



The Effect of Training and Reward on Employees' Job Performance: The Moderating Role of Person Job Fit

The Thesis Submitted to Addis Ababa University College of Business and Economics as Partial Fulfillment of Masters of Science in Management Specialization in Organization Excellence and Total Quality Management

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DECLARATION

Here, I signed this declaration that confirm as the study entitled “The Effect of Training and Reward on Employees’ Job Performance: The Moderating Role of Person Job Fit” is my own original deed and has not been submitted to any other Institution or University rather than to Addis Ababa University College of Business and Economics, now. This Thesis has been presented for Examination with my Approval as the appointed Advisor, and that all sources of materials used for the study have been acknowledged.

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Addis Ababa University, College of Business and Economics
SCHOOL OF GRADUATE STUDIES

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Acronyms

AA	Addis Ababa
HR	Human Resource
PJF	Person Job Fit
DV	Dependent Variable

ABSTRACT

The research aimed to address the main objective of the research that dialed on identifying the impact that rewards and trainings have on employees' job performance while the moderating role of person job fit is occurred. As the scope of the study, Employees of HR office of Bole Sub-City Administration, are targeted. The Administrations had no enough and high job performance while there were several trainings and rewards. So, the purpose of the research was to assess the relationship between those variables. This research is analyzed using statistical package for social science (SPSS) version 22. The regression analysis results also confirmed that both of them have positive and significant effect on the DV, employees' job performance through the moderator effect of person job fit with high correlation. As methodology, the research used quantitative approach for the sake of numeral data was perceived. The study approved the questionnaires that was reliable and tested in pervious scholars. From the target population of 2,137 employees the researcher selected 337 employees as a sample to distribute questionnaires by using simple random sampling technique. The finding showed as all independent variables had positive and significant relationship, and the moderator variable had positive and significant moderating role on the interaction. As the recommendation, the research raised the idea that deals on the improvement of the job training appropriateness and on the adjustment of person job arrangement in order to make employees able to perform better in high person job fit.

Key words:

Job Performance, Job Training, Person-Job Fit, Intrinsic Reward, Extrinsic Re

CHAPTER ONE

1. INTRODUCTION

Employees' performance had been taken as a big deal in organizations, as usual, because of every organization has been established in order to perform what push them to be established. But, their performance is affected by any means that relates employees' or organizations' behaviors. Commonly, organizations faced the problem that makes them ineffective and many scholars gave their attention, then they show as how organizations should be concerned to employees' job performance. This research is about the related problem which affects an organization, employees' performance in terms of reward, training and person job fit. Scholars argued that training refers to special skills, abilities and knowledge that are required to perform a specific job well. After the training, measurement of performance indicates as training helps in proper utilization of resources; that further helps employees to achieve organizational as well as individual goals according to the argument of Vandana and Manisha (2014). Armstrong conclude as training encompass more intangible non-cash elements such as scope to achieve and exercise responsibility, career opportunities, learning and development, the intrinsic motivation provided by the work itself, and also he wrote as the quality of working life provided by the organization, when there is training, Armstrong (2010).

When employees are being trained, most probably they get their skills improved and developed. Progress in their skills will lead them to enhance their productivity and their team performance subsequently. They will complete their tasks on time and therefore their efficiency will also increase. But in some situations, it may not realizable. Training affects the performance positively when right person for the right job is selected, Muhammad, (2012). So, the research dialed about the effects of rewards and trainings while there is person job fit. And it will show if there is the moderating role of person job fit. That means, when person job fit is high reward and training are expected to be more effective and efficiencies to perform high, and when there is low person job fit reward and training are not expected to be effective and efficiencies to perform high. Reward is also taken as all forms of financial return, tangible services and benefits an

employee receives as part of an employment relationship' Malhotra et al. (2007). There is nodoubt; every employee expects some level of reward after delivering their function or task. Employees expect employers to deliver or execute designated duties to their satisfaction whilst employees also expect their employers to assure them of adequate wages and salaries (rewards) after they dutifully deliver what is expected of them.

The job performance of Bole sub-city administrations will be assessed in terms of reward, training and person job-fit as the context of Ethiopia. So, in this research area, such situations will be discussed one by one. The effects of reward and training while there is the moderating role of person job fit as far as the employees' intention about it, have been seen in this research.

1.2 Back ground of the organization

The data of its official website showed that Bole sub-city Administration is one of the ten sub-cities of Addis Ababa which is the capital city of Ethiopia. And the Administration building is located at Megenagna, on Map Area: 122.08 sq.km, with 328,900 total populations that contain 154,542 male and 174,358 female population. Its population density is 2,694.1 per sq. m. (<http://www.addisababa.gov.et/de/web/guest/bole-sub-city>. Searched at 7:23 pm. on June 2019).

The annual report data and the structure line chart of the sub-city administration showed as there are fifteen weredas under the sub city administration; those contained 6017 employees, totally. The sub-city administration has powers and functions: carry out municipal functions within the bounds of the physical space located for it in accordance with the principle of decentralization and in conjunction with the center of the city, administer the weredas under its jurisdiction, and ensures the observance of law and order, according to the website of Addis Ababa administration,

It is believed that the success or failure of an organization depends on the quality of human resources. Training is expected as it helps to increase job knowledge and skills. It also expands the intellect on overall personality of the employee, as the previous scholars' findings. Reports of the Administration of the study area showed the performance of employees is neither increase nor decrease in previous years and similarly in the current year, most employees' performance is laid at medium or 50-60 % of the planed job performance. And the data of annual reports of employees' trainings show as it had been taken completely.

1.3 Back ground of the study

Employee Performance is the outcome or contribution of employees to make them attain their organization's goal according to Herbert et al. (2000). Scholars, for instance; Jacobs (2013), Ekundayo (2015) and Uzma (2015) argued as performance is strictly a behavior and a separate entity from the outcomes of a particular job which relate to success, productivity and to human resource. Those scholars define performance differently; for instance, Ekundayo argued as performance is the action or process of performing tasks, Ekundayo (2015), and the other one defined as performance is estimated to be the fulfillment of an obligation. In general, those scholars agree about the central idea of the performance that says performance is the action or behavior of employees.

When we come to reward, Wilson (2010) defined it as it is an external agent administered when a desired act or task is performed, that has controlling informational properties. And reward is taken as all forms of financial return, tangible services that benefits an employee receives as part of an employment relationship according to Malhotra et al. (2007).The others argument is Wanjau's argument, factors that lead to job satisfaction are called satisfiers or motivators because they elicit positive feelings towards the job and provide personal satisfaction which is intrinsic reward, Wanjau et al. (2014).Most of the previous studies like Zahid and others provide the evidence that there is a strong positive relationship between human resource management practices like training and reward, and organizational performance. For instance, Zahid et al. (2017) said that training affects the performance of employees positively. There is the meaning, 'a thing that persuades or leads someone to do something for both motivation and reward as the interpretation of the website which is called 'word hippo' that list the word motivation as the other word of reward or as its synonym. (<https://www.wordhippo.com/what-is/another-word-for/reward.html>. Searched at 4:224 pm. on July 20, 2019).

Studies also argued as there is positive relationship of trainings or rewards and job performance. Job performance increase while there is person-job fit that concerns on the fit between the individual characteristics and the job environment, the relationship between training and employees' job performance will be strengthened in the presence of person job fit, Zahid et al.

(2017). So that, based on the previous studies this research also contribute in its own progress. But the study is considered as it is done in Ethiopian context.

1.4 Statement of the problem

Organizations are charged with the responsibility of serving people, being productive, and capable of making a worthwhile contribution to their society and also being profitable. Related studies have been done on performance and its predictor factors. Some scholars made their research on different aspect of training employees in organizations on performance. Some others, like Bakker, studied about training and its positive effect on engagement and performance according to Bakker et al. (2011). But, there is lack of studies that can show the negative and positive aspects of training when it is affected by other moderator variable, person job fit, and/or while employees' skill and knowledge are not fit with their job. The study is about description and analysis of the relationship when employees' performance caused by with reward and training that can add or reduce employees' and organizations' goal achievement, in order to show the improvement, the solution, and the ways how to make employees able to perform their best with their full interest and effort.

There is the gap of knowledge on the contextual reality of Bole, as Ethiopian context, there is lack of study that can show if there are negative/positive significant effects of reward and training on performance of employees who are and who are not in person job-fit situation. And also, there is lack of study that can show us if there are negative/positive effects of training and reward on job performance while person job fit plies the moderator role in administrations of Bole sub-city, as an Ethiopian context. In this research, it will be studied with the context of Bole sub-city under the Administration of Addis Ababa, Ethiopia. There are planned and not planned trainings in the HR offices of Bole Sub-city, but there is no excellent job performance as the researcher observed the annual reports of those institutions. Most employees' performance is laid at medium or 50-60 % of the planed job performance as the annual report of the administration showed. But there are several trainings as well as reward. The problem may be occurred because of employee-job rearrangements which are done several times in those HR Administrations. That means, there is a doubt weather person-job-arrangement is appropriate or not, in terms of person job fit, while the arrangement is done frequently. It makes the work situation new for those rearranged employees may not fit to the job in terms of their skill and interest towards their new

job. That means, the cause of the problem may be around person job fit. It needs further analysis on training and reward system while there is low role of person-job fit.

1.5 Objectives

1.5.1 General Objective

The general objective of the research was to identify the relationship that reward and training have with employees' job performance through the moderating role of person job fit in the office of HR at Bole Sub-City Administration employees.

1.5.2 Specific Objectives

In this study, the specific objectives are as follows:

- To identify the relationship between training and employees' job performance of the HR administrations.
- To identify the relationship between reward and employees' job performance of the HR administrations.
- To assess the moderator role of person job fit in the relationship that reward has on employees' performance of the Bole Sub-City administrations employees.
- To assess the moderator role of person job fit in the relationship that training has on employees' performance of the Bole Sub-City administrations employees.

1.6 Question

1.6.1 Central Question

What are the relationships that reward and training have with employees' job performance through the moderating role of person job fit in the office of HR administrations' employees?

1.6.2 Specific Questions

The questions that come up from the problem of the study and can guide this study are as follows:

- Is the relationship of rewards and employees' job performance significant in the HR administrations?
- Is the relationship of job training and employees' job performance significant in the HR administrations?
- What is the effect of reward on employees' job performance of the HR administrations while there is the moderating role of person job fit?
- What is the effect of training on employees' job performance of the HR administrations while there is the moderating role of person job fit?

1.7 purpose of the study

The purpose of this study was to explore different ideas about how to make employees better in terms of performance because of training and reward. The research is also important to show as there is better training, while employees of organizations are with person job fit. Additionally, this study was very significant for both managers who have faced the problem of productiveness to solve, and for those who have not faced such matter in their organization to prevent, contribution in the study area. It also serve as a mechanism board for researchers willing to conduct study in this area and it indicates the area of intervention for the concerned governmental and non-governmental bodies.

It is hoped that the information generated from this study could possibly raise awareness on the issues which have been mentioned as objectives and constructive manner among managers of organizations. It is also expected to inform to find out the organizations situation and practices of managerial roles. The overall research findings of this study may also be replicated and applied elsewhere by any managers. The study analyzed the gathered information and showed what is the difference between training/rewarding employees who are in person job fit situation and who are not.

1.8 Scope of the research

Bole Sub City, governmental administrations those are seven more problematic HR offices. The geographical area of the scope of the research is 122.08 sq.km. Under the sub city, seven woredas those contained 2,317 employees are targeted.

1.9 Limitations of the study

The limitation shows the border of the paper that will not include in the scope of the study, like:

- The research did not concern with organizational performance but job performance.
- The research did not cover more sample respondents rather than 337 employees.
- The research did not concern about how to train employees, as method.

1.10 Key Term Definitions:

Job performance: The work related activities expected of an employee and how well those activities were executed.

Job training: Job training is method of preparing an employee to perform a task by providing them with information about the task, a demonstration of its performance, an opportunity for the employee to imitate the demonstration and subsequent feedback.

Person-job fit: Person–job fit is the degree of alignment between the individual and the job.

Intrinsic reward: Intrinsic rewards are the non-physical rewards that they cannot be seen or touched but are emotionally connected with the employees' feeling of contentment one finds in the completion of any task.

