

***EFFECT OF EMPLOYEE JOB SATISFACTION ON
ORGANIZATION PERFORMANCE IN CASE OF SELECTED
PRIVATE COMMERCIAL BANK OF ABYSSINIA IN ADDIS
ABABA***



***A Thesis submitted to school of graduate studies of Jimma University
in Partial fulfillment of the Requirement for the Award of the Degree
of Master of Business Administration (MBA)***

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Statement of Declaration

I hereby declare that this thesis entitled “*the effect of employees job satisfaction on organization performance: A Study on private commercial bank of Abyssinia*” in partial fulfillment of the requirement of the Award for the Degree of Masters in Business Administration in management with the guidance and support of the research supervisor. This study is my original work and that has not been presented for any degree or diploma program in this or any other university and that all sources of materials for the thesis have been duly acknowledged.

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CERTIFICATE

This is to certify that the thesis prepared by Mezgebu Delelegn, entitled: effect of employees job satisfaction on organization performance in the case of private commercial bank of Abyssinia in Addis Ababa and submitted to jimma university to partial fulfillment of the requirements for the Award of the Degree of Master Business Administration complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Main Adviser's Name

Date

Signature

Co-Advisor's Name

Date

Signature

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A study of this kind would not have been possible without the help of all those who contributed in diverse ways towards its success. My special thanks goes to God, My creator, my strength and my reason of existence. I would like to thanks and appreciation Mohammed and emnet for his helpful guidance, valuable support, and critical comment for each parts of the paper and my heartfelt appreciation goes to my friend for valuable comments, inspiration and guidance at various stage of the study. My admiration also goes to the employees of private commercial bank of Abyssinia who participated in this thesis.

Abstract

The paper explores the effect of employee job satisfaction on organization performance. It notes that job satisfaction is vital to organization performance. The study used cluster sampling to gather data from employees of private commercial bank of Abyssinia. The sample of the study has 375. Researcher would distribute 376 questionnaires to employees from this collected 348 (93%) questionnaire which used for analysis. the collected data were presented and analyzed using SPSS version 23 software. The paper concludes that employees job satisfaction have significant effect upon organization performance. Supervision, promotion, work environment and work content has significant effect on organization performance. While the work group has insignificant effect on organization performance. The paper recommends that the organization improve the supervision support employees by supply resources at work, the organization most made flexible and comfortable program in order to meet the organization goal, the bank must be enhanced employees have positive feeling toward his or her job at work, the bank review the growth structure and improved them and the organization must develop plan to enhance of their capability to address internal issue. Finally, the bank should raise employee satisfaction by focusing on design the challenging and interesting work, improve supervision and employees relationship, making neat and full work equipment, design fair and clear promotion system in order to keep the employees motivated and committed to drive organizations vision and goals domain. Management should also put in place structures that enhance employees job satisfaction in order to induce positive subsequent employee positive outcomes that may lead to maintain and supported organization competitiveness in today highly competitive global era.

KEY POINT: employee job satisfaction and organization performance

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ACRONYMS

SPSS=Social sciences statistical package

ANOVA=analysis of variance

VIF=variable inflation factor

CHAPTER ONE

1. INTRODUCTION

This chapter include that the background of study, background of the organization, statement of the problem, purpose of the study, scope of the study, significant of the study and organization of the study.

1.1 Background of the study

Today in the competitive environment human resource is an important asset of any organization. Success of any organization depends on its human resource. Banks are no exception to this. The employees of the Bank are valuable assets to the organization. If they are highly satisfied with the job they produce more which is profitable for the organization. To know the views of employees toward their job and to measure the level of satisfaction with various aspects of job satisfaction is very important. Efficient human resource management and maintaining higher job satisfaction level in Banks determine not only the performance of the Bank but affect the growth and performance of the entire economy. So, for the success of banking, to manage human resource effectively and to find whether its employees are satisfied or not is very important, only if they are satisfied, they will work with commitment and project a positive image of the organization. Job satisfaction is an integral component for the environment of organization and an important element for the relationship between management and employees. (Sumitha&Padmaja 2017).

The backbone of employee satisfaction is respect for workers and the job they perform (Branham, 2005). In every interaction with management, employees should be treated with courtesy and interest. An easy avenue for employees to discuss problems with upper management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale.

According to Moyes, Shao & Newsome (2008), the employee satisfaction may be described as how pleased an employee is with his or her position of employment. Employee satisfaction is the

feelings that a given individual has about his/her job and its various aspects. Spector (1997). There are five different components of employee satisfaction that are opportunities of promotion, pay, relationship with supervisor, work itself and co-workers. Kendall and hulin (1969).

The researcher conduct research to answer Are most people satisfied with their jobs? The answer seems to be a qualified “yes” in the United States and most other developed countries. Independent studies conducted among U.S. workers over the past 30 years generally indicate more workers are satisfied with their jobs than not. But a caution is in order. Recent data show a dramatic drop-off in average job satisfaction levels during the economic contraction that started in late 2007, so much so that only about half of workers report is being satisfied with their jobs now (Robbins 2013) as several studies has concluded, happy workers are more likely to be productive workers.

