondents' Responses on Organizational Performance Variable**

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean	SD
	N	%	N	%	N	%	N	%	N	%		
Achieved higher sales in the last three years.	2	1.5%	12	9.2%	21	16.2%	50	38.5%	45	34.6%	3.95	1.010
Has greater market share in textile industry	9	6.9%	10	7.7%	17	13.1%	45	34.6%	49	37.7%	3.88	0.981
achieves its targets and goals in a much easier	12	9.2%	7	5.4%	19	14.6%	40	30.8%	52	40.0%	3.87	0.962
Makes more profit.	5	3.8%	12	9.2%	19	14.6%	52	40.0%	42	32.3%	3.87	0.986
Has a greater return on assets.	5	3.8%	15	11.5%	15	11.5%	58	44.6%	37	28.5%	3.82	0.890
Offers a strong return on investment.	9	6.9%	22	16.9%	26	20.0%	37	28.5%	36	27.7%	3.53	0.953
Higher shareholder return is attained.	5	3.8%	27	20.8%	21	16.2%	44	33.8%	33	25.4%	3.56	0.983
Profits for stockholders have helped the Industry financially.	8	6.2%	24	18.5%	24	18.5%	37	28.5%	37	28.5%	3.55	0.919
<b>Grand Mean 3.75</b>												

*Survey result, 2023/24*

The grand mean score for this study was 3.75, which was considered good; yet, the respondents found it difficult to reach a consensus regarding the organizational performance. The standard

deviation numbers were also less than two, indicating that respondents' opinions were likely to be similar. This is a tiny standard deviation. This demonstrates how this organization's performance relates to the company's objectives. However, it is devoid of an appropriate dispute resolution system. The foundational components of human resource management—learning, quality, teamwork, and reengineering—which are influenced by how businesses operate and treat their employees, are what enable this kind of greatness. Because of their many standards, which include sustainability, profitability, and group approval, this might be difficult. This shows that the company has developed HR procedures that support the development of work infrastructure that may give employees access to the most information possible, decentralize decision-making, and inspire workers to meet organizational objectives. Strategic HRM, according to Murad (2018), is a planned pattern of human resource deployments and activities meant to help the company reach its objectives.

## 4.5 Results of the Inferential Statistics

### 4.5.1 Correlation Analysis

**Table 12 Correlation Analysis Test Result - N= 130**

		Recognition	Reward	Team Work	Career Growth	Working Environment	Job Security	Organizational Performance
Recognition	Pearson Correlation	1	.371**	.374**	.369**	.365**	.382**	<b>.659**</b>
	Sig. (2-tailed)		.000	.000	.000	.000	.000	<b>.000</b>
Reward	Pearson Correlation		1	.437**	.423**	.431**	.332**	<b>.600**</b>
	Sig. (2-tailed)			.000	.000	.000	.000	<b>.000</b>
Team Work	Pearson Correlation			1	.454**	.528**	.384**	<b>.605**</b>
	Sig. (2-tailed)				.000	.000	.000	<b>.000</b>
Career Growth	Pearson Correlation				1	.384**	.525**	<b>.607**</b>
	Sig. (2-tailed)					.000	.000	<b>.000</b>
Working Environment	Pearson Correlation					1	.430**	<b>.601**</b>
	Sig. (2-tailed)						.000	<b>.000</b>
Job Security	Pearson Correlation						1	<b>.555**</b>
	Sig. (2-tailed)							<b>.000</b>
Organizational Performance	Pearson Correlation							<b>1</b>
	Sig. (2-tailed)							

\*\* . Correlation is significant at the 0.01 level (2-tailed).

*Survey result, 2023/24*

Using a correlation analysis, this study established the connections between six variables and organizational performance. The results are shown in Table 12.

It is apparent from the above table that this study tested the relationship between recognition and organizational performance by means of correlational analysis. A positive correlation was found between recognition and organizational performance (**0.659; .000**;  $P \leq 0.05$ ). This finding was in line with this study of Bayraktar et al., (2017), who found that it has positive relationship with organizational performance.

This study involved in testing the correlational analysis or the association between reward and organizational performance. Consequently, strong evidence was found that there is a substantial association or relationship between it (**r=.600; .000**) and organizational performance in textile firms. As it was expected that the study of Al-dalalmeh et al., (2018) on the impact of it on organizational performance found similar result; it has positive relationship with organizational performance.

A positive correlation was found between teamwork and organizational performance, r (**0.605; .000**);  $P \leq 0.05$ ; thus, the relationship is significant statistically. This was found as this study testing the correlational between it and organizational performance. A comparison of other results, similar finding was found; for example, Mesfin and Tasew (2023) and Anantha et al., (2018) found that it has positive relationship with organizational performance.

Similarly, the results, as seen in the correlation table, it is apparent that there is a relation between career growth and organizational performance, r (**0.607; .000**;  $P \leq 0.05$ ). In line with this study, Bayraktar et al., (2017) found that it has positive relationship with organizational performance.

Next, there is a positive correlation was found between work environment and organizational performance, r (**0.601; .000**);  $P \leq 0.05$ ; thus, the relationship is significant statistically. This was found as this study testing the correlational between it and organizational performance. A comparison of other results, similar finding was found; for example, Mesfin and Tasew (2023) found that it has positive relationship with organizational performance.