Extrinsic reward: Tangible and visible reward given to an individual or an employee for achieving something.

1.11 Organization of the Paper

The first chapter of the research contained such subtopics: back ground of the organization, statement of the problem, objectives, questions, purpose of the study, cope of the research, imitations of the study. The second chapter also contained; intrinsic reward, extrinsic reward, training, moderating role of Person job fit through the relationship of job training& job performance, and conceptual Frameworks based on the reviewed literature. In the third chapter, methodologies of the research discussed containing such sub-topics; description of the study area, research design and approach, types and sources of data, data collection tools, methods of data analysis, target population and sample design, reliability and validity. Descriptive statistics, demographic characteristics of the participants, mean and standard deviation of all variables, correlation analysis, and regression analysis based on basic assumptions, multiple regression results, moderator analysis, and summary of hypotheses result are subtopics of chapter four. The final chapter is fifth chapter that contain conclusion and recommendation with future research demonstration.

CHAPTER TWO: LITRATURE REVIEW

2.1 EMPLOYEE PERFORMANCE

General model of individual differences in performance which became influential as the model that proposed by Campbell (1990), differentiates performance components; job septic task proficiency, determinants of job performance components and predictors of these determinants. Campbell describes the performance components as a function of three determinants: declarative knowledge, procedural knowledge and skills, and motivation. He expressed the declarative knowledge as it includes; knowledge about facts, principles, goals, and the self. And he list out function of a person's abilities, personality, interests, education, training, experience, and aptitude-treatment interactions. But he did not include rewards as the predictor. Hesketh and Neal also criticize Campbell as he does not make specific assumption about the predictors of motivation. Campbell (1990) largely neglects situational variables as predictors of performance Hesketh and Neal (1999).

Self-efficiency is the other belief that one can execute an action well. It is taken as another construct in the motivational domain which is highly relevant for performance according to Bandura (1997). Self-efficacy has been shown to be related both to task performance, such as business success in small business owners, as well as to contextual performance, such as personal initiative Speier and Frese, (1997). Additionally, self-efficacy has been of particular importance in the learning process. But the theory has its weakness that didn't provide the view on what makes the individual able to reach at self-efficiency.

There is the better theory, Reinforcement theory, which was initiated by Skinner. The theory referred to Behaviorism or Operant Conditioning which is still universally taught in psychology today. It focuses on individual's behavior as a function of its consequences. Skinner took a different direction by relating his thoughts on adjusting motivation through numerous stimuli, industries such as business, government, education, prisons, and mental institutions to achieve a wider perception of human behavior. Some scholars, like Banaji, criticize this theory in terms of the individual behave that Skinner saw no role for individual's intentions or goals in it, Banaji (2011). But, Skinner investigated by reinforcement theory like the environmental factors that

affect human behavior. Reinforcement theory has four most important approaches which are: positive reinforcement, negative reinforcement, extinction, and punishment.

The above theories didn't show the dummy variables or the other variables that can affect the relationship of predictors or determinants and the dependent variables. But, Baron and Andrew Hayes dialed on the interaction in different way. The conceptual framework shows the moderator effects of person job fit, the correlation between x and y varies depending on the value of the moderator variable z, Baron and Kenny (1986). And Hayes had the model that can show the moderator effect. So, this research preferred Andrew's view of interaction that considered the conditional process analysis.

According to Hayes there is modeling strategy which is called "Conditional process analysis" aimed to describe the conditional or contingent way of variable that transmits its effect on another, with estimating hypotheses about those effects, Hayes (2013). There is "Moderation analysis used to examine how the effect of an antecedent X on consequent Y depends on a third variable which is called moderator M that can affect the interaction. So, this research has been done based on Hayes theory. Because, It provided the opportunity to assess the interaction effect and the indirect effect of variables.

As the reviewed researches, the scholars' idea tell as performance is the concern of employees' behavior or action, and then the study can get in to the research's concern, employees' job performance and those predictors' effect. In the other word, Afshan explanation the achievement of specific tasks measured against predetermined or identified standards in terms of effectiveness and efficiency, Afshan et al. (2012). Effectiveness and efficiency concerned to organizational goals. Employee's perceptions about their responsibilities and tasks were not associated to employee's self-decision making according to Lawler and Hall (1970), cited by Muhammad (2012). But, employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. Khaled and Alshuwairekh (2016) argued as human resource management practices; training and reward have been strongly and positively related to employee deed and progress. And also, generally, the organizational goal is succeed, John (2000).

When it is put at organizational level, performance is broad that shows not only job performance but also the motivation/reward that organizational performance comprises the actual output or results of an organizational outputs (or goals and objectives) when it have been performed well. According to Richard (2009), organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholder return. Those scholars showed the performance as it is reward by itself which is dependent variable. But, the argument of Mullins (2005) confirmed as there are many organizations in recent years, moved towards rewarding employees for performance as a means to achieve organizational goals.

2.2 Reward

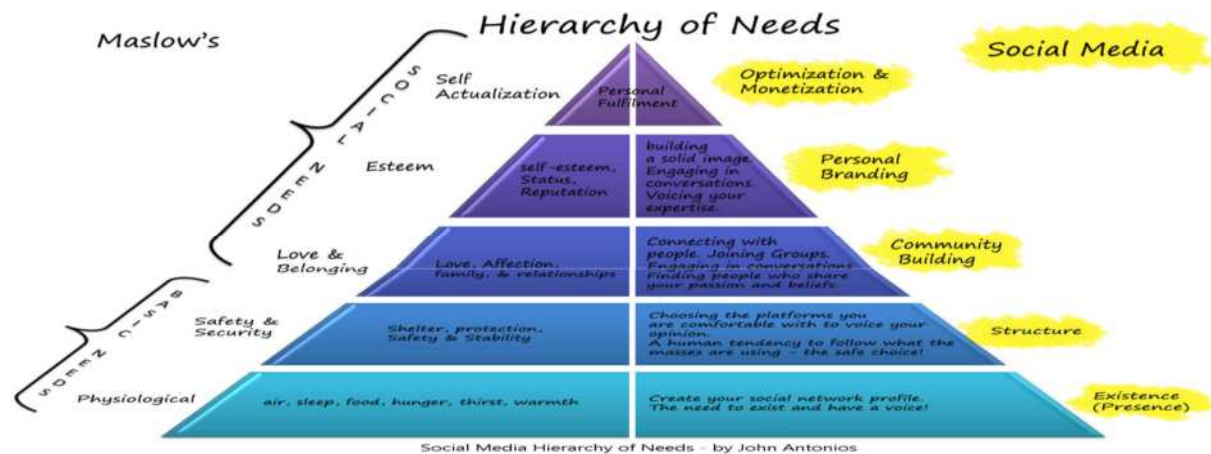
Individuals are best motivated when they are rewarded and that will lead to certain attractive outcomes, then, performance at a desired level is possible, here. According to Muogbo, motivation and reward have significant effect on performance, Muogbo et al. (2018). This means, motivation and rewards have the same role that persuades or leads someone to do something. And reward is motivator of performance. Most scholars like Stephen and Robbin, (2013) agree with the argument that said motivation aims the improvement of individual performance within an organization.

In the other way, Alfie Kohn (1993) argued that rewards are not necessary for employee motivation. But, According to Armstrong (2005), there are the most important concerns in reward management, which tells how rewards can be used to motivate people to perform better. Kohn's reason is that reward has short period motivating function for performance. That means, if employees don't rewarded permanently they can't be motivated permanently. But according to Schoeffler's view, an effective reward program may have three components: immediate, short-term and long term that has recognition of a good performance, Short- term rewards for performance could be offered monthly or quarterly and long-term rewards are given for showing loyalty over the years Schoeffler B. (2005).

So, organizations need to select rewards that can be used usually in order to motivate employees usually like intrinsic reward. Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal, because of motivation is

concerned with effort toward any goal, the focus to organizational goals in order to reflect our singular interest in work-related behavior, Stephen P. Robbins T, (2013). Motivation is a very important from an organizational point of view because it transforms human resources into action. According to Danish et al. (2015), the employees who are appreciated by intrinsic rewards within the organization not only perform well according to their job description but also get motivated positively for the welfare of organization and for them.

There are Maslow's Hierarchy of Needs (1943), Herzberg's(1959) motivator-hygiene theory, and Synderman's (2010) Expectancy theory that can show why reward is motivator to performance. These three theories plus variants of them have been used in countless research studies and continue to inform the practice of reward management up to the present day, Muogbo et al, (2018). Maslow (1943) describes a pyramid comprising a series of layers from the base that is most fundamental physiological needs. He list these levels of needs in sequence from bottom to top, employment and the resources it brings are classed under; safety needs, belonging, recognition, and self-esteem.



Source: Rizwanet. el (2016)

Basic need part is equivalence or parallel to extrinsic reward that needs external requirement which is more physical or tangible, and social need part is equivalence to intrinsic reward which is the concern of needs of internal requirement which is intangible. Because, social need is the concern of needs internally: love, self-esteem and self-actualization, while intrinsic rewards have: tend to give personal satisfaction to individual, information, feedback, recognition, trust, and empowerment. And extrinsic rewards are concrete rewards that employee receives: bonuses, salary raise, gifts, promotion, and so on according to Rizwan (2016).

2.2.1 Intrinsic reward

Factors that lead to job satisfaction are called satisfiers or motivators because they elicit positive feelings towards the job and provide personal satisfaction which is intrinsic reward, Wanjau et al. (2014). Satisfiers relate to the content and nature of the job and describe the employee's relationship to what he/she does. According to the argument of Armstrong, intrinsic motivation/reward can arise from the self-generated factors that influence people's behavior. It is not created by external incentives, Armstrong (2009). Herzberg's motivation (hygiene) theory also deals about the intrinsic reward that concern to lead job satisfaction or dissatisfaction which is inter-personal factor. Intrinsic motivation can be enhanced by job or role design, Elizabeth et al, (2015). Palistha also argue the recognition as an important non-financial reward which is particularly valued by some employees. Because, having efforts noticed and valued can be great motivator and encourage employees to stay being motivated in better performance, Palistha, (2018). According to Malhotra et al. (2007), commitment is related to reward.

The intrinsic motivators, which are concerned with the 'quality of working life' (a phrase and movement that emerged from this concept), are likely to have a deeper and longer-term effect because they are inherent in individuals and their work and not imposed from outside in such forms as incentive pay, Richard and Edward (2000). Intrinsic reward is likely to have a deeper and longer-term effect these include rewards, such as incentives, increased pay, praise, or promotion; and punishments, such as disciplinary action, withholding pay, or criticism. Those long-term rewards are given for showing loyalty over the year's performance, Schoeffler (2005).

H1: Intrinsic Reward has positive effect on employees' job performance..

2.2.2 Extrinsic reward

This highlights the importance for any merit based pay model to be fair and transparent in order to be successful in the long term presence of better motivation and performance according to Namisi, (2016). In the real world, it is very important to reward high The attribution theory suggests that rewarding people for an interesting activity leads them to attribute their behavior to the extrinsic reward rather than to their intrinsic interest in their activity. In recent years, many organizations have moved towards rewarding employees for performance as a means to achieve

organizational goals Mullins, (2005). Intrinsic and extrinsic rewards are more concerned in organizations, Smith and Rupp (2003) explore his research idea on the link among performance rating pay and motivational influences looked at the merit and demerit of increase where performance related pay models are applied and the effects this can have on motivation.

According to Gohari, reward strategies confirm the level and the merge of non-financial and financial rewards required to attract, maintain and inspire skillful competent, and capable employees to make the organization prosperous Gohari et al. (2013). Although some of these benefits are financial forms, such as options for salary sacrificing and competitive pay, there are a lot of non-financial benefits which firms can provide its employees, in fact, some factors that may motivate the staff members internally. Therefore, for a manager, it is necessary to know what really inspires employees and perhaps they are not the same things that stimulate other employees according to Payam, et al (2013).Based on the above imperial evidence, this study developed the following hypothesis:

H2: Extrinsic Reward has positive effect on employees' job performance.