Some researchers used to believe the relationship between job satisfaction and job performance was a myth. But a review of 300 studies suggested the correlation is pretty strong. As we move from the individual to the organizational level, we also find support for the satisfaction–performance relationship. When we gather satisfaction and productivity data for the organization as a whole, we find organizations with more satisfied employees tend to be more effective than organizations with fewer. (Robbins 2013)

The banking sector of Pakistan is playing pivotal role in the growth of country’s economy. Today almost 80% of the banking assets are held by the private sector banks Pakistan has been ranked 34 out of 52 countries in the world economic forum’s first Financial Development report. From the last 5 years of the Pakistan’s banks many banks were showing negative profit, state bank of Pakistan reported that one the main reason for this is the behavior of the employees towards job.

Realizing the significance of employees satisfaction, the earliest employee satisfaction research took place in the 1930 (Kornhauser& Sharp, 1932). Since that time, a substantial amount of progress has been made, both in applying context (Roethlisberger & Dickson, 1939) and on theoretical fronts (Hoppock, 1935). As early as the mid 1950”s, some of the larger companies were conducting employee satisfaction on a more or lee regular basis. By the 1970”s several research suppliers had developed standardized employee satisfaction questionnaires that were used widely. Employee satisfaction has been a key area of research among industrial and

organizational psychologist. Hundreds of articles on it have been published in academic journal and trade publications.

In Ethiopia the competitiveness of the banking industry has grown much as new banks are opened and branch expansions are extensively held by existing banks. In this competitive working environment the talented and skillful employee have big role to the organization compute in the bank industry. The banks have no choice to success without employee so the organization gives more attention how to satisfy employee and retain them. Furthermore the success of the bank to a large extent depends upon the productivity of its employees.

1.2Statement of problem

Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. (Davis and Nestrom ,1985). Job satisfaction refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers (Mueller & Kim, 2008). Employee satisfaction plays a very vital role on the performance of an organization. Target and achievement depend on employee satisfaction and in turn contribute for organizational success and growth enhances the productivity and increases the quality of work (Johns, 2002).satisfied employee make contribution to organization success by display behavior of more committed, create and deliver superior value to the customer, care about the quality of their work and more productive. On the other hand dissatisfied employee display behavior of high absenteeism from work, deliver poor service to customer and low performance which lead to affect the organization productivity. employees are more satisfied when they enjoy the environment in which they work (Berry, 1997). Interpersonal relations among workers lead to certain group dynamics, which in turn affect organizational productivity and employee job satisfaction (Ellickson and Logsdon, 2001). They generally revealed that a supportive and friendly relationship at workplaces drive job satisfaction to a higher level and motivate employees to share good and innovative ideas (Ellickson and Logsdon, 2001). Similar study conduct research in this topic at government bank of Ethiopia Abel (2014) conduct research on the impact of employees job satisfaction on employees job performance at development bank of Ethiopia and he conclude that job satisfaction have positive impact on job performance while their no conduct research in the effect of employee job satisfaction on organization performance at private commercial bank of Ethiopia. Bank of Abyssinia is one of private commercial bank

which face challenge over a years to achieve set objective. However there are many reason to the company problem one of them are dissatisfied employee exist at work which come from lack of challenged job design , lack of teamwork, lack of supportive leadership, poor work condition, poor communication of coworker and lack of clear promotion affect employee productivity. In this study aim that fill the gap of the employees job dissatisfaction affect organization productivity and improve the organization productivity by enhance the employee satisfaction within the organization.

1.3 Objective of study

1.3.1 General objective of the study

To investigate the effect of employees job satisfaction on organization performance in the case of selected bank of Abyssinia

1.3.2 Specific objective of the study

Examine the effect of employees' job satisfaction on organization performance

Find out the effect of promotion on organization performance

Find out the effect of work environment on organization performance

Determine the effect of work group on organization performance

Find out the effect of supervision on organization performance

Examine the effect of work content on organization performance

1.4 Research question

What is the effect of employee job satisfaction on organization performance?

What is the effect of supervision affect organization performance?

What is the effect of promotion affect organization performance?

What effect does work environment have on organization performance?

What is the effect of work group on organization performance?

How does work content affect organization performance?

1.5 Scope of the study

The bank of Abyssinia has 477 branches, ten district and head office located at different geographical area. The researcher limited to head office due to the limited resource and time to conduct the overall employees job satisfaction and effect on performance at work. There are many dimension of job satisfaction researcher limited the most know factors such as work environment, promotion, supervision, co-worker, and work content and affect productivity of the organization. The aim of the study limited to explore employees job satisfaction effect on organization performance at private commercial bank of Abyssinia.

1.6 Significance of the study

This study useful to the number of the people and institutions the aim of this study is that the outcomes, results should be beneficial to business owners, managers and organizations especially in the locality where this study is being conducted. This is to enable them understand the concept of job satisfaction and its effect on productivity. It also gives an insight to managers and business owners on the importance of knowing their employees and enhances satisfaction in their organization. This finding would also be relevant to students and users of information in conducting further research in areas similar to this study. Furthermore this study useful to police maker to making and implementing policies that would the stability, growth and development of businesses throughout concerning organization productivity by seeking ways of enhance employees satisfaction.