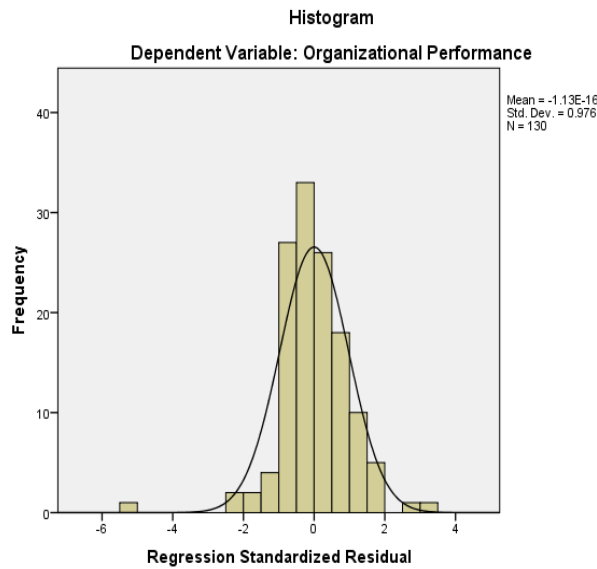
Finally, A positive correlation was found between job security and organizational performance,  $r$  (**0.555; .000**);  $P \leq 0.05$ ; thus, the relationship is significant statistically. A comparison of other results, similar finding was found; for example, Anantha et al., (2018) found that it has positive relationship with organizational performance.

#### 4.1.1 Multiple Regression Analysis

Multiple regression analysis is well known for testing causal relationship and a flexible method of data analysis that may be suitable whenever a quantitative variable is to be examined in relationship to any other factors.

##### 4.1.1.1 Analysis of Multiple Regression Assumptions

In this study, the assumption tests were done based on theoretical and empirical multiple regression concepts including normality, Multicollinearity, autocorrelation and test for average value of the error term were met the assumptions of regression analysis.



**Figure 3 Histogram**

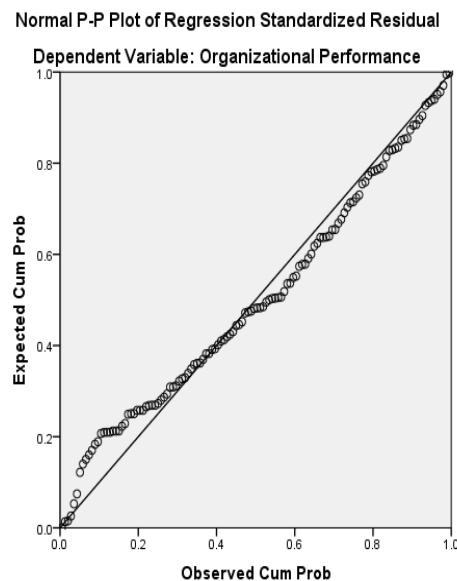
Source: Survey result, 2023/24

#### Normality

A symmetric probability distribution around the mean, or normal distribution, indicates that data close to the mean occur more frequently than data far from the mean. The normal distribution is

represented graphically as a "bell curve." As Mesfin and Tasew (2023) cited Gujarati (2005) who states that a bell-shaped histogram will be the outcome if the data is regularly distributed. It is evident from the graph in Figure 3 that the histogram is nearly bell-shaped. Additionally, it is feasible to determine whether or not the sample data is regularly distributed by utilizing kurtosis and skewness.

### Linearity Test



**Figure 4 Normal PP Plot**

Source: Survey result, 2023/24

In this study, the P-P plot for the model was used to examine the linearity of relationships between the independent and dependent variables. The residuals are distributed closer to normal the closer the dots are to the diagonal line. Visual examination of the p-p plot indicated a linear relationship between the dependent and independent variables, as shown in Figure 4.

**Table 13 Regression Assumption Test Result - Collinearity Statistics**

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Recognition	.744	1.343
	Reward	.690	1.448
	Team Work	.611	1.635
	Career Growth	.611	1.636
	Working Environment	.622	1.608
	Job Security	.641	1.561

*Source: Survey result, 2023/24*

The Variance inflation factor (VIF) was employed to check the multi collectivity assumption test in all the analysis which is not a cause of concern that indicated that a VIF greater than 5 is a cause of concern. The VIF senses multi collectivity by calculating the degree to which the variance has been inflated. In thi study, a VIF test results of six variables were found below 5 and it was concluded that these indicate the absence of harmful multi collectivity.

**Test for Auto correlation**

In this study, an attempted was done to test the appearance of autocorrelation, the prevalent recognized testing tool namely Durbin-Watson Test. This test was employed in this study to test the presence of autocorrelation. If the observations have a natural sequence in time or space, the lack of independence is called autocorrelation.

**Table 14 Regression Assumption Test Result - Durbin-Watson (N= 130)**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.857 <sup>a</sup>	.735	.722	.611	1.585