2.3 Training

When we start from the theories of training, we get The Human Capital Theory developed by Smith (1776) that believed as training creates assets in the form of knowledge and skills, which in turn increases the productivity of the worker. The other theory called Tournament Theory propounded by Lazear and Rosen, (1981), states that when an organization insufficiently monitors its employees' behaviors such that it possesses imperfect information regarding employees' skills and abilities, it is effective to administer a competition of career advancement based on the indication of their exhibited abilities. As training can refer to bridging the gap between the current performance and the standard desired performance, Amir et al, (2013), effective training and development programs aimed at improving the employees' performance. Training could be given through different methods such as coaching and mentoring, peers' cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance. According to Muhammad (2012), training is a motivational factor which enhances the knowledge of the employee towards the job. Farooq and Khan, (2011) findings of the study

also depict the positive correlation between training and employee performance. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when a firm is able to meet its employees' job related needs in timely fashion. Amir also conclude as training is the only ways of identifying and improve need of employees and then building their required competence level so that they may perform well to achieve organizational goals, Amir et al. (2013). As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and it is a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance, Amir et al. (2013).

According to Swart et al. (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers to enhance their performance. Furthermore, he explored the idea about training for organization to recognize if their workers are not performing well related to knowledge, skills and attitudes they have to be molded according to the firms' needs. There might be various reasons for poor performance of the employees such as workers may not feel motivated anymore to use their competencies, or may be not confident enough on their capabilities, or they may be facing work-life conflict. All the above aspects must be considered by the firm while selecting most appropriate training intervention that helps organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart et al.(2005), employees' superior performance occur only because of good quality training program that leads to employee motivation and their needs' fulfillment. Three methods of training are mentioned by Olaniyan et al, (2008), those methods of training that can be classified: on the job training/coaching, induction/orientation, apprenticeship, demonstration, formal training. According to Josh (2013) cited by Amsalu (2017), there are three types of training programs designed by the organizations can be of any one of the types; job training, refresher training and promotional training. Job-training deals about the purpose of trainings. Then, it increases the knowledge of workers about the job with which they are concerned so that their efficiency and skill of performance are improved. When existing employees are promoted in an organization, they are required to shoulder new responsibilities of

the new position to which they have been promoted by training, Amsalu (2017). The research's focus area, job training is common in the organization.

2.3.1 The Relationship between Job Training and Employees Performance

According to Zahid, training enhances the efficiency and performance, and it contributes the smooth movement of organizations towards their success. Training of employees has a deep effect on the performance of employees. That means, there is direct relationship between training and performance i.e. training increases the performance, Khan (2012). Guest (1997) cited by Riyadh and Amen (2013) mentioned training and development programs as one of the vital human resource management practice that positively affects the quality of the workers knowledge, skills and capability and thus results higher employee performance on job. The study findings of Farooq and Khan (2011) depict the positive correlation between training and employee performance. All of these have in turn been shown to be conducive to performance understood more narrowly, namely as outputs and outcomes, in particular efficiency, and effectiveness. Therefore, role of training on employee performance is not only significant but studies prove that it also increases job satisfaction and commitment towards the organization Obisi, (1996) submitted that training aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth postulated that the process of training is a continuous one. The need to perform one's job efficiently and the need to know how to lead others are sufficient reasons for training and the desire to meet organizations objectives. It is to increase personnel efficiency, professional growth, and smooth and more effective organization's operations, Olaniyan, (2008). So, based on the above imperial evidence, this study hypothesis:

H3: Job Training has positive effect on employees' job performance.

2.4 Person job fit

Person job fit has focused mainly on the role of the selection process according to Cable and Judge (1997); Kristof-Brown et al. (2000). Person-job fit (P-J fit) consists of enough amounts of elements that related to employees' work-related attitudes has been as considered. In short, Person-job fit is defined as the degree of alignment between the individual and the job according to Wong and Tetrick, (2017). Mary (2015) also indicated that it is essential for the right people to

be employed for the right job in order to grow and achieve organizations' business objectives. Prior studies have supported the effect of PJf on employee and organizational attitudes and behaviors as the view of Kristof-Brown et al. (2005). Holland's view cited by Robbins and Judge (2013) tell us the theory of person-job fit is based on the idea of the fit between the characteristics of an individual with his work environment. Furthermore, Holland presented six types of individual characteristics and suggested that the satisfaction and tendency to leave a job depends on a work environment. According to Boon and Biron (2016) individuals want the fit of values, goals and interests. The value fit means, the fit to each given job.

2.4.1 Person job fit and job performance

Studies argued as there is are relationship between Person job fit and job performance. For instance, Li and Hung (2010) conclude that person-job fit found to be highly correlated with job performance. And Daniel's study argument that cited by Ravi, (2015), said that the fit is an important consideration in employee selection in order to make his/her performance good. There is other previous studies that conclude as person-job fit is positively related to contextual performance Han, (2015), but negatively related to employee turnover Boon and Biron, (2016). Group members who fit contribute more, are more satisfied with their work and work relationships, have reduced tardiness and absenteeism, and are less likely to turnover, means it improve performance, in other expression, person-job fit approach to meaningful work and employee retention is described that consists of matching individual self-concept with job tasks and behaviors according to Scroggins, (2008). According to Boon studied and found as the performance of a misfit is not much different than that of an average person, and the performance of a person who is a strong fit is much better than an average person, Boon et al. (2011). A strong match between an employee and their job description means that they possess adequate resources to devote to their work according to Zhao and Han, (2016) conclusion. Job characteristics and work situation meet employees' psychological needs, then; they become involved properly in their work. Zhao also told us, employees' strongly matched with their jobs possess in terms of their knowledge and skills to fulfill their tasks, leading to recognition and respect from leaders, self-organizing support, and more workplace autonomy. Their basic psychological needs are also satisfied Zhao and Han, (2016). Therefore, person-job fit is positively related to job involvement.

2.4.2 Moderating role of Person job fit through the relationship between job training and job performance

Some scholars agree that the relationship between training and employees' job performance will be strengthened in the presence of person job fit. For example, Zahidet al. (2017) argued that the employee competencies are developed and enabled them to implement the job-related work efficiently, and achieve organizational objectives in a competitive manner, through training. The concept of moderator and mediator variables shows that when the effect of mediator is removed, the relationship between dependent and independent variable disappears. But, relationship between dependent and independent variable can be stronger through the effect of moderator variable. In terms of Zahid's conclusion, person-job fit mediates the relationship between training and performance, (2017). He assume as one can't perform any task of his/her job if he don't fit with his/her job. But, some research results show that higher satisfaction with educational training, job characteristics, and person-job fit would enhance job performance of employees, both job characteristics and person-job fit present moderating effects on the correlations between satisfaction with educational training and job performance Hsin et al, (2017). Han conclude that person-job fit mediates the relationship between employee training and job performance, Han (2015). In the newest study of Zahid and Riyaz (2019), he cited Dysvik and Martinsen (2008)who examined the potential mediating and/or moderating variables between training and performance. In Ethiopian context, there are employees who have a few performances while they don't fit with their job. This shows that the role of person job fit is moderating rather than being mediating. So, based on that imperial evidence, this study developed the following third hypothesis:

H4: There is a moderating role of person job fit through the relationship between job training and employees' job performance.

2.4.3 Moderating role of Person job fit through the relationship between intrinsic reward and job performance

Some scholars, like Rizwan argued as intrinsic reward actually fulfills employee's intrinsic factors or motivators and thus motivates him, Rizwanet el, (2016). Vandana also argued as literature does not neglect the importance of motivation. Then, he said that when the right person for the right job is not selected then motivation will be having no effect or zero effect occur on

employee's job performance, Vandana and Manisha (2014). Managers must keep this factor in their minds and must seek the guidelines from the HR department to place the right person for right job. And when they will be motivated, surely their performance will increase and they will play a vital role in the success of the organization according to Muhammad et al, (2012)

The successes of most service-organizations depend on the performance and output of the human elements of the system. Employees constitute the most critical input in service industries, and as such their satisfaction and motivation is at the forefront of managerial task. Managers are therefore faced with the challenge of choosing which measure to adopt or whether to rely on intrinsic or extrinsic rewards system in order to gauge employee performance, Nnaji and Nnadozie (2015).

So, based on the above imperial evidence, this study developed the following hypothesis:

H5: There is a moderating role of person job fit through the relationship between intrinsic reward and employees' job performance.

2.4.4 Moderating role of Person job fit through the relationship between extrinsic reward and job performance

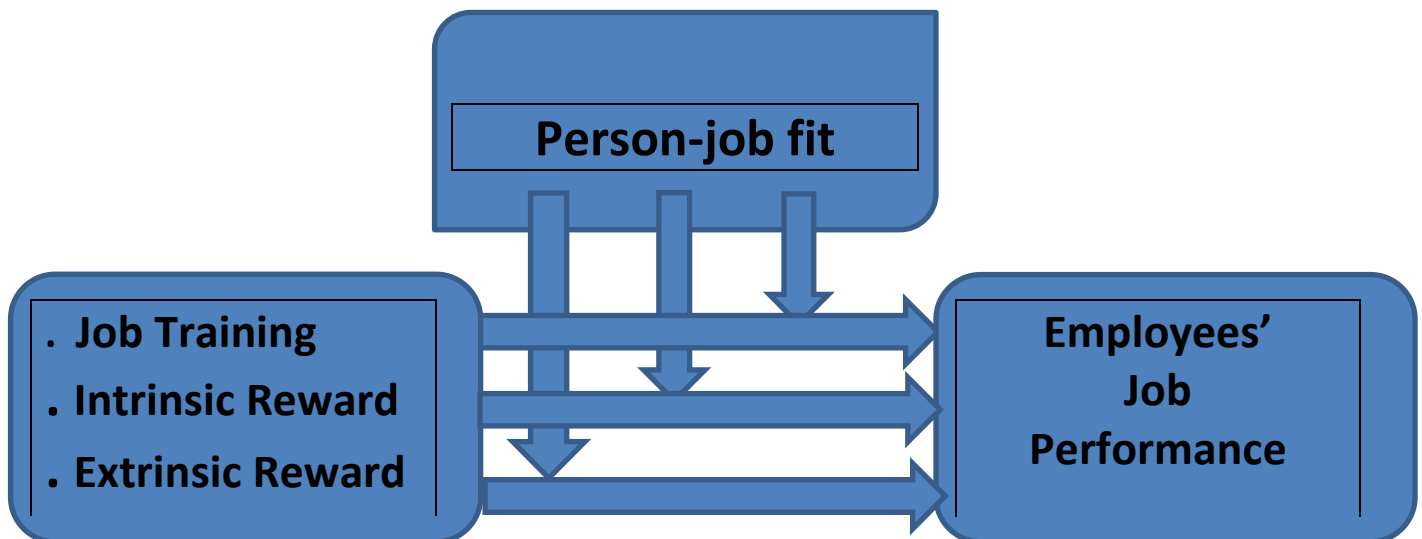
As we review the intrinsic reward is likely to have a deeper and longer-term effect these include rewards, such as incentives, increased pay, praise, or promotion; and punishments, such as disciplinary action, withholding pay, or criticism, those long-term rewards are given for showing loyalty over the years performance according to Schoeffler (2005). An extrinsic rewards actually fulfills employees extrinsic factors or hygiene factors and thus do not let him start thinking about leaving the company, that means extrinsic reward also reduce turnover of employee as the view of Rizwan, et el, (2016). Basic need part of Maslow's diagram is equivalence or parallel to extrinsic reward that needs external requirement which is more physical or tangible, Rizwan also deal on extrinsic rewards are concrete rewards that employee receives: bonuses, salary raise, gifts, promotion. Sungdae's research suggests dissimilar motivational traits of person-organization fit and person-job fit and their different interactive relations with the external regulation of work motivation in affecting public employee satisfaction, Sungdae et al. (2019). So, all of those reviewed literatures have similar idea on the extrinsic reward that dialed on the necessity of it for the performance of employees.

Based on those evidences and the above reviewed evidences on the other related variables like intrinsic reward which is positively related to job performance through the moderating role of person-job fit, this research developed the following hypothesis.

H6: There is a moderating role of person job fit through the relationship between extrinsic reward and employees' job performance.