1.7 Organization of the paper

This paper is organized in five parts. The first chapter relates to the introduction to the study, a description of purpose and the significance of the study. It also highlights the research objectives that prompted the study and scope of the study. The second chapter shows the literature review of published materials related to the study. This is done to establish a theoretical foundation for the study. It covers the literature on job satisfaction related motivational theories and organization performance. The third chapter shows the methods which were used in order to answer the research questions and fulfill the purpose of the research. Next to that, the fourth chapter focuses on the data analyses and presents the research findings. Finally, the last chapter ends by forwarding conclusions and recommendations.

1.8 limitation of the study

This research paper has the following limitations. First, the data is collected from a particular group of people so that it might not be representative for all industries. Finally, there was limited current literature that focused on job satisfaction and especially in Ethiopian context.

CHAPTER TWO

2. LITERATURE REVIEW

The literature review of the study include some important point which related to the concept of job satisfaction, organization performance, factor that affect job satisfaction, the effect of job satisfaction on job performance and also theory and model which are bench mark for the study and will be test at the end of the research do

2.1 INTRODUCTION

Human resource issues are crucial at every level of the organization. Employees are largely focused on their jobs. They want to be treated fairly and with respect by the Company (Gomez Mejia and Balkin 2012). Satisfaction is the act of fulfilling a need, desire, appetite or the feeling gained from such fulfillment. Many theories and articles of interest to managers, social psychologist and scholars, focus on satisfaction because most people spend their life time for work and understanding of the factors that increase satisfaction, is important to improve the well-being of individuals in this facet of the living (Porter 1985). Job satisfaction represents a person's evaluation of his or her job and work context. (Mcshane and Glinow 2008). Job satisfaction is related to general attitude towards the job. A person having a high level of satisfaction will generally hold a positive attitude while dissatisfied people will generally display negative attitude towards life. (Kondalkar 2007). Job satisfaction is more of an attitude and internal state. For example be associated with a personal feeling of achievement either quantitative or qualitative. (Mullins 2005).

2.1.1 Definition of job satisfaction

Job Satisfaction is one of the basic attitudes that impact human conduct in the work place Newstrom, and Davis (1986). Therefore, hierarchical conduct researchers are keen on accurately measuring job satisfaction and understanding its relationships for people at work.

According to Robbins define Job satisfaction which describes a positive feeling about a job, resulting from an evaluation of its characteristics. A person with a high level of job satisfaction

holds positive feelings about his or her job, while a person with a low level holds negative feelings (Robbins 2013). In its most basic sense, job satisfaction is a positive emotional state resulting from evaluating one's job experiences. Job dissatisfaction occurs when one's expectations are not met. For example, if an employee expects clean and safe working conditions, that employee is likely to be dissatisfied if the workplaces dirty and dangerous. (L.Mathis and H.Jackson 2010)

Mullins define Job satisfaction is a complex and multifaceted concept which can mean difficult things to different people. Job satisfaction is usually linked with motivation but the nature of this relationship is not clear. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example be associated with a personal feeling of achievement, either quantitative or qualitative. (Mullins 2005)

In recent years attention to job satisfaction has become more closely associated with broader approaches to improved job design and work organization and the quality of working life movement and with stress and the work/life balance. (Mullins 2005)

Job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. There are three generally accepted dimensions to job satisfaction. First, job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred. Second, job satisfaction is often determined by how well outcomes

Exceed expectations. For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward their work, boss, and/or coworkers. They will be dissatisfied. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job. They will be job satisfied. Third, job satisfaction represents several related attitudes. Through the years five job dimensions have been identified to represent the most important characteristics of a job about which employees have affective responses (luthans 2011)

2.1.2 Dimension of employees job satisfaction

According to kondalkar Job satisfaction focuses on employee attitude towards his job. It has three important dimensions: first dimension, Job satisfaction can be measured by the emotional response to a job situation, hence it cannot be seen, and it can only be inferred. The second dimension Job satisfaction is related to what you actually get as reward and what you expect to get. If the difference between the actual reward and expectation is minimum or negligible them a person will display a positive attitude and if there is wide difference between the two, a person will display a negative attitude towards his job and therefore the satisfaction level will be low. The third dimension, Job satisfaction is related to job dimensions. These can be expressed in terms of job content, remuneration, attitude of co-workers, and opportunity of growth that job is able to provide in terms of promotion and last but not the least the expert loyal and experienced leadership is available in terms of supervision. (Kondalkar 2007)

Unidimensional Model

The easiest way to measure job satisfaction is to conduct a survey asking workers how satisfied they are with their jobs. However, a person can be highly satisfied with one aspect of his job, such as the pay and benefits, yet dissatisfied with another aspect, such as his relationship with coworkers and supervisors. A simple model such as this one is inadequate for drawing conclusions about issues of interest to researchers. For instance, researchers are interested in the relationship between job satisfaction rates of turnover or productivity, but a unidimensional model of job satisfaction would not be able to pinpoint which factors were most influential on these rates. (Thompson,1990)

Inputs and Outputs Model

Another model for measuring job satisfaction is to compare the relationship between what a worker puts into a job and what she gets out of it. For example, if a particular job requires inputs such as an advanced degree, a long commute and a demanding schedule yet provides inadequate outputs in terms of pay, prestige, benefits and job security, the employee is likely to be dissatisfied. This model does measure different aspects of job satisfaction, yet still combines

them into an overall picture that may not capture the distinction between intrinsic and extrinsic factors. (Thompson,1990).