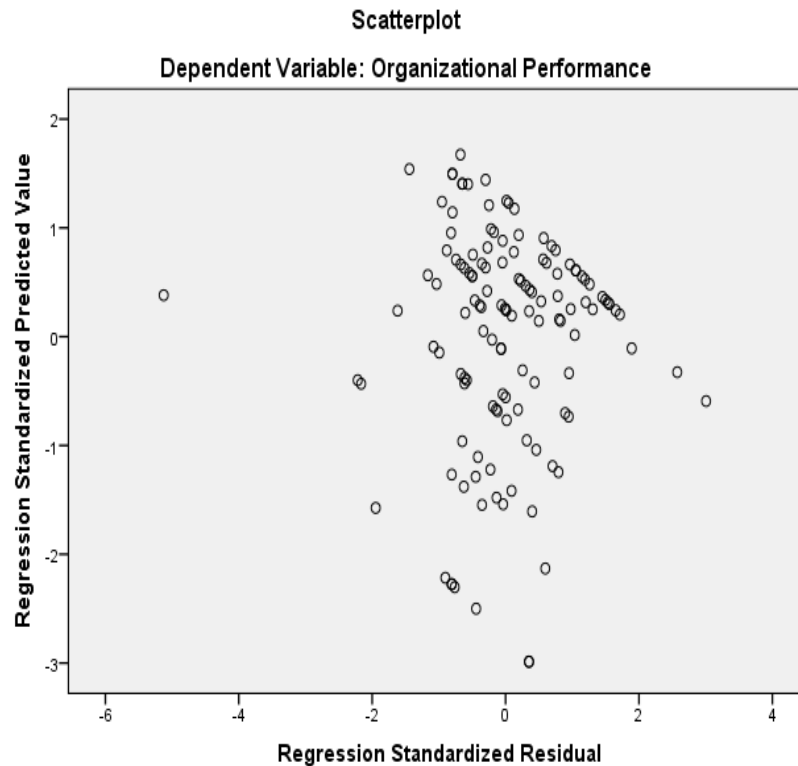
a. Predictors: (Constant), Job Security , Reward , Recognition , Team Work, Working Environment , Career Growth

b. Dependent Variable: Organizational Performance

*Source: Survey result, 2023/24*

The independence requirement for this study is satisfied since the Durbin-Watson statistic result of 1.585, which tests for autocorrelation, shows that the residuals are uncorrelated. It is assumed that the covariance between the error terms across time (or cross-sectional, for that kind of data) is zero for the disturbance terms of multiple linear regressions.

## Homescadacity



**Figure 5 Scatter Plot**

*Source: Survey Result, 2023/24*

This study's data residuals, which looked like a "shotgun blast" of points, fully satisfied the homoscedastic assumption since they were spread evenly over the range of predicted values. This uniform distribution ensures the consistent variance of mistakes. Homoscedasticity, sometimes referred to as homogeneity of variances, is the presumption that the variances of the numerous groups under comparison are equal or comparable. In statistics, a series of random variables is said to be homoscedastic if each random variable in the sequence has the same finite variance (, Anantha et al., 2018).

### 4.1.1.2 Multiple Regression Test Results

**Table 15 Regression Test Results Model Summary (N=130)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857 <sup>a</sup>	.735	.722	.611

a. Predictors: (Constant), Job Security , Reward , Recognition , Team Work, Working Environment , Career Growth

Source: Survey result, 2023/24

In order to determine the degree to which the independent variable had an impact on the dependent variable, multiple regression tests were conducted and their results were measured using the assumed value of R2. The linear regression of four independent variables and one dependent variable has been demonstrated satisfactorily. The results of this study demonstrated that the dependent variable (organizational performance) was clearly clarified, with the overall bundle of determinant elements of the six independent variables being 73.5% (R2 =.735). This suggests that the six independent variables listed above account for 73.5% of the organizational performance in the study organization, with other factors not included in the study accounting for 26.5% of the performance. R-squared adjusted (adj. R2) stands at 0.722. It indicates that the model is 72.2% strong since the six listed independent variables account for 72.2 percent of the total variability of the dependent variable (organizational performance).

**Table 16 ANNOVA (N=130)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	127.189	6	21.198	56.827	.000 <sup>b</sup>
	Residual	45.883	123	.373		
	Total	173.072	129			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Job Security , Reward , Recognition , Team Work, Working Environment , Career Growth

Source: Survey result, 2023/24

This investigation revealed that the regression model explains the relationship between the research variables in a statistically meaningful way. This can be attributed to the ANOVA test table. Given that the F-statistic was 56.827 and the P-value was 0.000, which is less than 0.05

(0.000<0.05), it is evident that the regression model significantly affects organizational performance. This indicates that there is a strong correlation between work satisfaction and organizational success, indicating a good fit for the model.

**Table 17 Regression Test Coefficients Results (N=130)**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.401	.234		-1.712	.089
	Recognition	<b>.351</b>	.055	.342	6.361	<b>.000</b>
	Reward	<b>.191</b>	.052	.207	3.699	<b>.000</b>
	Team Work	<b>.170</b>	.062	.162	2.723	<b>.007</b>
	Career Growth	<b>.177</b>	.056	.189	3.189	<b>.002</b>
	Working Environment	<b>.177</b>	.058	.179	3.034	<b>.003</b>
	Job Security	<b>.121</b>	.060	.117	2.021	<b>.045</b>

a. Dependent Variable: Organizational Performance

Source: Survey result, 2023/24

The data in the regression table indicates that the Sig column that displays the p-values for each of the independent variables and its result was evaluated by a p-value < 0.05, provides evidence that the coefficient is different to 0.

Accordingly, this study found that there was a significant and positive effect of recognition on organizational performance (**B=.351 and Sig. p = .0001**). For it, there was a 35.1 % or .351 increases in organizational performance for each extra effort of recognition. In line with this study, Arshad et al., (2019) found that it has positive significant effect on organizational performance.

Consequently, this study found that reward (**B=.191 and Sig. p = .0001**) is significant predictors of organizational performance. If the independent value is significant, elucidate the relationship between the independent and dependent variables using the Unstandardized Coefficient B. Similarly, Mousa & Othman (2020) found that it has positive significant effect on organizational performance.

This study also found that there was a significant effect of team work on organizational performance (**B=.170 and Sig. p = .007**). It also shows that there was a 17 % or .170 increase in organizational performance for each extra effort in team work provisions using multiple linear regression analysis method. In line with this study, Mesfin and Tasew (2023) also found that it has positive significant effect on organizational performance.