2.2.5 Conceptual Frameworks based on the reviewed literature.

This research's conceptual framework show the relationship between predictors; job training, intrinsic reward, extrinsic reward, and the outcome variable; job performance while person job fit has moderating role on the relationship. based on , Hayes's Model that show the effect of an antecedent X on consequent Y depends on a third moderator variable M (interaction) that can affect the interaction, Hayes (2013).



Model 1: The model is developed by the author based on Hayes' Interaction Model, (2013).

CHAPTER THREE

3. Methodologies

3.1 Description of the study area

The study had its own aim that would be succeed in discussing about one organization's activities that it usually does to its employees, to recommend how they should be trained and rewarded better than they are being trained and rewarded before now, making theme fit to their job first. For this research, the selected organization was Bole Sub-City HR office. And area of the study was about employees' reward and training with the role of person job fit in terms of performance.

3.2 Research design and approach

Quantitative which is explanatory research design were applied in this study. The reason for using such approaches was that the problem needs depth description and understanding of the experience and also numerical analysis of some surveys. In this regard, the qualitative researches are concerned about finding out from their participants concerned with sense, meaning and interpretation, and the study will deal with hypotheses to make sure if there are significant and if there is moderating relationships caused by the variable, person job fit or not. The other design, quantitative is about the amount of responses in number or percent that will be used for analytical matters of the output of regression of the research.

3.3 Types and Sources of Data

The study used certain data for the preparation of this research finding. For the investigation of this study used primary data. Primary data source were questionnaires for the respondents who are assigned to be the sample of the research. And as information source, there were collected from concerned public office documents and related studies of scholars on the issue such as; different papers, journals, articles, books, others related thesis conducted previously will be used as the secondary data sources. Study papers and document: papers are the main data tools that will be used in the study as bench mark that the research has used the data which is studied previously and which cannot be observed now. Documents were also the tools that helped the study to have written information on employees' efficiency from the Administration's annual

report and other document. The Administration's information about employee-job arrangement, observed. This data provided information as their employee-job arrangement at most positions good, but in terms of person-job fit principle which is said as employees should be arranged with their interest, there is some blame. And the annual report can show the problem numerically.

3.4 Data collection tools

As it was proposed, questionnaires were functional for this study. The data gathering tool had its own purpose as the following:

Questioner: using questioner, the mail data that used to be analyzed through SPSS software is questionnaires that can gather the data about employees' training and reward that they had taken before the study season. Moreover, it had been functional to sampled employees and managers as much as possible. The sample of the research will include them to the questionnaires that are developed by the researcher and previous scholars. For instance, the questionnaires that will be used in this research are sourced from: Rosli's et al. (2011) for person job fit and job performance measurements with Weng's (2010) five-point Likert scale as it is cited by Khan et al. (2011) for reward, Asfaw et el, (2015) for training, in addition to those, the researcher's own questioners will be functional. The reason that the researcher select those questionnaires are because of the pre-test were made by those researchers before the real data collection started, Asfawet el, (2015), and the psychometrics values of questionnaires are tested and scored well. The reason that the researcher decide to use Rosli's questionnaire is that he tested the reliability and validity of the instrument and those questionnaires contains 10 items, divided into two; category 5 items each for the two decomposed variables (employee performance and person-job fit) those both items have above .70 reliability scale or matrices. The items of questionnaires are also can reach the aim of the research, being the measurement of predictor variables in the selected organizations.

3.5 Methods of data analysis

This research is analyzed using statistical package for social science (SPSS) version 22. The questionnaires were distributed to the sampled employees and the responses of the participants will be coded in excel spreadsheet and then they were exported to SPSS to analyze the findings. After exporting to SPSS, the raw data concerning the respondents' demographic and agent variables represented using different table. After the respondents profile, determinant variables processed using descriptive statistics and inferential statistics such as correlation, multiple regression analysis in order to make sure how the effect and the role of independent and moderator variables are processing well in the HR administrations of Bole. And also to make sure if they are really have the expected effect and role on the dependent variable, job performance. So, descriptive statistics and inferential statistics analysis are appropriate to use for this study. That means, multiple regression was functional in this study because there are more than one independent variables that exist in the conceptual model. The descriptive statistics parts of the variables analyzed using means, frequency, and percentage whereas Pearson correlation have been used to determine the relationship between agents performance and agent determinant variables and also regression analysis will be used to test the significant and impact of performance of agent.

3.6. Target population and Sample design

3.6.1 Target population

In order to select the sample of the research, it is a must to count out the amount of population of the research. So, in the area of the research is Addis Ababa Bole Sub City Administration that has. From 10 Sub-Cities across the city, Bole Sub City Administration contained 15 Woredas' administrations that totally have 6017 employees. Bole Sub-City is selected in this research by the reason due to time and financial constraints; it is the nearest one to conduct employees. So that, 7 Woredas', from Woreda 01 up to Woreda 07 population that contained 2,137 is targeted as connivance and several trainings given in those administration offices. Employees' distribution of those Woredas is listed as the following respectively, from Woreda 01 up to Woreda 07: 299, 221, 372, 299, 285, 354 and 299 employees. Totally, 2,137 are the target population of the research.

3.6.2 Sample design

Purposive (non-probable) sampling was applied to select seven Woredas' Administrations among the other Woredas' Administrations because of those Administrations were more problematic that not enough job performance scored while they have more training and rewards. And also the proportional amounts of samples are drawn in each HR offices in those selected administrations closely available employees are used to feel the questionnaires in order to study simply and smoothly in terms of time, money and access of data, as connivance, Suresh et al, (2011). Respondents from each sectors were selected by using simple random sampling technique because each member of the population will have equal chance of being selected in this technique. A 95% confidence level is assumed for this formula to determine the sample size, at $e = 0.05$ Population at $N = 2,137$ employees, the formula given:

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

where n is the required sample size, N is the population size, and e = error

term Sample size e = level of precision given that 95% confidence level and $P = \pm 5\%$ are assumed. The formula was developed by Taro Yamane (1963) as cited by Wondye, (2017) it is calculated as: $n = 2,137 / 1 + 2,137 * 0.05^2 = 337$.

So, from the target population of 2,137 employees the researcher selected 337 employees as a sample to distribute questionnaires by using simple random sampling technique. That means, 15.7% of the total is sampled. So, from the distribution of those respectively listed amount of employees from Woreda 01 up to Woreda 07: 299, 221, 372, 299, 285, 354 and 299, the research selected the sample: 47, 36, 58, 48, 45, 56, 47 employees respectively.

3.7 Reliability and Validity

Reliability of job training, intrinsic reward, extrinsic reward, person job fit and job performance respectively are showed in the table below. According to Sekaran (2016) Cronbach's Alpha result shows the reliabilities; less than 0.60 are poor, those in the 0.70 range acceptable, and those over 0.80 good. So, all variables Cronbach's Alpha showed as all are above 0.70, When the reliability is above 0.80, the study is acceptable because of the reliability that confirmed with good reliability score as it is shown below. The tables showed as the reliability of all variables are high.

Table 3.1 Reliability Statistics table

Variables	Cronbach's Alpha	N of Items
job training	.701	10
intrinsic reward	.908	9
extrinsic reward	.865	6
person job fit	.865	4
job performance	.904	6

Source, Own data output, 2019

The validity of the research is determined by the data such as correlation and ANOVA table indicates that the model of the study is significant and valid. Aguinis, (2004). So, the significance of the study shows as the research is valid. Because, the result showed as all variables have significant relationship with the moderator and the dependent variable. As the Validity, there are also had the evidence on the literature review part. All sampled respondents are participated as the descriptive data the research showed. So, the research is valid.

CHAPTER FOUR

4. RESULTS AND ANALYSIS DISCUSSION

In this chapter, analysis of the data which have been obtained through questionnaire explored. As such the study investigate the influence of training and reward on the job performance of HR offices of Bole sub city that found in Addis Ababa city through the moderating role of person job fit. To examine the effect of job training, intrinsic reward and extrinsic reward on job performance through the moderating effect, the study based on the data which was obtained from sample respondents by using questionnaire as data collection instrument. Closed ended five point Likert scale questionnaire was used and second sources such as written documents were referred. And the data were described, analyzed and synthesized in tables, percentages, frequency distribution, regression and correlation. This chapter presents the descriptive and inferential analyses undertaken by using the software Statistical Package for Social Sciences (SPSS version 22) and discusses the results of the study. Several key findings emerged that shed light on reward and training practices and its association with person job fit. The data and its immediate interpretation are presented as follows:

4.1 Descriptive statistics

4.1.1 Demographic characteristics of the participants

There was the total sample of 337 employees who participated in this study from 7 woredas under Bole sub city. A total of 350 questionnaires were dispatched to respondents that work in 7 woredas under Bole sub city in Addis Ababa. The questionnaires returned are 342 with a response rate of 97.7%. This rate of response is above the amount of the sample size, 337 by three but those three responses are reduced because of predetermined amount of the sample size which is representative enough justifying the generalization of the findings drawn from the information such a large number of respondents provided. Table 4.1 presents the summary of the demographic data results.

Table 4.1 Demographic Profile of Respondents

Gender		Frequency	Percent
1	Male	206	61.1
	Female	131	38.9
	Total	337	100.0
Age		Frequency	Percent
2	20-29	98	29.1
	30-39	55	16.3
	40-49	99	29.4
	50 and above	85	25.2
	Total	337	100.0
Your woreda's Administrative office:			
3	01	56	16.6
	02	50	14.8
	03	40	11.9
	04	49	14.5
	05	52	15.4
	06	55	16.3
	07	35	10.4
	Total	337	100.0
Educational Qualification		Frequency	Percent
4	Diploma	68	20.2
	First Degree	204	60.5
	Master's Degree	34	10.1
	Other	31	9.2
	Total	337	100.0
Work experience in Years		Frequency	Percent
5	0-1	10	3.0
	2-5	35	10.4
	6-10	89	26.4
	11-20	168	49.9

	21 and above	35	10.4
	Total	337	100.0
Job category		Frequency	Percent
6	Managerial	65	19.3
	Non-Managerial	272	80.7
	Total	337	100.0
How many Trainings you take on current organization:		Frequency	Percent
7	Never	1	.3
	1-3	95	28.2
	4-9	128	38.0
	10 and above	113	33.5
	Total	337	100.0

Source: Own Survey, 2019

Table 4.1 above shows the demographic profile of 337 respondents. Analyze the quantitative data. The above frequency tables were used to summarize the respondents profile in the form of frequency and percentages of demonstration distribution. The data of the table shows the distribution of the respondents according to their profiles. Majority of them were males (61.1%) compared to males (38.9%). Most of them were aged between 40 to 49 years old (29.4%) and between 20 to 29 years old (29.1%) next to that there is above 50 years old in 25%. All of the seven woredas the questionnaires were collected almost in similar percent in between 10% and 16.6%. Woreda 1 up to 7 respectively, the percentages are: 16.61%, 4.8%, 11.91%, 4.5%, 15.4%, 16.3%, 10.4%. From the total of 337 employees, about 60.5% employees have first degree, compared to Diploma (20.2%), Masters' Degree (10.1%) and others that may be: level 3 and 2 or 21th, etc. have 9.2%. Work experience of those respondents is classified as the following years: 0-1, 2-5, 6-10, 11-20, 21 as it is shown above. The percentages of employees those classified under those years are: 3.0%, 10.4%, 26.4%, 49.9%, and 10.4% respectively. So the half amount from the total respondents has about 11-20 years' experience.

Job category classified as managerial and non-managerial that mostly focused to collect the response about 80.7% as compared with managerial which is about 19.3 % respondents are participated. Only one respondent is never take any training, in percentage it is about 0.3%, the minimum percentage from the rest demographic percentages. Employees who have taken 1-3

trainings are about 28.2%, employees who have taken 4-9 are about 38.0%, and employees who have taken 10 and above are about 33.5%. The data shows that the greater percentage is 38 % that employees had taken 4-9 trainings, 33.5% is the second greater percentage employees had taken above 10 trainings, and then 1-3 trainings had been taken by 28% employees, at the last minimum, there is 3% employee who are never take any training. Almost all had taken training.

4.1.2 Mean and standard deviation of all variables (the dependent, moderator and independent variables)

The descriptive statistics was used as a way to examine the mean, standard deviation and other information which are not appear in the raw data for now. It was needed to determine the effect of reward and training on employee job performance.