Bidimensional Model

The bidimensional model of job satisfaction treats intrinsic factors such as task variety or relationships with coworkers as being distinct from extrinsic factors such as pay or status. This model is more sophisticated than the unidimensional model, but it still lumps a number of different factors into just two categories. Recent surveys seek to produce more reliable results by measuring multiple different aspects of job satisfaction, including task variety, professional development opportunities, autonomy, pay and benefits, promotion opportunities, security, workload, work relationships and other factors. (Thompson, 1990)

Responsiveness

If a model for measuring job satisfaction is accurate, it should be able to measure changes in levels of job satisfaction after a major policy change by the employer. For instance, if a survey reveals that workers are dissatisfied with a lack of scheduling flexibility and the company responds by adding a flextime option, the survey should be able to measure an increase in job satisfaction after the change. According to a 2003 article in "Occupational Medicine," even well-designed models that measured multiple aspects of job satisfaction did not have any method for testing the results of interventions by the employer. (Thompson, 1990)

2.1.3 Type of Measure of employees job satisfaction

Employee job satisfaction is a qualitative aspect and cannot be understood in strict quantitative terms. It is an intangible and psychological concept. There are a number of methods of measuring employee satisfaction. The commonly applied techniques to measure employee satisfaction have rating scales, Job descriptive index and Minnesota satisfaction questionnaire

Rating scales

Rating scales are the commonly adopted method that is used for measuring the job satisfaction. It comprises of certain statements describing the attitude of the employees with respect to the job,

organization and personal factors. For each declaration or statement, the employee is invited to express his opinion on a scale consisting of different expressions.

Job descriptive index

Job descriptive developed by Smith, Kendall and Hulin (1969). Job Descriptive Index is a scale used to measure five major factors associated with employees' satisfaction: work itself, supervision, pay, co-workers and promotion opportunities.

Minnesota satisfaction questionnaire

The Minnesota Satisfaction Questionnaire (MSQ), developed by Weiss, Dawis, England, and Lofquist (1967). The MSQ is designed to measure an employee satisfaction with his/her particular job. Method includes 100 items measuring 20 facets of job satisfaction.

2.1.4 Benefit of job satisfaction

Job satisfaction is very essential as it has many positive organizational outcomes, as well as vital positive outcomes to individual employees. As Cranny et al (1992) note, Job satisfaction creates positive high staff morale among employees. When an employee is dissatisfied, he directly or indirectly spread his dissatisfaction to the rest of the staff. This can cause a heavy decrease in the morale of the entire staff and can bring about a heavy decrease in productivity.

In fact, a dissatisfied and unmotivated employee is a serious threat to the well-being of any organization. Job satisfaction increases an employee commitment to an organization. An employee who is satisfied will want to remain in the job to give his best to his employing organization, whereas an unsatisfied employee will always be on the look-out for another job, and will leave the organization at any slight chance or opportunity. Additionally, job satisfaction improves the intensity of motivation among employees, as well as enhances the quality of the job and productivity level of employees (Ahmad et al., 2012; Seema & Maryam, 2013; Aaron et al., 2015).

According to Noe et al. (2003), satisfied workers are more eager and willing to apply new knowledge and innovation to their job performance and this always help organizations develop good competitive advantages in business arena. Job satisfaction also serves as a strong strategy

for recruiting great worker. This is because, employees who are satisfy with their total job facets in an organization will attempt to recruit people they know who have the skills and competencies necessary to help the company. Moreover, when existing staffs speak favorably and positively about their organization, these verbal make prospective employees see the organization as a destiny of choice. This helps to attract talented and experienced individuals to their organizations.

2.1.5 The effect of job satisfaction on performance

Employee satisfaction plays a very vital role on the performance of an organization. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results. Target and achievement depend on employee satisfaction and in turn contribute for organizational success and growth enhances the productivity and increases the quality of work (Johns 2002).

According to kondalkar 2007 indicate that the satisfaction effect on performance in three ways these are satisfaction contribute to increase productivity, reduce absenteeism and turnover. Productivity is considered as reward for hard work which is due to high level of satisfaction. When workers are more satisfied the absenteeism is low. When satisfaction level is low absenteeism tends to be high. Employees who are satisfied will not have high turnover.

2.2 Theoretical review

The motivation and job satisfaction are interrelated variable so it uses most relevant motivational theory to express the employees job satisfaction and their organization performance. Maslow need theory, Herzberg two factors theory, equity theory, model of Hackman Oldham , Victor Vroom's expectancy theory and Alderfer's ERG theory these motivational theory as important as to employee job satisfaction.