This study also found that there was a significant effect of career growth on organizational performance (**B=.177 and Sig. p = .002**). It also shows that there was a 17.7 % or .177 increase in organizational performance for each extra effort in career growth provisions using multiple linear regression analysis method. In line with this study, Arshad et al., (2019) also found that it has positive significant effect on organizational performance.

This study engaged in investigating the relationship working environment and organizational performance by means of multiple linear regression. The result indicates that there was a significant effect of working condition on organizational performance (**B=.177 and Sig. p = .003**). Further, investigation shows that there was a .177 or 17.7 % increase in organizational performance for each extra effort of working environment. On the basis of this statistic, the study concludes that there is significant positive relationship between it and performance of organisation. Mesfin and Tasew (2023) also found that it has positive significant effect on organizational performance.

Moreover, this study revealed a positive and significant effect of job security on organizational performance (B=.121 and Sig. p =.045). Using the multiple linear regression analysis method, it also demonstrates that for every additional effort in job security provisions, there was a 12.1 % or .121 rise in organizational performance. Arshad et al.'s (2019) findings are consistent with this study's finding that it significantly improves organizational performance.

## **4.6 Hypothesis Testing**

### **4.6.1 Recognition**

Using correlation analysis, this study found that a positive correlation was found between recognition and organizational performance ( $r=0.659$ ;  $.000$ ;  $P \leq 0.05$ ). Next, this study used regression analysis and it found that there was a significant and positive effect of recognition on

organizational performance (**B=.351 and Sig. p = .0001**). This result was consistent with a study by Bayraktar et al. (2017), which discovered a favorable correlation between it and organizational performance. Arshad et al.'s (2019) findings are consistent with this study, indicating that it significantly improves organizational performance. Employee recognition is an act of showing appreciation and recognizing employees for their contributions to the company that are relevant to its objectives, core values, and mission (Omah, 2019). Many businesses find it difficult to implement recognition programs in a scientific and strategic manner (Obibhunun and Obiekwe, 2020). By adopting a rigorous and deliberate approach to recognizing, organizations may foster a positive work environment that encourages employee engagement and ultimately helps with their overall performance (Omah, 2019).

#### **4.6.2 Reward and Organizational Performance**

This study involved in testing the correlational analysis and it found that there is a positive and substantial association or relationship between it ( $r=.600$ ;  $.000$ ) and organizational performance in textile firms. Consequently, this study found that reward (**B=.191 and Sig. p = .0001**) is significant predictors of organizational performance. In a similar vein, Mousa & Othman (2020) discovered a considerable favorable impact on organizational performance. The study by Al-dalahmeh et al. (2018) on its effect on organizational performance produced results that were consistent with expectations; namely, that it has a positive association with organizational performance. The study comes to the conclusion that an effective reward system offers employees positive certainty that their needs and desires will be met at work (Pamella, 2018). It is usually accompanied by an optimistic attitude and is considered to have high leverage to meet employees' psychological needs (Najma et al., 2020). If there are other benefits to their profession, many people are willing to labor for less money. It is discovered that some working environments support performing tasks well (Obibhunun and Obiekwe, 2020).

#### **4.6.3 Team Work and Organizational Performance**

Based on correlation analysis, this study found that a positive correlation was found between teamwork and organizational performance,  $r$  (**0.605; .000**);  $P \leq 0.05$ ; thus, the relationship is significant statistically. It also used regression analysis and this study also found that there was a

significant effect of team work on organizational performance ( $B=.170$  and Sig.  $p = .007$ ). Mesfin and Tasew (2023) discovered that it has a good, noteworthy impact on organizational performance, which is consistent with our study. Anantha et al. (2018) and Mesfin and Tasew (2023) discovered a positive correlation between it and organizational performance. Teamwork is crucial to an organization's efficiency and success since it brings together a variety of talents to produce a sufficient result (Omah, 2019). Consequently, workers need to develop their teamwork skills in order to be as productive as possible (Najma et al., 2020). This is due to the fact that effective collaboration improves both the quantifiable efficacy of organizations and group results. Strong working relationships and communication are fostered by teamwork (Okechukwu and Onyebuchi, 2019).

#### **4.6.4 Career Growth and Organizational Performance**

This study employed the similar way of analysis in correlation analysis and discovered a relationship between career progression and organizational performance,  $r (0.607;.000; P < 0.05)$ . Using a similar regression approach, this study likewise discovered a significant relationship between career progression and organizational success ( $B=.177$  and Sig.  $p =.002$ ). Arshad et al.'s (2019) findings are consistent with this study's finding that it significantly improves organizational performance.

According to Bayraktar et al. (2017), there is a favorable correlation between it and organizational performance. This guarantees that companies can use career development to help staff members find their career goals and support them as they work toward those goals (Arshad et al., 2019). Career goal progress and professional ability development promote job engagement, and career growth has a positive effect on affective commitment, which in turn influences employee engagement (Ye et al., 2017). Other studies, such as those by Obibhunun and Obiekwe (2020), demonstrate the positive relationship between career growth and knowledge workers' organizational engagement.