Table 4.2 Descriptive Statistics (Mean and standard deviation of all variables)

Descriptive Statistics			
	N	Mean	Std. Deviation
	Statistic	Statistic	Statistic
JOB TRAINING	337	3.5852	.44790
INTRINSIC REWARD	337	3.6329	.73447
EXTRINSIC REWARD	337	3.5638	.73269
PERSON JOB FIT	337	3.6142	.78675
JOB PERFORMANCE	337	3.5020	.79734
Valid N (listwise)	337		

Source: author's own data, 2019

The means and standard deviations of the variables of the study are shown in the above table, Table 4.2. It describes the mean or the average response of the respondents about the degree of their level of *job training* was 3.5852 on a 5-point scale with a standard deviation .44790 which shows that majority of employees agree that these factors have positive effect on their performance in some extent employees have job training and it has positive effect on their performance.

The mean response of their degree of agreement with the intrinsic reward is 3.6329 on a 5-point scale with a standard deviation .73447. This shows all in all the respondents nearly satisfied with the level of intrinsic reward they receive, that means most of the respondents agree the effect of the intrinsic reward is positive on their current performance. *Extrinsic reward* was 3.5638 on a 5-point scale with a standard deviation .73269. This also shows all in all the

respondents nearly (thought “neutral” to “agree”) some of them satisfied about the level of *extrinsic reward* they received. Likewise, the mean response of their degree of agreement with the person job fit was 3.6142 with a standard deviation .78675, the job performance was 3.5020 with a standard deviation .79734 on a 5-point scale. This shows all in all the respondents nearly are either neutral about effects which the factors of Training have on their performance or they somewhat (thought “neither agree not disagree” to “agree”) not satisfied about the level of the above three components of reward.

4.2 Correlation Analysis

Correlation analysis is normally used to describe the strength and direction of the relationship between variables. As stated on the literature and statistical descriptive statistics, there are factors that can affect the Employee Performance of Bole sub city HR offices: job training, intrinsic reward, extrinsic reward, and the moderator variable person job fit were significant as detailed as follows. The level of significance is kept 0.05 because of the primary nature of data that has the probable chances of being uncertain. The table of correlation shows the value of the Pearson correlation coefficient between every pair of variables. The strength of relationship between variables is obtained through Pearson correlation coefficient that normally varies between -1 to +1. The sign indicates whether there is a positive correlation (as one variable increase, other also increase) or negative correlation (as one variable increase, other decrease). The strength of relationship is indicated by the size of the absolute value (ignoring the sign). +1 or -1 shows a perfect correlation, it also indicates that the value of one variable can be determined exactly by knowing the value on the other variable. If a scatter plot is form for this perfect correlation it will be a straight line. Similarly a correlation of 0 shows that there is no relationship between two variables, it also indicates that knowing the value of one variable provides no assistance in predicting the value of other variable. A scatter plot would show a circle of points, with no pattern evidence (Pallant. 2005, p121). In the next part correlation between reward management practices and employee will be calculated with the help of Pearson correlation coefficient.

Table 4.3 Correlation Analysis result table

	1	2	3	4	5
1. JOB TRAINING	1				
2. INTRINSIC REWARD	.293**	1			
3. EXTRINSIC REWARD	.288**	.601**	1		
4. PERSON JOB FIT	.412**	.567**	.677**	1	
5. JOB PERFORMANCE	.160**	.635**	.670**	.747**	1

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

Source: Own survey, 2019

Citing Davis (1971), Rosli said that the relationship is strong when the ‘r’ was ranged from 0.50 to 0.69 and the ‘r’ ranged between ± 0.30 to ± 0.49 , it shows moderately strong relation among the variables, Rosli’s (2011). As it can be seen in the above table, the inter-correlations among the variables were found to be in the hypothesized direction. High and significant correlations were observed between job performance and all independent variables except job training that has low correlation but significance with the dependent variable ($r=.160, p<.001$), intrinsic reward ($r=.635, p<.001$), extrinsic reward and job Performance ($r=.670, P<.001$), and the moderator person job fit has significant relationship with job performance with high Pearson Correlation amount ($r=.747, P<.001$) those correlations show strong relationship that indicate the more employees have received competitive intrinsic and extrinsic rewards, and job training the more their job performance would be. As there was no missing value from the total sample, 337 respondents, it get confirm about the sample size then correlation analysis were performed well.

The value of correlation coefficient (r) is positive in all cases that shows as there are positive relationship between all variables; intrinsic and extrinsic rewards, job training, and job performance. Correlation is significant at the 0.001 level (2-tailed) as it is written under the correlation table.

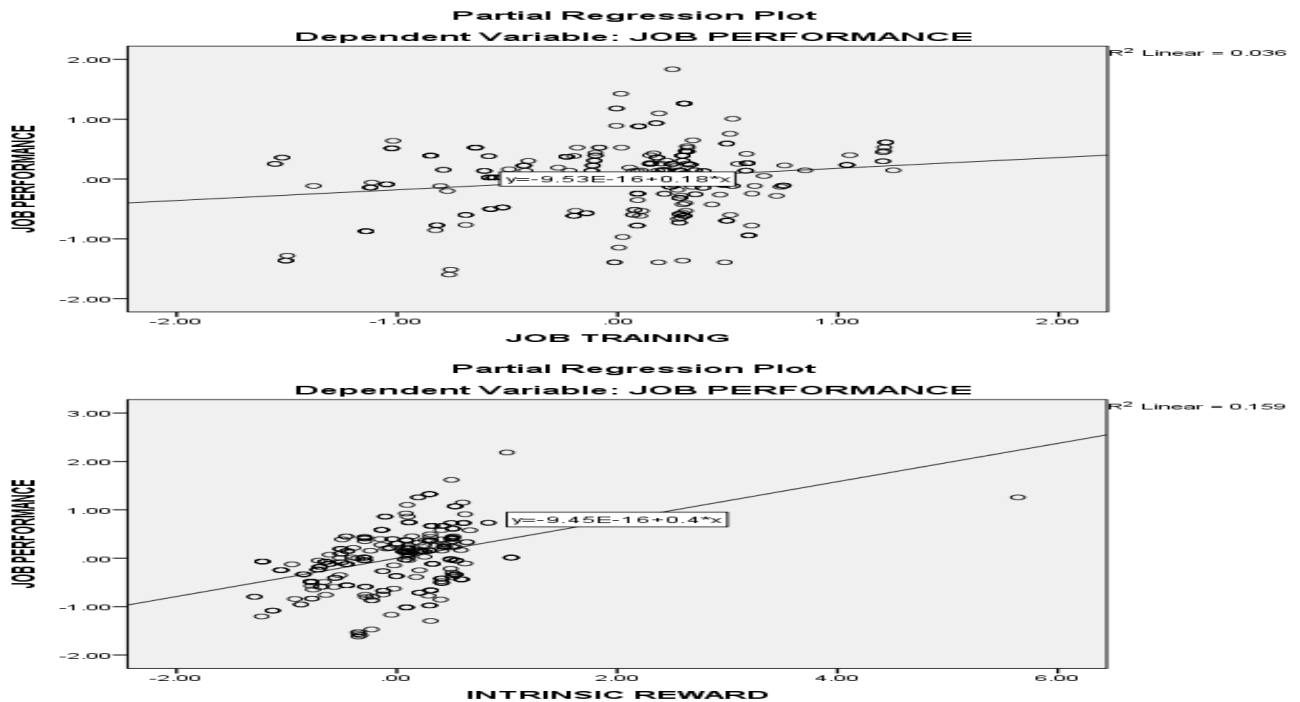
In order to make sure as the correlation is significant; its strength must be analyzed. When $r = .10$ to $.29$ or $r = -.10$ to $-.29$ it shows weak relationship, when $r = .30$ to $.49$ or $r = -.30$ to $-.49$ moderate relationship, and when $r = .50$ to 1.0 or $r = -.50$ to -1.0 it is strong relationship according to Cohen’s (1988) guidelines were used in this research since it is used by many researchers. Except job training, all variables of this study had strong correlation at $P<0.001$ as the correlation coefficients (r) of all variables of this study showed, intrinsic reward and extrinsic

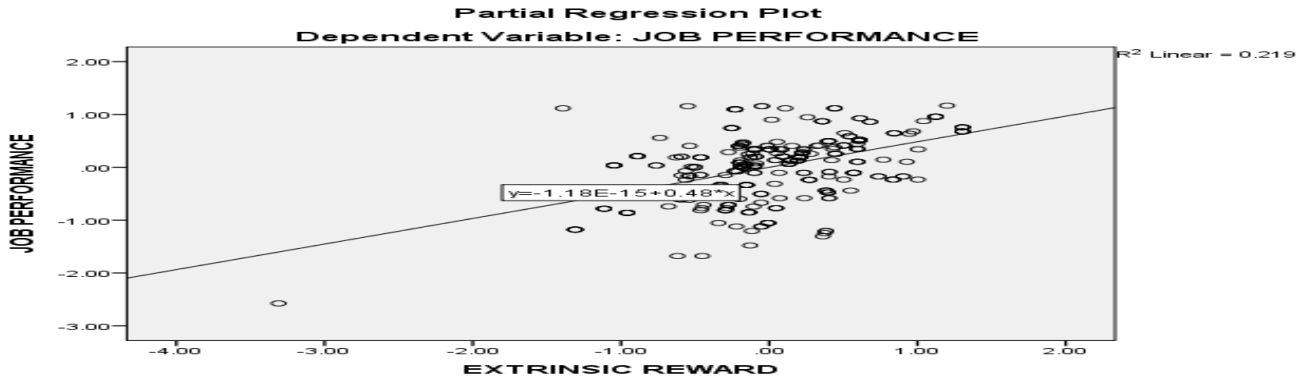
reward that they have with each other and with the DV, job performance showed above .50. But job training had weak relationship. It is listed below, the correlation coefficient (r) of each variables had with the DV, job performance: job training ($r=.160$, $P<.001$, $N=337$), intrinsic rewards ($r=.635$, $P<.001$, $N=337$), extrinsic rewards ($r=.670$, $P<.001$, $N=337$), and the moderator variable, person job fit also had strong correlation ($r=.747$, $P<.001$, $N=337$) were between .50 to 1, it shows the above two variables had strong effect on employee job performance while job training had weak effect. Significance level is strongly influenced by the size of sample (Pallant, 2005, p.127). Concluding remarks of the test: From the results of correlation table shows that intrinsic reward and extrinsic reward have a strong positive effect on job performance. And job training has positive effect on job performance.

4.3 Regression Analysis Based on Basic Assumptions

4.3.1 Linearity

A linear function is a function whose graph lies on a straight line, and which can be described by giving the slope and y intercept of that line. The linearity of independent variables with the DV is shown below: the entire plot sits are showed as there is linear relationship.

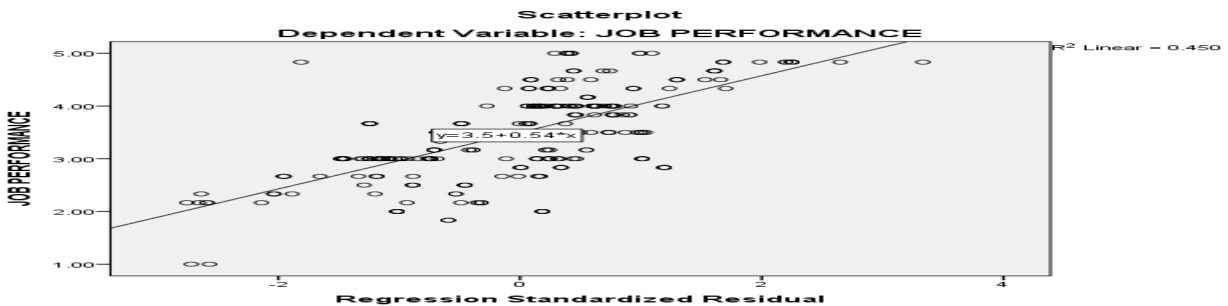




Source: Own survey, 2019

4.3.2 Homoscedasticity

The assumption of homoscedasticity (meaning “same variance”) is central to linear regression models. Homoscedasticity describes a situation in which the error term (that is, the “noise” or random disturbance in the relationship between the independent variables and the dependent variable) is the same across all values of the independent variables, Statistics Solutions. (2013).