2.2.1 Maslow need theory

According to Abraham Maslow's people tend to satisfy their needs in a specified order (Gomez Mejjia and Balkin 2012). Needs are hierarchal in nature and only one need dominates at any one point of time. Once the strongest need is satisfied then the second need emerges as being the strongest need and human behavior is regulated in process of achieving satisfaction in series of

need requirements. (Kondalkar 2007).according Robbins state that Abraham Maslow's hierarchy of five needs are physiological, safety, social, esteem, and self- actualization in which, as each need is substantially satisfied, the next need becomes dominant.(Robbins 2012).

1. Physiological- Includes hunger, thirst, shelter, sex, and other bodily needs.
2. Safety - Security and protection from physical and emotional harm.
3. Social - Affection, belongingness, acceptance, and friendship.
4. Esteem - Internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention.
5. Self-actualization - Drive to become what we are capable of becoming; includes growth, achieving our potential, and self-fulfillment. (Robbins 2012).

2.2.2 Herzberg two factors theory

According to Frederick Herzberg, two major sets of factors affect employee performance. Hygiene factors are contextual or extrinsic aspects of jobs. They can make people dissatisfied if they are inadequately met, but they will not motivate people to do a good job.

Motivators or intrinsic rewards derived from the work itself that provide continuous stimulation to strive for the best possible performance level.

Herzberg contends that these motivators increase job satisfaction, and that removing dissatisfying characteristics from a job does not necessarily make the job satisfying. (Mejia and Balkin 2012). Psychologist Frederick Herzberg wondered indicate that theory that relates intrinsic factors to job satisfaction and associates extrinsic factors with dissatisfaction. (Robbins 2012).

2.2.3 Equity theory

The view that people develop beliefs about the fairness of the rewards they receive relative to their contributions. Equity theory proposes that people's perceptions of fairness depend on their personal assessment of outcomes and inputs. Outcomes are rewards such as recognition, promotions, and pay. Inputs are contributions such as effort, education, and special skills. (Mejia

and Balkin 2012). According to McShane and Glinow equity theory that explains how people develop perceptions of fairness in the distribution and exchange of resources. (McShane and Glinow 2008). According to Robbins equity theory says that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities. (Robbins 2012).

2.2.4 Model of Hackman Oldham

According to Hackman-Oldham his model, the way jobs are designed (for instance, variety of skills required, autonomy, and feedback) produces critical psychological states (such as experienced meaningfulness of the work), which in turn affect key personal and work related outcomes. The outcomes include high internal drive to succeed, attention to quality, satisfaction with the work itself, and low rates of absenteeism and turnover. (Mejia and Balkin 2012).

2.2.5 Victor Vroom's expectancy theory

According to Mejia and Balkin state that the strength to act in a particular way depends on people's beliefs that their actions will produce outcomes they find valuable and attractive. (Mejia and Balkin 2012).

According to Robbins employees will be motivated to exert a high level of effort when they believe it will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards such as bonuses, salary increases, or promotions; and that the rewards will satisfy the employees' personal goals. (Robbins 2012)

2.2.6 Alderfer's ERG theory

ERG theory which reorganizes Maslow's five groups into three instinctive needs—existence, relatedness, and growth. (McShane and Glinow 2008). Clayton Alderfer of Yale University carried out further studies on Maslow's theory of need hierarchy. He identified three basic needs of human being against five needs of Maslow. These are as under: E-Existence need - There are related to provision of basic material requirement of human being and are related to Maslow's Physiological and safety needs. R-Relatedness - This need is related to desire of an individual to maintain sound interpersonal relationship. It is related to Maslow's, Social need and External component of Esteem need i.e., status, recognition and attention. G-Growth - Growth is an intrinsic desire for personal development. It is related to intrinsic component of Esteem Need like advancement, self-respect, autonomy, achievement and self-actualization (kondalkar 2007).

2.2.7 Theory of job satisfaction

Affect theory

Edwin A. Locke's Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Dispositional theory

The dispositional theory suggests that individuals vary in their tendency to be satisfied with their jobs, in other words, job satisfaction is to some extent an individual trait. This theory became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins raised apart have similar levels of job satisfaction