#### **4.6.5 Working Condition and Organizational Performance**

The work environment and organizational performance were shown to have a positive correlation,  $r (0.601;.000); P \leq 0.05$ , as indicated in the methodology section. This suggests that

the link is statistically significant and positive. Regression analysis was utilized to examine how the working environment affected organizational performance. The outcome shows that organizational performance was significantly impacted by performance appraisals ( $B=.177$  and  $\text{Sig. } p = .003$ ). The study comes to the conclusion that there is a strong positive correlation between it and the performance of the organization based on this statistic. Additionally, Mesfin and Tasew (2023) discovered that it significantly improves organizational effectiveness. Similar findings were obtained when additional outcomes were compared, such as Mesfin and Tasew. (2023) found that it has positive relationship with organizational performance. Working circumstances encompass various aspects such as hours worked, pay, breaks, and the physical and mental strain of tasks performed by employees. It provides information about the working environment and certain aspects of an employee's terms and conditions of employment (Okechukwu and Onyebuchi, 2019). However, when working in an environment that is too hot, cold, bright, or noisy, employees may get uneasy, agitated, or distracted (Najma et al., 2020). In order to ensure employee productivity and prevent needless stress, which could impair workers' performance, a happy work environment is essential (Pamella, 2018). Workers may feel more driven to continuously create high-quality work in a good work environment. Acquiring knowledge about what constitutes a positive work environment could facilitate increased collaboration and productivity (Najma et al., 2020).

#### **4.6.6 Job Security and Organizational Performance**

Ultimately, the correlation method yielded a favorable outcome since it revealed a positive correlation ( $r (0.555;.000)$ ;  $P \leq 0.05$ ) between job security and organizational performance, indicating a statistically significant and positive relationship. Furthermore, a positive and substantial impact of job security on organizational performance was found by this study's second approach (regression) ( $B=.121$  and  $\text{Sig. } p = .045$ ). The results of Arshad et al. (2019) and this study both indicate that it greatly enhances organizational performance. Analyzing other findings revealed similar conclusions; Anantha et al. (2018), for instance, discovered a favorable correlation between it and organizational performance. Research indicates that employee engagement rises when workers feel respected, safe, and secure. A motivated workforce produces beneficial spillover effects. According to Okechukwu and Onyebuchi (2019), this entails increased employee retention, fewer turnovers, and even improved overall business

performance. It has been observed that workplaces with low job security lead employees to lose hope for the future, which has an impact on output. According to Najma et al. (2020), an employee's likelihood of effectively completing their work is positively correlated with their level of job security, and this positively translates into the organization's overall performance.

#### 4.6.7 Summary of Hypotheses

**Table 18 Summary of Hypotheses**

<b>Hypothesis</b>	<b>R</b>	<b>Sig.</b>	<b>Decision</b>
Hypothesis 1 – Recognition has a positive and significant effect on organizational performance of textile industry in Ethiopia	.351	.0001	Agreed
Hypothesis 2 – Reward has a positive and significant effect on organizational performance of textile industry in Ethiopia	.191	.0001	Agreed
Hypothesis 3 – Team Work has a positive and significant effect on organizational performance of textile industry in Ethiopia	.170		Agreed
Hypothesis 4 – Career Growth has a positive and significant effect on organizational performance of textile industry in Ethiopia	.177		Agreed
Hypothesis 5 – Working condition has a positive and significant effect on organizational performance of textile industry in Ethiopia	.177		Accepted
Hypothesis 6 – Job Security has a positive and significant effect on organizational performance of textile industry in Ethiopia	.121		Supported

#### *Survey Result, 2023/24*

The summary table (Table 18) shows that recruitment and selection performance ( $r=0.659$ ;  $.000$ ;  $P \leq 0.05$ ), reward ( $r=.600$ ;  $.000$ ), teamwork ( $r=0.605$ ;  $.000$ ), career growth, environment ( $r=0.601$ ;  $.000$ ), and job security ( $r=0.555$ ;  $.000$ ); and organizational performance,  $r P \leq 0.05$ ; thus, the relationship is significant statistically. Further, this study found that there was a significant and positive effect of recognition ( $B=.351$  and  $\text{Sig. } p = .0001$ ), reward ( $B=.191$  and  $\text{Sig. } p = .0001$ ),

team work on organizational performance ( $B=.170$  and Sig.  $p = .007$ ), career growth ( $B=.177$  and Sig.  $p = .002$ ), working condition ( $B=.177$  and Sig.  $p = .003$ ) and job security ( $B=.121$  and Sig.  $p = .045$ ) on organizational performance. This shows that this study confirmed that recognition, reward, team, career growth, working and job security have a positive and significant effect on organizational performance of textile industry in Ethiopia.

#### **4.7 Discussion**

In the context of hypothesis testing, this study explores several key factors influencing organizational performance within textile firms. Firstly, regarding recognition, both correlation and regression analyses consistently demonstrate a significant positive effect on organizational performance (Bayraktar et al., 2017; Arshad et al., 2019). This aligns with previous research emphasizing how recognizing employees' contributions enhances engagement and productivity. Secondly, the study finds a strong correlation between reward systems and organizational performance, with regression analysis confirming its significant impact (Mousa & Othman, 2020). Effective reward structures motivate employees, ensuring their needs are met and fostering a positive work environment.

Thirdly, teamwork also shows a positive correlation with organizational performance, bolstered by regression results (Mesfin and Tasew, 2023). This underscores the importance of collaborative efforts in achieving organizational goals. Fourthly, career growth demonstrates a significant relationship with organizational performance, as supported by regression findings (Arshad et al., 2019). Developing employees' careers not only boosts engagement but also enhances commitment and productivity.

Fifthly, the study reveals a positive correlation between working conditions and organizational performance, with regression analysis indicating a significant impact (Mesfin and Tasew, 2023). A conducive work environment, encompassing factors like physical comfort and job conditions, plays a pivotal role in maintaining employee satisfaction and productivity. Lastly, job security also correlates positively with organizational performance, supported by regression results (Arshad et al., 2019). Ensuring job security not only reduces turnover but also enhances employee morale and commitment, thereby improving overall organizational effectiveness.