So, the research fulfilled the assumption of homoscedasticity as it shows as the linearity is almost scattered positively.

4.3.3 Autocorrelation |DW

Autocorrelation measures the linear relationship between *lagged values* of a time series. In terms of autocorrelation, the summary showed as Durbin-Watson is 1.949.

4.4 Model summary result table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.757 ^a	.573	.569	.52351	.573	148.803	3	333	.000	1.949

Predictors: (Constant), EXTRINSIC REWARD, JOB TRAINING, INTRINSIC REWARD

Dependent Variable: JOB PERFORMANCE

As the DW statistic always has a value between zero and 4.0. A value of 1.949 means there is no autocorrelation detected in the sample. Values from zero to 2.0 indicate positive autocorrelation and values from 2.0 to 4.0 indicate negative autocorrelation. So, positive autocorrelation has been shown.

4.3.4 Multicollinearity

Potential chances of Multicollinearity were addressed before running the regression analysis. The variance inflation factor (VIF) and tolerance of independent variables was utilized to verify that there is no Multicollinearity in the model. The cut point for VIF is less than 5 and tolerance value of each independent variable is greater than 0.2 as stated in Rogerson (2001). The result of this method of assessing the potential Multicollinearity is with the VIF that counted less than 5, and the tolerance of all variables of two models are greater than .2 as it is summarized in the below table of the multiple regression output.

Table 4.4 **Multicollinearity analysis result table**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
JOB TRAINING	.895	1.118
INTRINSIC REWARD	.623	1.605
EXTRINSIC REWARD	.625	1.600

Source: Own data, 2019

It is confirmed that there is no chance of occurrence of Multicollinearity in both models because the values of VIF for the independent variables is less than the cut point stated above and the tolerance values for each independent variable is greater than the cutoff point stated. That means, the minimum point of the tolerance is .623 and the maximum point of the VIF is 1.605. It can be interpreted as the research confirm the third assumption, Multicollinearity rather than violet it. The moderator variable, person job fit has .462 tolerances and 2.163 VIF.

4.3.5 Normality

4.3.5.1 Skewness& Kurtosis

Skewness and Kurtosis values used to show the normality of the distribution. When the skewness and Kurtosis values greater than 1 and less than -1, those are considered being abnormally distributed. So, as it is summarized in the table below, it is shown in the contrast of the explanation of abnormality, it means it was normally distributed.

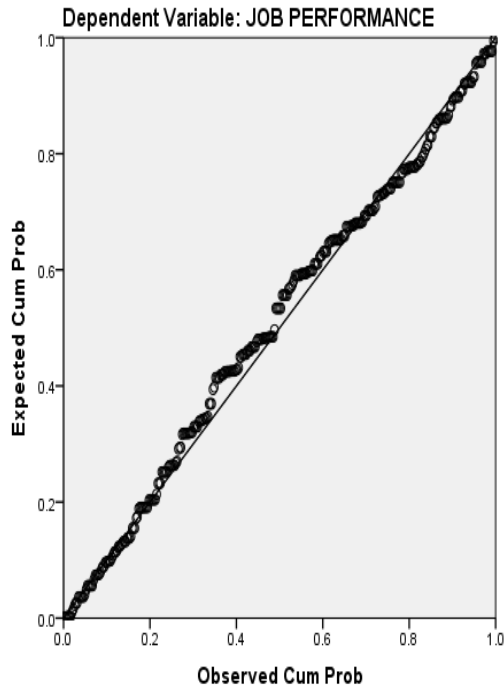
Table 4.5 **Descriptive Statistics that shows Skewness& Kurtosis**

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
JOB TRAINING	337	-.110	.133	-.110	.133
INTRINSIC REWARD	337	.970	.133	9.970	.133
EXTRINSIC REWARD	337	-.306	.133	-.306	.133
JOB PERFORMANCE	337	-.152	.133	-.152	.133
Valid N (listwise)	337				

Source: own data, 2019

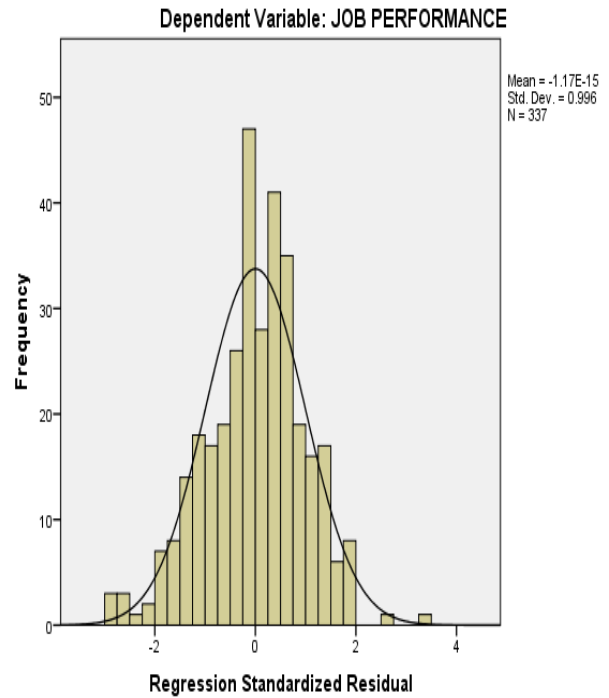
The skewness table shows that the research can precedes, because all statistical result showed as the values is not greater than 1 and less than -1 that considered being abnormally. Statistical results of Kurtosis are also match the normality except intrinsic reward. For better visual comparison with the other data sets, we restricted the histogram of the Cauchy distribution to values between -10 and 10. The normal distribution is shown in between -3 and 3, as it is shown below.

Normal P-P Plot of Regression Standardized Residual



Source: own data, 2019

Histogram



Source: own data, 2019

4.4 Multiple Regression Results

Multiple regression is used to show how much of the variance in the dependent variable can be explained by independent variables. It also determines the statistical significance of the results, both in terms of model and the individual independent variables (Pallant, 2005). To examine the effect of reward and training on employee performance while person job fit is high, the study used multiple regressions. Because multiple regressions is allowed when the study has more than one independent variables as a predictor for the dependent variable. The central question that dialed about the moderating effect of person job fit through the interaction of those independent and dependent variables. So, dependent variable (DV) is job performance and there are three independent variables (predictors) namely: job training, intrinsic reward, extrinsic reward, and the moderator variable is person job fit. So, based on the result in the regression table no. 4.6 and in accordance to the above general equation the estimated regression models of the study are presented as: $\text{job performance} = -.308 + .180 \text{ job training} + .396 \text{ intrinsic reward} + .484 \text{ extrinsic reward}$. The hypotheses of the study infer what those independent variables; job training,

intrinsic reward and extrinsic reward have significant and positive effect on employees' job performance and they have significant relationship as it is shown below.

Table 4.6 Coefficient table for regression model

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.725	.246		-2.943	.003
JOB TRAINING	.374	.067	.210	5.543	.000
INTRINSIC REWARD	.352	.049	.324	7.145	.000
EXTRINSIC REWARD	.451	.049	.415	9.156	.000

Source: own data, 2019

It has to be noticed that the value of standardized coefficient (Beta), in order to find the contribution of each independent variable to dependant variable included in the model. Pallant noticed that the greater value of beta and less value of significance level ($p < .05$) of each independent variable will show the strongest contribution to dependant variable (Pallant, 2005).

As it is shown in the above table the regression result shows that job training (Beta=.374, $p < 0.01$) There can be both a negative and positive relationship between what should happen and what actually happens in terms of the work performance in any organization according to Karim, Rashed (2019), intrinsic reward (Beta=.352, $p < 0.01$), and extrinsic reward (Beta=.451, $p < 0.01$),

Thus, we accept all the six alternate hypotheses that job training, intrinsic reward and extrinsic reward have significant effect is accepted. The largest beta coefficient is extrinsic reward with beta coefficient .451at significance level 0.000 ($p < 0.05$), the extrinsic reward that has largest beta coefficient means that it makes the strongest effect on employees' job performance as compared to extrinsic reward and job training with the strongest effect of the moderator person job fit. Job training has significant relationship while its beta coefficient is least, which means it had weak effect on employees' job performance and still it is significant.

Table 4.7: Summary of Regression Model Summary

Model	R	R Square	Adjusted R Square	Change Statistics	
				R Square Change	Sig. F Change
1	.757 ^a	.573	.569	.573	.000

Source: own data, 2019

Coefficient of determination R^2 (also called regression coefficient) (.573) determine the strength of relationship between one dependent variable and one or more independent variables. The regression coefficient varies between -1 and +1. -1 represents complete negative relationship while +1 represents perfect relationship (Saunders, 2012). There are values of the adjusted r square (regression coefficient) of those two models in the model summary. The values of adjusted r square (regression coefficient) of the model is .569. (.569x100=57%). Those regression coefficients indicated that how much of the variance in the dependent variable (job performance) is explained by the model. This means that the model explained 57% variation in employees' job performance. It means, the model summary showed that the proportion of the variation in employees' job performance is explained by the independent variables jointly is the proportion of the variation in employees' job performance is explained by the independent variables and the moderator variable jointly is 65.2 %.

Therefore, the independent variables (that job training, intrinsic reward, extrinsic reward) can strongly explain the variation of dependent variable, job performance when they are being with and without the moderator variable, person job fit. The independent variable (job training, intrinsic reward and extrinsic reward) considered in this study can strongly explain the variation of dependent variable (employees' job performance) at 0.000 (95%) confidence levels. Therefore, as summarized in the table, the model showed that rewards and job training have strong effect on employees' job performance.

In addition to testing hypotheses, the researcher included control variables at individual employee level. A set of control variables is included in the analysis and estimated at increasing the internal validity by including controls for other independent variables and may have impact on the performance of Employees.

Table 4.8: Summary of Regression on control variables

	Model 1				Model 2				Model 3				
	Unstandardized Coefficients		T	Sig.	Unstandardized Coefficients		T	Sig.	Unstandardized Coefficients		T	Sig.	
	B	Std. Error			B	Std. Error			B	Std. Error			
(Constant)	2.741	.274	10.013	.000	-.827	.289	-2.859	.005	-.864	.255	-3.392	.001	
Gender	-.215	.089	-2.413	.016	.081	.062	1.294	.197	.121	.055	2.199	.029	
Age	.113	.044	2.574	.010	.039	.031	1.271	.205	.005	.027	.186	.853	
Administrative office	-.130	.026	-5.085	.000	-.075	.018	-4.250	.000	-.072	.015	-4.660	.000	
Educational Qualification	.125	.042	3.001	.003	-.027	.030	-.907	.365	-.021	.026	-.819	.413	
Work experience	.103	.052	1.993	.047	.021	.036	.600	.549	.080	.032	2.523	.012	
Job category	.255	.110	2.321	.021	.147	.078	1.893	.059	.167	.069	2.437	.015	
Trainings taken	.060	.056	1.060	.290	.004	.039	.113	.910	.022	.034	.647	.518	
JOB TRAINING					.341	.069	4.924	.000	.150	.064	2.343	.020	
NTRINSICREWARD					.332	.050	6.619	.000	.213	.046	4.643	.000	
EXTRINSIC REWARD					.473	.051	9.200	.000	.244	.051	4.791	.000	
PERSON JOB FIT									.464	.048	9.744	.000	
R													.000
R2	.347 ^a				.775 ^b				.831 ^c				.000
Adj-R2	.120				.480				.090				.000

Source: own survey data output, 2019

Independent variables are always significant at all three models that mean, control variables does not have biased on each independent variable. And at the third model four control variables are significant but the other control variables are not; gender has positive beta (.121), with .029 significant, administration office has negative beta (-.072), with .003 significance, work experience (.080) with .012 significant, and job category (.167) with .015 significant. All control variables except administration office, are positively associated with job performance all at 1 percent level, while administration office has negative beta (-.072), with .003 significance 1 percent level. The strength of the positive path coefficients of all control variables is occurred. And the independent variables still significant increasing R2 value that was .120(12%) at model 1 with .000 significance, and then it became .600 (60%) with .000 significance, finally, it became .691(69%) with .000 significance, that means independent variables add value by 48%, and the moderator variable add value by 9.1%, then 12% is

expressed by control variables while R2 is 69.1% at model three. Gender, work experience and job category were expressing the relationship with the few percent while there was the moderator one, person job fit.