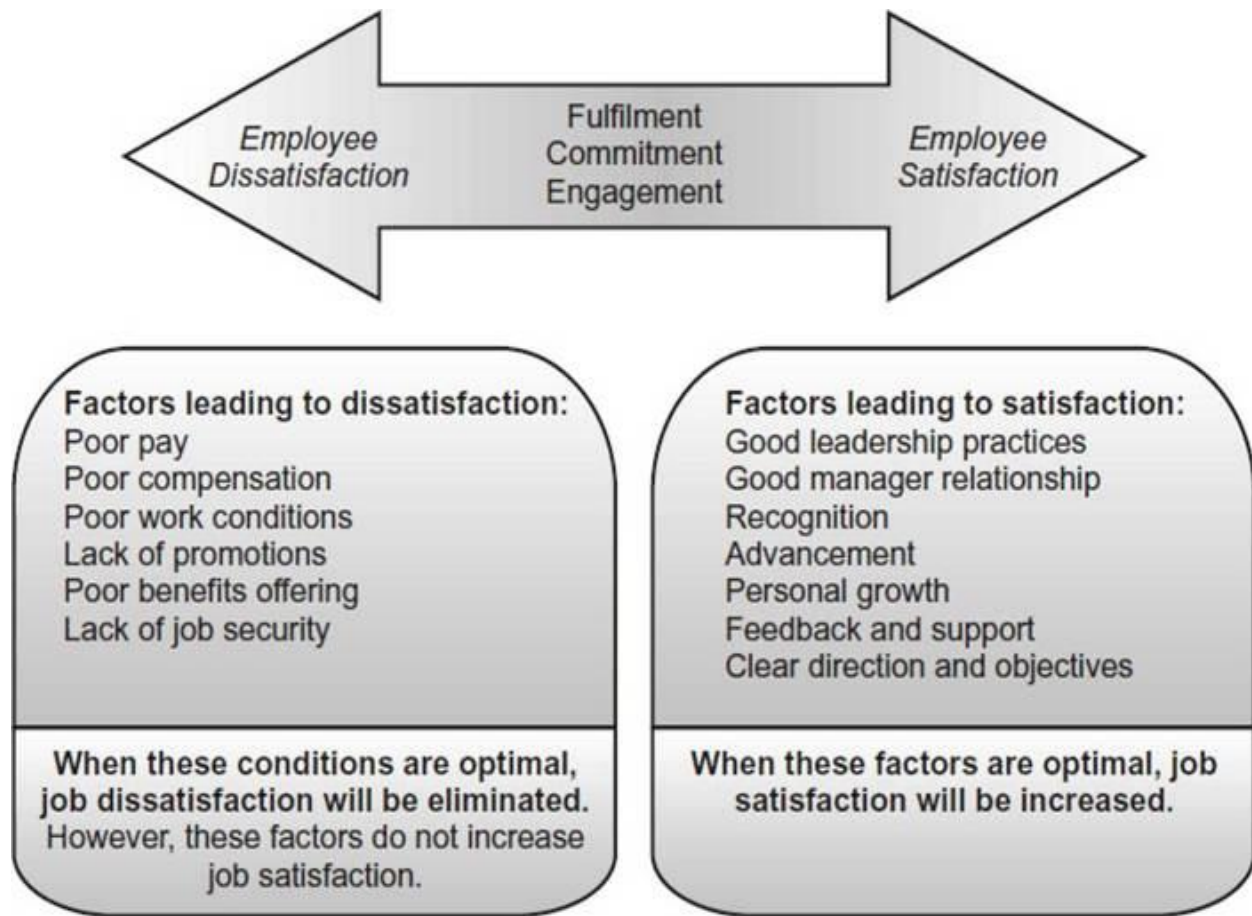
A significant model that narrowed the scope of the dispositional approach was the Core Self-evaluations Model, proposed by Timothy A. Judge, Edwin A. Locke, and Cathy C. Durham in 1997. Judge et al. argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: Self-esteem, General self-efficacy, Locus of control and Neuroticism. This model states that higher levels of self-esteem (the value one places on his/her self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction.

Discrepancy theory

The concept of discrepancy theory is to explain the ultimate source of anxiety and dejection. An individual who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well. They will also feel dejection due to not being able to achieve their hopes and aspirations. According to this theory, all individuals will learn what their obligations and responsibilities are for a particular function, and if they fail to fulfill those obligations then they are punished.

Two-factor theory (motivator-hygiene theory)

Frederick Herzberg's two-factor theory (also known as motivator-hygiene theory) attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors – motivation and hygiene factors, respectively. An employee's motivation to work is continually related to job satisfaction of a subordinate. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals (Hokinson, Porter, & Wrench, p. 133). Motivating factors are those aspects of the job that make people want to perform, and provide people with satisfaction, for example achievement in work, recognition, promotion opportunities. These motivating factors are considered to be intrinsic to the job, or the work carried out. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions.



Variable of satisfaction/dissatisfaction

2.3 Organizational Performance

2.3.1 Concept of performance

A person's job performance depends on some combination of ability, effort and opportunity it can be measured in terms of outcomes or result produced. Performance is defined as the record of outcomes produced on specified job functions or activities during a specified time period. Performance on the job as a whole would be equal to the sum of performance on the major job functions or activities for example the World Bank identified eight job functions for their trainers (e.g. use of relevant example, participant involvement and evaluation procedures). The functions have to do with work that is performed and not the characteristics of the person performing. (Bernardin 2007). Performance is the end result of an activity. Managers are concerned with organizational performance—the accumulated results of all the organizations work activities. It a multifaceted concept, but managers need to understand the factors that contribute to

organizational performance. After all, it's unlikely that they want (or intend) to manage their way to mediocre performance. They want their organizations, work units, or work groups to achieve high levels of performance.