In summary, these findings underscore the critical role of recognition, reward, teamwork, career growth, working conditions, and job security in enhancing organizational performance within the textile sector (Bayraktar et al., 2017; Arshad et al., 2019; Mousa & Othman, 2020; Mesfin and Tasew, 2023). They emphasize the importance of strategic HRM practices that prioritize employee satisfaction and well-being, ultimately contributing to organizational success and sustainability.

# **CHAPTER FIVE**

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter gives a summary of the findings, conclusions, and policy recommendations drawn after analyzing the data in Chapter 4. Conclusions have been drawn from the research and recommendations derived with respect to the influence of human resource management practices on the performance of textile firms or industries in Ethiopia. This section of the study contains the study's final chapter, which contains a summary of the findings, a conclusion, and appropriate recommendations based on the study's findings.

### **5.2 Summary of Fundamental Results of the Study**

This study examined the impact of job satisfaction on the Ethiopian textile company's organizational performance. This study used a descriptive and explanatory research approach and discovered that:

- There was a positive connection ( $r=0.659; .000$ ;  $P < 0.05$ ) between organizational performance and recognition. Regression analysis was then employed in this study, and the results showed that recognition had a significant and favourable impact on organizational performance ( $B=.351$  and Sig.  $p = .0001$ ).
- The correlational analysis was tested in this study, and the results indicate that there is a significant and positive correlation ( $r=.600; .000$ ) between reward and organizational performance. As a result, this study discovered that reward is a strong predictor of organizational success ( $B=.191$  and Sig.  $p = .0001$ ).
- This study's correlation analysis revealed a positive correlation ( $r (0.605; .000)$ ;  $P \leq 0.05$ ) between teamwork and organizational performance, indicating that the association is statistically significant. Regression analysis was also employed in this study, and the results showed that teamwork significantly improved organizational performance ( $B=.170$  and Sig.  $p = .007$ ).

- Using a methodology akin to correlation analysis, this study found a correlation ( $r = 0.607; .000; P < 0.05$ ) between career advancement and organizational performance. This study also found a significant correlation ( $B=.177$  and Sig.  $p =.002$ ) between career advancement and organizational performance using a similar regression approach.
- As mentioned in the methodology section, there was a positive correlation found between the work environment and organizational performance,  $r (0.601;.000); P \leq 0.05$ . This implies that there is a positive and statistically significant link. The study employed regression analysis to investigate the impact of the work environment on organizational performance. The results indicate that work environment assessments had a substantial impact on organizational performance ( $B=.177$  and Sig.  $p =.003$ ).
- In the end, the correlation method produced a positive result since it showed a statistically significant and positive relationship ( $r (0.555;.000); P < 0.05$ ) between job security and organizational performance. Additionally, this study's second approach (regression) revealed a significant and beneficial impact of job security on organizational performance ( $B=.121$  and Sig.  $p =.045$ ).

### **5.3 Conclusions**

Employee recognition is the process of thanking employees and recognizing their contributions to the company that align with its vision, values, and goals. Employee appreciation is a crucial management tactic that helps both individuals and companies, as has long been understood. Accordingly, this study found that recognition positively, significantly and favourably affects organizational performance in Ethiopia's textile sector.

Employee motivation, engagement, and well-being are all boosted by an efficient total incentives program, and these factors are crucial for keeping staff on board. Organizations can enhance their competitiveness in their industry by implementing a total rewards strategy that rewards exceptional achievement. Thus, this study came to the conclusion that rewards have a positive, favourable and noteworthy impact on the textile industry's organizational performance.

Effective collaboration builds a network of support that can dramatically raise staff morale and job satisfaction. When collaboration is at its peak, it stimulates the creation of fresh concepts and creative solutions. It also makes difficult tasks easier for people to finish. The study's conclusion

is that teamwork significantly and favorably affects the organizational performance of Ethiopia's textile sector.

Career management is essential for businesses and employees alike. Companies should help workers pursue promotions in order to enhance overall performance. Thus, there are numerous ways to implement a career management program. Consequently, this study found that career growth positively, significantly and favourably affects organizational performance in Ethiopia's textile sector.

A work environment that fosters productivity not only fosters innovation and communication among employees but also reduces mistakes and absenteeism, ultimately leading to longer employee stay. Employee productivity can be greatly increased by having a neat, comfortable, and well-lit workspace. Thus, the study came to the conclusion that working conditions significantly and favourably affect the organizational performance of Ethiopia's textile sector.

The feeling that workers won't lose their job is known as job security. It is a guarantee that workers can continue working at their existing job for the foreseeable future. A sense of protection against potential employment-impacting events such as layoffs and economic downturns is associated with having a secure job. Therefore, this study came to the conclusion that job security positively, significantly and favourably affects the organizational performance of Ethiopia's textile industry.

## **5.4 Recommendations**

- Since recognition has been shown to positively, significantly, and favorably affect organizational performance in Ethiopia's textile sector, this study recommends that the textile company use genuine, honest, and tailored methods to recognize each employee, such as celebrating Manufacturing Day, hosting Employee of the Year Awards, giving verbal praise to employees immediately, rewarding flexible work schedules, announcing high-performing staff via internal channels, and identifying its top employees on social media.
- As a result, this study concluded that awards had a noticeable, favourable, and good effect on the organizational performance of the textile industry. According to the study, the company ought to implement a point-based rewards program wherein staff members get points each

week or month, which they can subsequently give to others. In order to maintain the momentum of acknowledgment, the receivers can then exchange their points for customized gifts that they genuinely desire and repay the cycle by giving other people points as gifts.