4.5 MODERATOR ANALYSIS

The moderator variable of this study is person job fit. To understand whether it have a moderator effect, it needs to be interpreted to determine the statistical significance of the interaction term and, subsequently, whether person job fit moderates the effect of intrinsic and extrinsic rewards and also job training on employees' job performance, as it has been run the matrix procedure of Andrew F. Hayes who develop the Process Procedure for SPSS Version 3.4.

Table 4.9: Summary of Regression, Andrew F. Hayes Process Procedure for SPSS

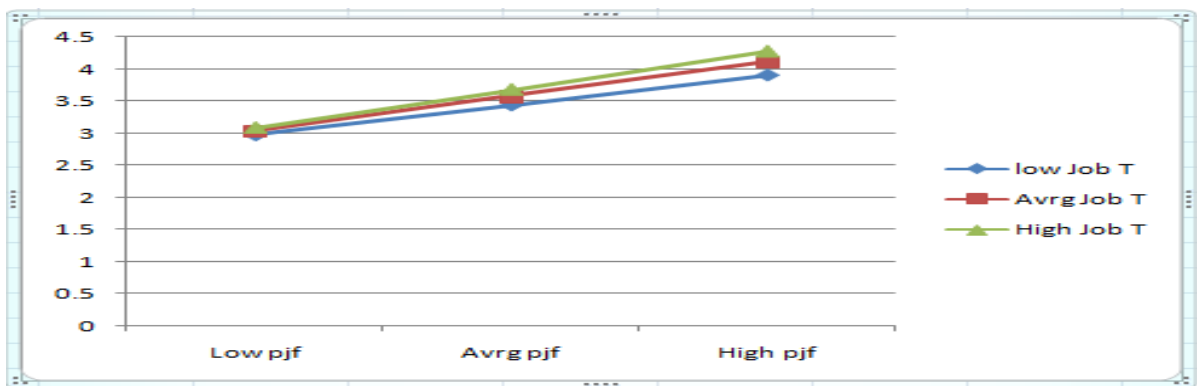
		Model 1			
		B	R	R2	Sig.
BEFOR INTERACTION	JOB TRAINING		.7635	.5829	.0000
	INTRINSICREWARD		.7967	.6347	.0000
	EXTRINSIC REWARD		.7884	.6216	.0000
AFTER INTERACTION	JOB TRAINING* PERSON JOB FIT	.1992		.0085	.0097
	INTRINSICREWARD* PERSON JOB FIT	.1243		.0109	.0018
	EXTRINSIC REWARD* PERSON JOB FIT	.0136		.0136	.0006
Level of confidence for all confidence intervals in output: 95.0000					

"R-sq" of job training, intrinsic reward and extrinsic reward are: .5778, .6347 and .6216 respectively. That shows the increase in variation explained by the addition of the interaction term. It has been seen; the change in R^2 is reported as, which is a proportion. More usually, this measure is reported as a percentage so we can say that the change in 57.78%, 63.47%, and .62.16% which showed the percentage increase in the variation explained by the addition of the interaction term. And this is statistically significant ($p < .05$) in intrinsic reward interaction and in the other two independent variables without interaction.

The above method is one of two available to determine whether the study has a statistically significant moderator effect. The other uses the statistical significance of the interaction term.

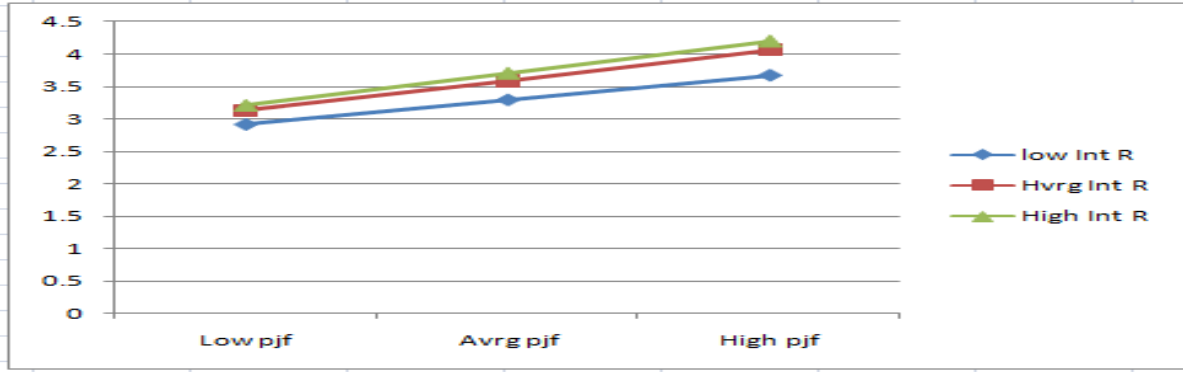
"R-sq Change" of job training, intrinsic reward and extrinsic reward are: .0085, .0109 and .0136 respectively. That shows the increase in variation explained by the addition of the interaction term (i.e., the change in R^2), Jaccard et al. (2003). It has been seen; the change in R^2 is reported as, which is a proportion. More usually, this measure is reported as a percentage so we can say that the change in 0.85 %, 1.09% and 1.36%, which is the percentage weak in the variation explained by the addition of the interaction term. But, still it is significant that means it represent the main change in the dependent variables given when some unit shifted in the independent variable. And, the overall r-sq is .691, which is very important parameter. And this increase is statistically significant ($p < .05$) in intrinsic reward interaction and in the other two independent variables without interaction. Result we obtain from the intrinsic reward interaction (remembering that, in SPSS Statistics, a statistical significance value of .000 does not mean zero, but $p < .0005$). We can conclude that person job fit does moderate the relationship that intrinsic rewards, extrinsic rewards, and job training have with employees' job performance.

As it is suggested by Cohen and Cohen, and popularized by Aiken and West, the study need to use three values of the moderator: the mean, the value one standard deviation above, and the value one standard deviation below the mean. The interaction of the independent variables; job training, intrinsic reward and extrinsic reward with the moderating one, person job fit have moderated effect on the dependent variable, job performance as it is shown below, respectively:



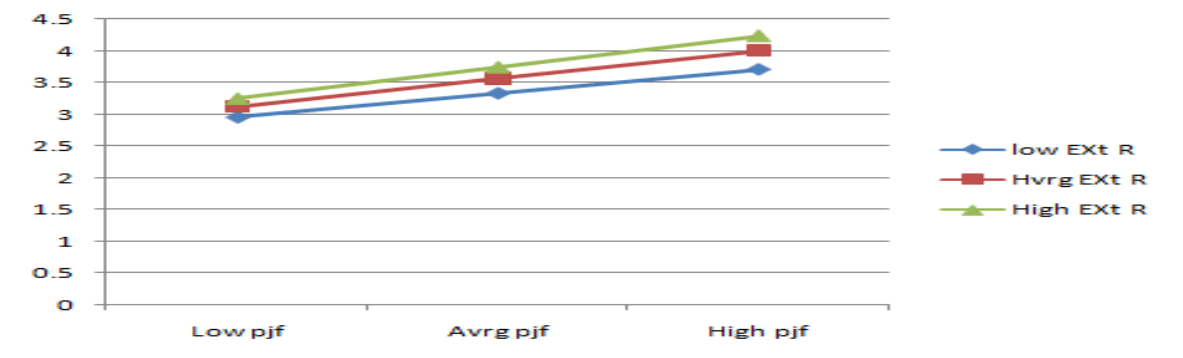
Source: own data, 2019

The chart showd as person job fit has a moderation effect on the posetive relationship between Job training and job performance. The effect is slight when it compare with its effect on rewards.



Source: own data, 2019

The chart shows a positive relationship of intrinsic reward and job performance with a moderating effect of person job fit. The average and high intrinsic reward has almost similar effect which is greater effect than low extrinsic reward has while the moderator, person job fit is increase.



Source: own data, 2019

As the data showed us, the independent variable, extrinsic reward increased its effect on the dependent variable, job performance while the moderating role of person job fit is high. The research can summarize the hypotheses.

4.7 Summary of hypotheses result

Table 10: Summary of hypotheses result

<i>Hypothesis</i>	Method used	Results
H1: Intrinsic Reward has positive relation with employees' job performance.	Correlation & Regression	Accept: B = .180 (p<0.05) 95% confidence
H2: Extrinsic Reward has positive relation with employees' job performance.	Correlation & Regression	Accept: B = .396 (p<0.05) 95% confidence
H3: Job Training has positive relation with employees' job performance.	Correlation & Regression	Accept: B = .484 (p<0.05) 95% confidence
H4: There is a moderating role of person job fit through the relationship between job training and employees' job performance.	Correlation & Regression	Accept: B = .1992, p<0.05) 95% confidence
H5: There is a moderating role of person job fit through the relationship between intrinsic reward and employees' job performance.	Correlation & Regression	Accept: B = .1243 (p<0.05) 95% confidence
H6: There is a moderating role of person job fit relationship between extrinsic reward and employees' job performance.	Correlation & Regression	Accept: B = .1340 (p<0.05) 95% confidence

CHAPTER FIVE

5.1 SUMMARY AND CONCLUSIONS

The research question was deal if the relationships that reward and training have with employees' job performance are significant through the moderating role of person job fit. The results of Pearson correlation conformed that rewards and job training have significant relationship to employees' job performance. The hypothesis was tested; the results of the test confirmed the acceptance of the hypothesis i.e. "intrinsic and extrinsic rewards and job training have significant effect on job performance through the moderating role of person job fit". Furthermore, regression analysis was used to find out the effect of intrinsic and extrinsic *rewards, and job training* on employees' job performance. The results also confirmed that both of them have positive and significant effect on the DV, employees' job performance through the moderator effect of person job fit. The research result suggests as there positive and significant relationship between predictors called intrinsic reward, extrinsic rewards and job training, and the outcome variable, employees' job performance. Therefore, when intrinsic and extrinsic rewards increase on the employees, it also increases their job performance, while the moderator is high. The Job training need to be improved in order to get more performance in case that is has been shown with minimum role on job performance while there were person job fit.

5.2 RECOMMENDATIONS

Management department of the HR offices of Bole Sub-City should improve the person job fit arrangement on employees and they should develop the job fit of employees by training and rewards. Managers should deal about the employees' status to give a job position.

The HR offices should give the training after they make sure as their employees are with person job fit. And the job training should be facilitated and imitated by professionals.

Rewards and salary should have been increased for both employees who are with and without person job fit in order to get perform better than their actual performance. Training and rewards should be considered as a formal task for managers to have attention on their employees. They should take the improvement of the job training and the adjustment of person job arrangement as main task in order to make employees able to perform their job better with high person job fit.

5.3 Future Research

As future research, researches should have the aim to investigate on how training should be given to employees who are and are not with high person job fit in order to have effective and efficient job performance.

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7. APPENDIXS

APPENDIX I: QUESTIONNIERS OF RESEARCH WHICH IS BEING DONE AS PARTIAL FULFILMENT OF MASTERS DIGREE (MSC) IN ADDIS ABABA UNIVERSITY

Dear Respondents:

This questionnaire has been designed to collect information for purely academic purposes. Please answer all questions by mark the box provided under each questionnaire. The information obtained through those questionnaires will be treated as confidential and will be used only for study purposes. I kindly request you to fill this questionnaire genuinely and freely. Contact me for any clarity, getasewdestaw138@gmail.com.

SECTION A: QUESTIONNIERS ON DEMOGRAPHIC AND OTHER INFORMATION

Please put tick mark (✓) in the circle with most closely represents your personal situation and mark one item only per question.

1. Gender: Male Female

2. Age: 18-29 30-39 40-49 50 and above

3. Your woreda's Administrative office: 1 2 3 4 5 6 7

4. Educational Qualification: Diploma First Degree
Master's Degree PhD Other

5. Work experience in your current organization in years:
0-1 1-5 5-10 10-20 20 and above

6. Job category: Managerial Non-managerial

7. Trainings you take:
Never 1-3 4-9 10 and above

SECTION B: QUESTIONNIERS ON FOUR DIMENSIONS OF THE RESEARCH

(1 = strongly disagree, 2 = disagree, 3 = natural, 4= agree, 5 = strongly agree).