Job performance is essentially determined by the ability of an individual to do a particular job and the effort the individual is willing to put forth in performing the job. (Encyclopedia of management).According fred conclude based on resource based view theory contend that organizational performance will primarily be determined by internal resources that can be grouped into three all-encompassing categories physical resources, human resources, and organizational resources. Physical resources include all plant and equipment, location, technology, raw materials, machines; human resources include all employees, training, experience, intelligence, knowledge, skills, abilities; and organizational resources include firm structure, planning processes, information systems, patents, trademarks, copyrights, databases, and others.(Fred 2011).An analysis a company performance as compared to goals and objectives (<http://www.businessdictionary.com>)

Job satisfaction plays one of the significant parts to accomplish extra ordinary organizational performance. However, organizational productiveness and execution are achieved by fulfilling employees and being sensitive to both their physiological and socio-passionate needs comprehensively. Alessandri, Borgogni, and Latham (2017) reports that there is an eminent connection between the job attitudes of individuals and their execution They likewise found a compelling connection between singular employee fulfillment and factors, for example, motivation, activity involvement, organizational citizenship and activity execution. Judge et al (2017) was found that there is a gigantic connection between worker fulfillment and profitability, benefit, turnover and consumer loyalty.

Performance is the outcome of the effort extended to the job by an employee or group or organization. Effort is an internal force of a person which makes him or her to work willingly. When employees are satisfied with their job and their needs are met, they develop an attachment to work or make an effort to perform better. Increased effort results in better performances. Richard et al. (2009) defined organizational performance as an organizations' actual output or results as measured against its intended outputs (or goals and objectives). Organizational performance generally covers three explicit areas of firm outcomes which are: financial performance (profits, return on assets, return on investment, etc.), product market performance

(sales, market share, etc.) and shareholder return (total shareholder return, economic value added, etc.). According to Market Business News (2019) organizational performance involves “analyzing a company’s performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs.” It also relates to how successfully an organization performs or achieves their predetermined objectives and goals.

2.3.2 Dimension of organization performance

There is no agreement on what the different dimensions of overall organizational performance are, or on how they should be measured. Examined the usefulness of subjective performance measures as compared to objective measures Specifically, they investigated the relationship between objective and subjective measures of return on assets (ROA), growth in sales, and “global” performance measures. (Dess and Robinson, 1984) In 1985, Rawley & Lipson examined the relationships among several combinations of performance measures to demonstrate that different common measures of financial performance did not represent the same attributes. Venkatraman and Ramanujam (1987) empirically examined the degree of convergence across methods of measuring business economic performance and in so doing, demonstrated that sales growth, profit growth, and profitability were discriminate measures of different dimensions of business economic performance.

2.3.3 Job Satisfaction and Performance

Most recent research concluded that there is a moderate relationship between job satisfaction and job performance. In other words, happy workers really are more productive workers to some extent. (McShane and Glinow 2008) Organizations with more satisfied employees tend to be more effective than organizations with fewer satisfied employees. (Robbins 2012). Job performance increase with the increase in job satisfaction, job involvement and job competence (Kondalkar, 2007). Job performance and job satisfaction are interrelated. (Kondalkar 2007)

The most recent research study about the relationship of employees job satisfaction and job performance focused and view that the relationship between two variable are either positive or negative . in addition to this some research deal the significance level of the effect of job

satisfaction on job performance but the most current research are very rare to conduct study in the view point of the direct or indirect relationship between job satisfaction and performance so our study added additional knowledge by filling the exist research gap. Satisfied workers are more productive and more productive workers are more satisfied and also worker productivity is higher in organizations with more satisfied workers. The relationship between job satisfaction and performance is an issue of continuing debate and controversy. One view associated with the early human relations approach is that satisfaction leads to performance. An alternative view is that performance leads to satisfaction. (Mullins 2005)

The extent of the relationship between job satisfaction and performance has been basically evaluated in different organizational settings. Outcomes of these investigations have not tailored toward one direction Cummings (1970) distinguished three key perspectives concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction.

Studies done by Brayfield and Crockett (1955), Fournet (1966) Lee and Chan (1996) have demonstrated that there are connections between job satisfaction and productivity and that the higher the level of satisfaction, the greater the effort to increase productivity. Carroll, Keflas and Watson (1964) found that satisfaction and job productivity are essential relationships in which every influence the other.

They recommend that performance prompts more work effort due to high apparent anticipation of rewards or other positive outcomes.

The exertion prompts powerful presentation, which again prompts fulfillment in urgent relationship. David, Joseph and William (1970) recommend that the sort of remuneration framework under which laborers perform emphatically impact the relationship between satisfaction and performance.