- The study's conclusion is that teamwork significantly and favourably affects the organizational performance of Ethiopia's textile sector. Thus, it is recommended that this firm should Build a Strong Sense of Teamwork within the Manufacturing Industry by communicate Company Vision. First, it's important for employers to communicate the business goals to their entire workforce establish Onsite Management and it should be consistent.
- Consequently, this study found that career growth positively, significantly and favourably affects organizational performance in Ethiopia's textile sector.
- Thus, the study came to the conclusion that working conditions significantly and favourably affect the organizational performance of Ethiopia's textile sector. Thus, it is recommended that this firm must implement targeted training programs that address both current job requirements and future skill needs. Offer coaching sessions to provide personalized guidance, constructive feedback, and mentorship.
- Given that the study's findings indicate that job security has a good, significant, and favorable impact on Ethiopia's textile industry's organizational performance, the study suggests HR professionals must give the relevant retention criteria if they want to guarantee that factory workers feel comfortable in their work. Retention issues are essential in guaranteeing that nurses have a certain level of job stability within their field through effective communication, managers must act as coaches, proper feedback, and market based salaries, meaningful benefits and continuing training.

## **5.5 Implications of the Findings**

The empirical data pertaining to the correlation between job satisfaction and organizational performance and their effects indicate that job satisfaction, along with HRM practices like reward, recognition, teamwork, career growth, work environment, and job satisfaction, are highly dependent on or positively related to organizational performance. Additionally, it was believed that the company needed to make improvements in the areas of performance management and motivation. This is due to the fact that a key component of a successful firm is

employee satisfaction. Productivity can be raised by an organization, and contented employees will put more effort into their work. Establishing clear human resource management (HRM) procedures can help companies increase employee commitment and satisfaction. It will therefore encourage people to put in more work on behalf of their organizations and strengthen their desire to stay.

## **5.6 Directions for Future Research**

For benchmarking and future research accomplishment, this study suggests that a similar study be conducted in Ethiopia's agriculture enterprises, public and private service sectors (like construction and hotel services) and all public and other private (like chemicals) industries as medium and small enterprises. Thus, it is imperative that future study accomplish the following goals: investigating HRM systems, protocols, and regulations; ascertaining the perceived impact of strategic HRM practices on worker productivity and performance.

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# ANNEX

## Appendix I – Questionnaire

ADDIS ABABA UNIVERSITY  
SCHOOL OF COMMERCE  
COLLEGE OF BUSINESS AND ECONOMICS

### Questionnaire to the Respondents (Employee Survey)

Dear Respondents,

I am Berhanu W/Tsadik, a post graduate student of Master of Art on Human Recourse management, Addis Ababa University. I am carrying out a study on ‘‘ *The Effect of Employee Job Satisfaction on Organizational Performance: The Case of Jay Jay Textile Company*’’. The purpose of this questionnaire is to collect data for about the effect of job satisfaction effects on organizational performance in Addis Ababa.

The major objective of this study is for academic purpose only, for the requirement of master of Art in Human Resource management. All the responses you provide are confidential and anonymous. Thus I thank you in advance for your valuable time and cooperation in completing the question successfully. Finally I kindly request to back to me the questionnaires.

#### General Instruction

- Not need of writing your name
- Put the (√) mark in the box for your answer
- For any inquiries and suggestion contact to me through Phone: -

Thank you in advance for your cooperation!!

Berhanu W/Tsadik

Tel- 0911959873

Email- [berhanuw22@gmail.com](mailto:berhanuw22@gmail.com)

**DEMOGRAPHIC INFORMATION**

**Instruction – please tick appropriate answer you choose.**

**I, Structured Questionnaire related with Employee Job Satisfactions**

Sex:	Male	[ ]
	Female	[ ]
Age (in years)	18 - 23	[ ]
	24 - 30	[ ]
	31- 40	[ ]
	Above 40	[ ]
Education	Pimary	[ ]
	Secondary	[ ]
	Highschool	[ ]
	Certificate	[ ]
	Diploma	[ ]
	Degree	[ ]
	MA and above	[ ]
	1 - 2 Years	[ ]
	3 – 4 Years	[ ]

Length of employment in manufacturing sector	5 – 6 Years	[ ]
	7-8 Years	[ ]
	9-10 Years	[ ]
	10 Years above	[ ]

This part of the questionnaire consist items taken from employee job satisfactions **index**. The main purpose of the instrument is to assess four key dimensions employee job satisfactions in your organization.

To what extent do you agree with the following statements about organization culture in your organization, ranging from strongly disagree to strongly agree? And put “√” mark for each rating. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

Code	Items /Variables	1	2	3	4	5
<b>Recognition</b>						
CC1	My industry acknowledges me and gives me a sense of success.					
CC2	I am acknowledged for improving my involvement.					
CC3	I build up my industrial loyalty since I'm acknowledged.					
CC4	As my employer starts to notice me, I become more productive.					
CC5	My company recognizes me; therefore I make the most of my retention in this field.					
<b>Reward</b>						
RR1	I will get payment reward timely.					
RR2	I am interested in my company's additional fees schemes.					
RR3	I like the reward system (travel, merchandise or gift cards) of my company.					
RR4	I feel motivated by the reward system of my company.					
RR5	I am <i>satisfied</i> with the amount of reward I receive at my <i>work</i> .					
<b>Team Work</b>						
TW1	My team is particularly united.					
TW2	I feel proud to belong to my team.					
TW3	My team members seem to really like one another.					
TW4	I usually partake in teams with the least amount of people.					
TW5	I gain a useful input when I bring up an issue in my team.					
<b>Career Growth</b>						
CG1	I can learn more in this company by adding responsibilities to my current work description.					
CG2	In this company, I can get a better job title and more responsibility.					