No	Descriptions of the Item	1	2	3	4	5
	<u>Dimension 1: JOP TRAINING</u>					
1.	Training helps me to increase productivity .					
2.	Training helped me to enhance high quality of product/service.					
3.	Training helped me to improve quantity .					
4.	Training enables me to improve skills, knowledge, attitude change, new capability .					
5.	Training helps me to enhance the use of tools and operational safety .					
6.	Training reduces lateness, absenteeism .					
7.	Training helps me to improve my motivation to work.					
8.	Training helped me to increase work efficiency					
9.	Training helped my organization to ensure its success with client satisfaction					
10.	Training helps me to increase job satisfaction					
	<u>Dimension 2: INTRINSIC REWARD</u>					
11.	I have a good deal of freedom in the performance of my daily task.					
12.	I make most work decisions without first consulting my superior					
13.	I make my own decisions in the performance of my work role.					
14.	Work is a significant contribution to the successful operation of the organization.					
15.	My work is really important and worthwhile .					
16.	I understand how my work role fits into the overall operation of this organization.					
17.	My work provides me with a sense of personal fulfillment .					
18.	I have little opportunity to use my real skills in the type of work I do.					
19.	My work is interesting and challenging.					

	<u>Dimension 3: EXTRINSIC REWARD</u>						
20	I found supervisors as perceived, are supportive and helpful in job matters.						
21	I believe my colleagues are supportive and helpful.						
22	There are adequate supplies; equipment, time and the environment to do a good job are available to me.						
23	I feel my salary is comparable to others performing the same or similar jobs						
24	I am satisfied with “job provides” opportunity for advancement						
25	I feel the pension plan, medical coverage, and the like are sufficient .						
	<u>Dimension 4: PERSON-JOB FIT</u> Items of Questionnaires on factor loading for job performance of respondents’ organization						
26	Assigned duties are always completed in our organization.						
27	Responsibilities are fulfilled according to job descriptions.						
28	Employees are able to perform as expected.						
29	Skill and ability of employees meet the formal performance standards.						
	<u>Dimension 5: JOB PERFORMANCE</u> Items of Questionnaires on factor loading for person-job fit of respondents’ organization						
30	Good fit bet job and what being looked for.						
31	Attributes looked for fulfilled by present job.						
32	Job gives everything that is expected .						
33	Good match between job demand and skills.						
34	Abilities & training fit with job requirement.						
35	Personal abilities & education match with job demand.						

Thank You for Your Participation!

APPENDIX II: Correlations

Correlations

		JOB TRAINING	INTRINSIC REWARD	EXTRINSIC REWARD	PERSON JOB FIT	JOB PERFORMANCE
JOB TRAINING	Pearson Correlation	1	.293**	.288**	.412**	.424**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	337	337	337	337	337
INTRINSIC REWARD	Pearson Correlation	.293**	1	.601**	.567**	.635**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	337	337	337	337	337
EXTRINSIC REWARD	Pearson Correlation	.288**	.601**	1	.677**	.670**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	337	337	337	337	337
PERSON JOB FIT	Pearson Correlation	.412**	.567**	.677**	1	.747**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	337	337	337	337	337
JOB PERFORMANCE	Pearson Correlation	.424**	.635**	.670**	.747**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	337	337	337	337	337

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

APPENDIX III: Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.757 ^a	.573	.569	.52351	.573	148.803	3	333	.000	
2	.810 ^b	.656	.652	.47061	.083	80.084	1	332	.000	1.949

a. Predictors: (Constant), EXTRINSIC REWARD, JOB TRAINING, INTRINSIC REWARD

b. Predictors: (Constant), EXTRINSIC REWARD, JOB TRAINING, INTRINSIC REWARD, PERSON JOB FIT

c. Dependent Variable: JOB PERFORMANCE

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	122.346	3	40.782	148.803	.000 ^b
	Residual	91.264	333	.274		
	Total	213.610	336			
2	Regression	140.082	4	35.020	158.128	.000 ^c
	Residual	73.528	332	.221		
	Total	213.610	336			

a. Dependent Variable: JOB PERFORMANCE

b. Predictors: (Constant), EXTRINSIC REWARD, JOB TRAINING, INTRINSIC REWARD

c. Predictors: (Constant), EXTRINSIC REWARD, JOB TRAINING, INTRINSIC REWARD, PERSON JOB FIT

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Beta	Lower Bound	Upper Bound	Tolerance
	1 (Constant)	-.725	.246				-2.943	.003	-1.209
JOB TRAINING	.374	.067	.210	5.543	.000	.241	.506	.895	1.118
INTRINSIC REWARD	.352	.049	.324	7.145	.000	.255	.449	.623	1.605
EXTRINSIC REWARD	.451	.049	.415	9.156	.000	.354	.548	.625	1.600

2 (Constant)	-.553	.222		-2.486	.013	-.990	-.115		
JOB TRAINING	.216	.063	.121	3.418	.001	.092	.340	.825	1.212
INTRINSIC REWARD	.254	.046	.234	5.578	.000	.165	.344	.588	1.702
EXTRINSIC REWARD	.226	.051	.208	4.429	.000	.126	.326	.472	2.117
PERSON JOB FIT	.429	.048	.424	8.949	.000	.335	.524	.462	2.163

a. Dependent Variable: JOB PERFORMANCE

Excluded Variables^a

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 PERSON JOB FIT	.424 ^b	8.949	.000	.441	.462	2.163	.462

a. Dependent Variable: JOB PERFORMANCE

b. Predictors in the Model: (Constant), EXTRINSIC REWARD, JOB TRAINING, INTRINSIC REWARD

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	2.741	.274		10.013	.000	2.202	3.279		
Gender	-.215	.089	-.132	-2.413	.016	-.390	-.040	.899	1.112
Age	.113	.044	.164	2.574	.010	.027	.199	.658	1.519
Your woreda's Administrative office	-.130	.026	-.324	-5.085	.000	-.180	-.080	.659	1.517

Educational Qualification	.125	.042	.165	3.001	.003	.043	.208	.883	1.132
Work experience in your current organization in years	.103	.052	.119	1.993	.047	.001	.205	.749	1.335
Job category	.255	.110	.126	2.321	.021	.039	.471	.903	1.107
How many trainings you take on current organization?	.060	.056	.064	1.060	.290	-.051	.171	.735	1.360

a. Dependent Variable: JOB PERFORMANCE

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.347 ^a	.120	.101	.75582	.120	6.418	7	329	.000	
2	.775 ^b	.600	.588	.51184	.480	130.461	3	326	.000	
3	.831 ^c	.691	.680	.45097	.090	94.947	1	325	.000	2.049

a. Predictors: (Constant), trainings, Gender, Job category, Your woreda's Administrative office, Educational Qualification, Work experience in your current organization in years , Age

b. Predictors: (Constant), How many trainings you take on current organization?, Gender, Job category, Your woreda's Administrative office, Educational Qualification, Work experience in your current organization in years , Age, JOB TRAINING, INTRINSIC REWARD, EXTRINSIC REWARD

c. Predictors: (Constant), trainings, Gender, Job category, Your woreda's Administrative office, Educational Qualification, Work experience in your current organization in years , Age, JOB TRAINING, INTRINSIC REWARD, EXTRINSIC REWARD, PERSON JOB FIT

d. Dependent Variable: JOB PERFORMANCE

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics		
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF	
	1	(Constant)	2.741			.274		10.013	.000	2.202
	Gender	-.215	.089	-.132	-2.413	.016	-.390	-.040	.899	1.112
	Age	.113	.044	.164	2.574	.010	.027	.199	.658	1.519
	Your woreda's Administrative office	-.130	.026	-.324	-5.085	.000	-.180	-.080	.659	1.517
	Educational Qualification	.125	.042	.165	3.001	.003	.043	.208	.883	1.132
	Work experience in your current organization in years	.103	.052	.119	1.993	.047	.001	.205	.749	1.335
	Job category	.255	.110	.126	2.321	.021	.039	.471	.903	1.107
	How many thrainings you take on current organization?	.060	.056	.064	1.060	.290	-.051	.171	.735	1.360
2	(Constant)	-.827	.289		-2.859	.005	-1.396	-.258		
	Gender	.081	.062	.049	1.294	.197	-.042	.203	.841	1.188
	Age	.039	.031	.056	1.271	.205	-.021	.099	.623	1.605
	Your woreda's Administrative office	-.075	.018	-.186	-4.250	.000	-.109	-.040	.642	1.558
	Educational Qualification	-.027	.030	-.035	-.907	.365	-.085	.031	.807	1.239
	Work experience in your current organization in years	.021	.036	.025	.600	.549	-.049	.091	.732	1.366
	Job category	.147	.078	.073	1.893	.059	-.006	.300	.825	1.212

	How many thrainings you take on current organization?	.004	.039	.005	.113	.910	-.072	.080	.719	1.390
	JOB TRAINING	.341	.069	.192	4.924	.000	.205	.477	.811	1.233
	INTRINSIC REWARD	.332	.050	.305	6.619	.000	.233	.430	.576	1.737
	EXTRINSIC REWARD	.473	.051	.434	9.200	.000	.372	.574	.550	1.818
3	(Constant)	-.864	.255		-3.392	.001	-1.365	-.363		
	Gender	.121	.055	.074	2.199	.029	.013	.230	.837	1.195
	Age	.005	.027	.007	.186	.853	-.048	.058	.613	1.631
	Your woreda's Administrative office	-.072	.015	-.180	-4.660	.000	-.102	-.042	.642	1.559
	Educational Qualification	-.021	.026	-.028	-.819	.413	-.073	.030	.807	1.239
	Work experience in your current organization in years	.080	.032	.093	2.523	.012	.018	.143	.706	1.417
	Job category	.167	.069	.083	2.437	.015	.032	.302	.824	1.213
	How many thrainings you take on current organization?	.022	.034	.024	.647	.518	-.045	.089	.717	1.394
	JOB TRAINING	.150	.064	.084	2.343	.020	.024	.276	.735	1.360
	INTRINSIC REWARD	.213	.046	.196	4.643	.000	.123	.303	.535	1.870
	EXTRINSIC REWARD	.244	.051	.224	4.791	.000	.144	.345	.434	2.306
	PERSON JOB FIT	.464	.048	.458	9.744	.000	.370	.557	.432	2.317

a. Dependent Variable: JOB PERFORMANCE

APPENDIX IV: Andre Hays Regression

Model Summary of Dependent Variables

	R	R-sq	MSE	F	df1	df2	p
Jtrain.	.7635	.5829	.2676	155.1176	3.0000	333.0000	.0000
Intrwd.	.7967	.6347	.2343	192.8761	3.0000	333.0000	.0000
Extrwd.	.7884	.6216	.2427	182.3490	3.0000	333.0000	.0000

Interaction(X*W)

	R2-chng	Coefi	F	df1	df2	p
(Jtrain*pjf)	.0085	.1992	6.7742	1.0000	333.0000	.0097
(Intrwd*pjf)	.0109	.1243	9.9260	1.0000	333.0000	.0018
(Extrwd*pjf)	.0136	.1340	11.9953	1.0000	333.0000	.0006

Model Summary of Control variables

	R	R-sq	MSE	F	df1	df2	p
Gender	.7602	.5779	.2708	151.9808	3.0000	333.0000	.0000
Educatio	.7545	.5692	.2763	146.6714	3.0000	333.0000	.0000
Jcategor	.7708	.5942	.2603	162.5011	3.0000	333.0000	.0000
Experian	.7604	.5781	.2706	152.1194	3.0000	333.0000	.0000

Interaction(X*W) of Control variables

	R2-chng	Coeff.	F	df1	df2	p
Gender*PJF	.0170	.2688	13.4267	1.0000	333.0000	.0003
Educatio*PJF	.0095	.0905	7.3301	1.0000	333.0000	.0071
Jcategor*PJF	.0089	.2823	7.0353	1.0000	333.0000	.0084
Experian*PJF	.0202	.1717	16.5433	1.0000	333.0000	.0001

Level of confidence for all confidence intervals in output: 95.0000