CG3	Advancing inside my present employer by being given a job promotion in this field.					
CG4	Hiring my first direct subordinate in order to go to management or senior position.					
CG5	Offering my thoughts in meetings and participating more actively rather than always following the example set by others					
<b>Working Environment</b>						
MC1	I am satisfied with the facilities and equipment provided at my workplace.					
MC2	I have got a good knowledge and skills in my work.					
MC3	I feel responsible for my work.					
MC4	I sometimes feel my job is meaningless.					
MC5	My place of work is attractive and motivating me to do the job well.					
<b>Job Security</b>						
HC1	I expect to sign a new fixed-term contract with my current employer.					
HC2	I expect to become permanently employed.					
HC3	My contract will be renewed, so I will not lose my present job.					
HC4	My income is likely to be stable and certain.					
HC5	Concerning my work security, I have no concerns.					

## II, Organizational Performance

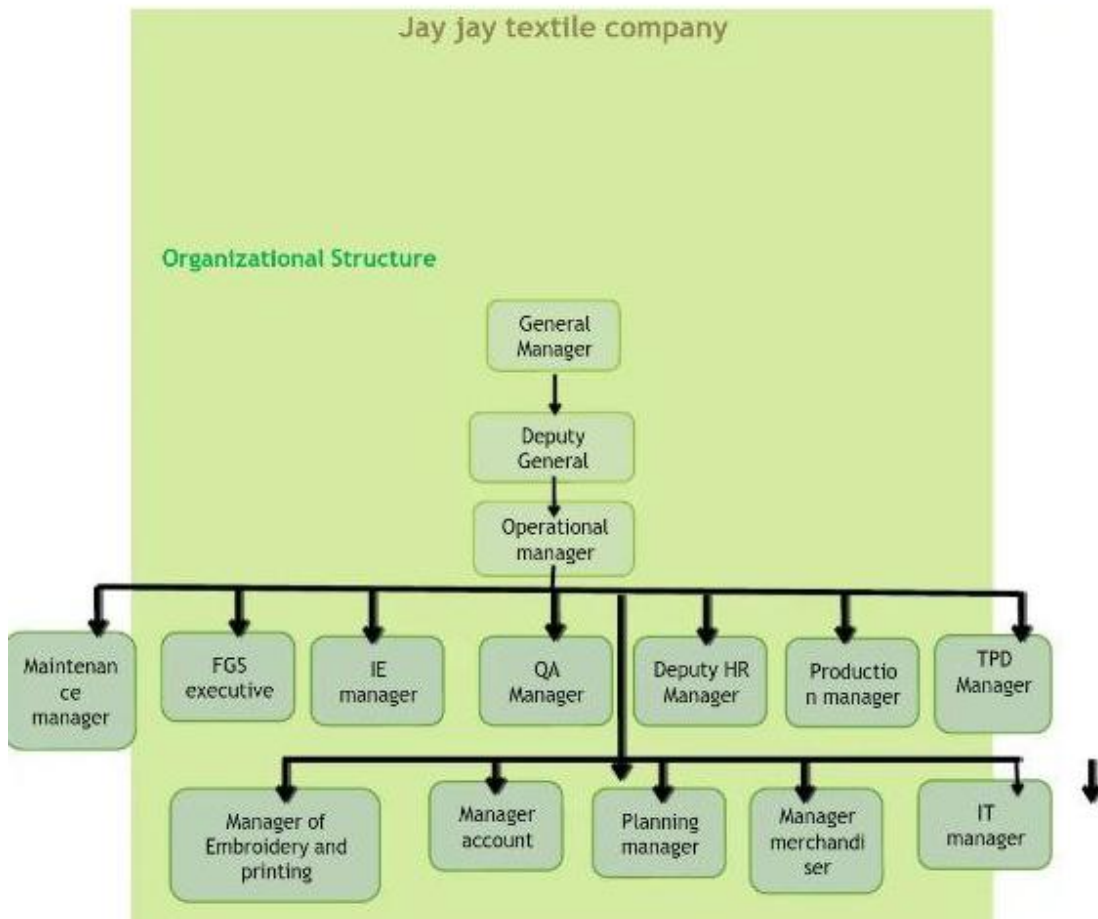
For each of the following statements below, please tell how you feel about your industry performance. Please indicate a (√) mark the extent to which you believe each item is true with respect to your job. **1: Strongly Disagree, 2: Disagree, 3: Neutral, 4: Agree and 5: Strongly Agree**

No	Item	1	2	3	4	5
Product market performance (sales, market share, etc.)						
1	My industry has achieved higher sales in the last three years.					
2	My industry has greater market share in textile industry in Ethiopia.					
3	My industry achieves its targets and goals in a much easier and effectively planned way.					
Financial performance (profits, return on assets, return on investment, etc.)						
1	Jay Jay Textile Industry makes more profit.					
2	Jay Jay Textile Industry has a greater return on assets.					
3	Jay Jay Textile Industry offers a strong return on investment.					
Shareholder return (total shareholder return.).						
7	Higher shareholder return is attained by Jay Jay Textile Industry.					

8	Profits for stockholders have helped the Jay Jay Textile Industry financially.					
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**THANK YOU!**

## Appendix II – Organizational Structure



**Figure 6 Jay Jay Textile Industry PLC Organizational Structure**