2.4 Empirical review

The research conducted in 2017 by Agbozo, Owusu, Hoedoafia&Atakorah conclude that good relationship and communication has direct relationship with a staff morale and satisfaction at work. The research conducted in India by Shaju.M in 2017 he conclude base on his finding that

the existence of a positive correlation between the dimensions of job satisfaction and performance of employees at both supervisors and workers levels working in the automobile industry. The research conducted by researcher in 2019 mostly conclude that work-life balance, job training, compensation and benefits and superior-subordinate relationship factors to contribute to increase job satisfaction. The research conducted in Ethiopia by yesu girma in 2018 his finding conclude that nature of work, working environment, recognition, motivation and Promotion opportunities and benefit packages has a significant impact on employee satisfaction. One study conduct within national bank of Ethiopia concluded that there is the positive relationship between the employee job satisfaction and job performance. (B.V Prasada, Shewayirga and Wako 2014).Theresa and Henry (2016) investigate the impact of job satisfaction on employees performance in the Nigerian breweries plc.

The finding that linear relationship between employees job satisfaction (employees morale, nature of job, job reward and job security) to the employees performance.

It used the survey research design. Ezeanyim, EkeneEzinwa αUfoaroh, EbeleTherasas&Ajakpo (2019) conducted research on the impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka. It uses descriptive research design. The result of the study shows that there is linear relationship between employees job satisfaction (Job reward/Pay, Promotion, job safety/ security and working condition) and performance employees. Shaju&Subhashini (2017) conduct research on the impact of Job Satisfaction on Job Performance of Employees working at Automobile Industry in India. It uses exploratory research design conduct to the research. The finding of the study indicates that there is the significant relationship between employees job satisfaction and employees performance. Abel Alemnew (2014) conduct research on the impact of employees job satisfaction on employees job performance at development bank of Ethiopia. The result of the finding indicate that job satisfaction have positive impact on job performance. It uses explanatory research design to conduct the research.

Awoke wosene (2017) the researcher conduct research the effect of job satisfaction on employee turnover in Addis Ababa house construction. It uses descriptive research design to collect information to determine significant negative relationship between employees job satisfaction and employee turnover. Murad (2018) conducted research on impact of employee job

satisfaction toward organizational performance: A study of private sector employees in Kuching, East Malaysia. The research findings can say that there is a strong positive relationship between employee job satisfaction and organizational performance. It used descriptive research design to conduct the research.

Most of the researcher conduct the research on the impact of the employees job satisfaction on organization performance conclude that there is the positive and significant relationship between the employees job satisfaction and organization performance using descriptive research design but most of the researcher is not conduct research in the way of employees job satisfaction and effect on organization performance.

2.4.1 Factors determining job Satisfaction

There are number of factor which effect job satisfaction however some of the important factors that determine job satisfaction of the employees in the organization is as under: -

Work Content

Content of the work itself is a major source of satisfaction. The work must be challenging. It should lend itself opportunities to use employee skills, ability and experience. Once such job is completed successfully, the workers get a great sense of satisfaction. (Kondalkar 2007). We can increase employee satisfaction by making job rotation, job enlargement like knowledge enlargement and task enlargement as well as job enrichment. Target should be accessible for employee.(Jitendra& Mini 2013)the job provide the individual with interesting tasks, opportunities for learning and personal growth and the chance to accept responsibility (Robbins, Odendaal and Roodt, 2006). Kinicki and Kreitner (2008) job design as the factor that improves the quality of the employee's job experience and them on the job performance. The content of the work itself is a major source of job satisfaction for employees. Wilson (1999) argues that since employees are not universally similar, in interests and efficiency, jobs and workers should be matched in terms of skills and intelligence.

Supportive working condition

The place should be neat and clean with necessary facilities as per Factories Act. Light, ventilation, cleanliness, enough space for work, immediate availability of supervision, adequate latest tools and generally good surrounding will definitely add to job satisfaction. If the work

place were closer to home, it would add to employee retention. (Kondalkar 2007). Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On the contrary, poor working condition brings out a fear of bad health in employees. The more comfortable the working environment is more productive will be the employees. (Jitendra & Mini 2013).

According to Mullins (2008) an increasingly important issue affecting job satisfaction and efficiency is the work environment and workplace facilities. Josias (2005) demonstrate that employees prefer physical surroundings that are safe, clean, comfortable and with minimum degree of distractions.

Work group

The concept of work group and work teams is more prevalent to day. Work group of multi skilled persons with one goal will be able to function effectively if they are friendly and cooperative. The work group serves as a source of support, comfort, advice and assistance to individual worker. A good work group makes the job more enjoyable. The factor of work group support is essential for job satisfaction. (Kondalkar 2007). It is a natural desire for human beings to interact with others. Therefore, existence of group in organization is a common observable fact. This characteristic results in the formation of work group at the work place. Isolated workers dislike their job. The work groups make use of a remarkable influence on the satisfaction of employees. (Jitendra & Mini 2013).

Supervision

Supervision is one of the moderate factors, which affect job satisfaction. Qualified supervisors should be available for advice, guidance and problem solving. Supervisors should be placed close to the place of work and should be available. (Kondalkar 2007). A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. (Jitendra & Mini 2013). According to Murad (2017) supervision is one of the principal factors which can impact employee on the level of job satisfaction. Vannucietal (2017) expressed that supervision connect with technical knowledge, human relation, skill and coordination of work activity. According to Wang, Demerouti, & Blanc (2017) supervisor high transformational leadership with employee

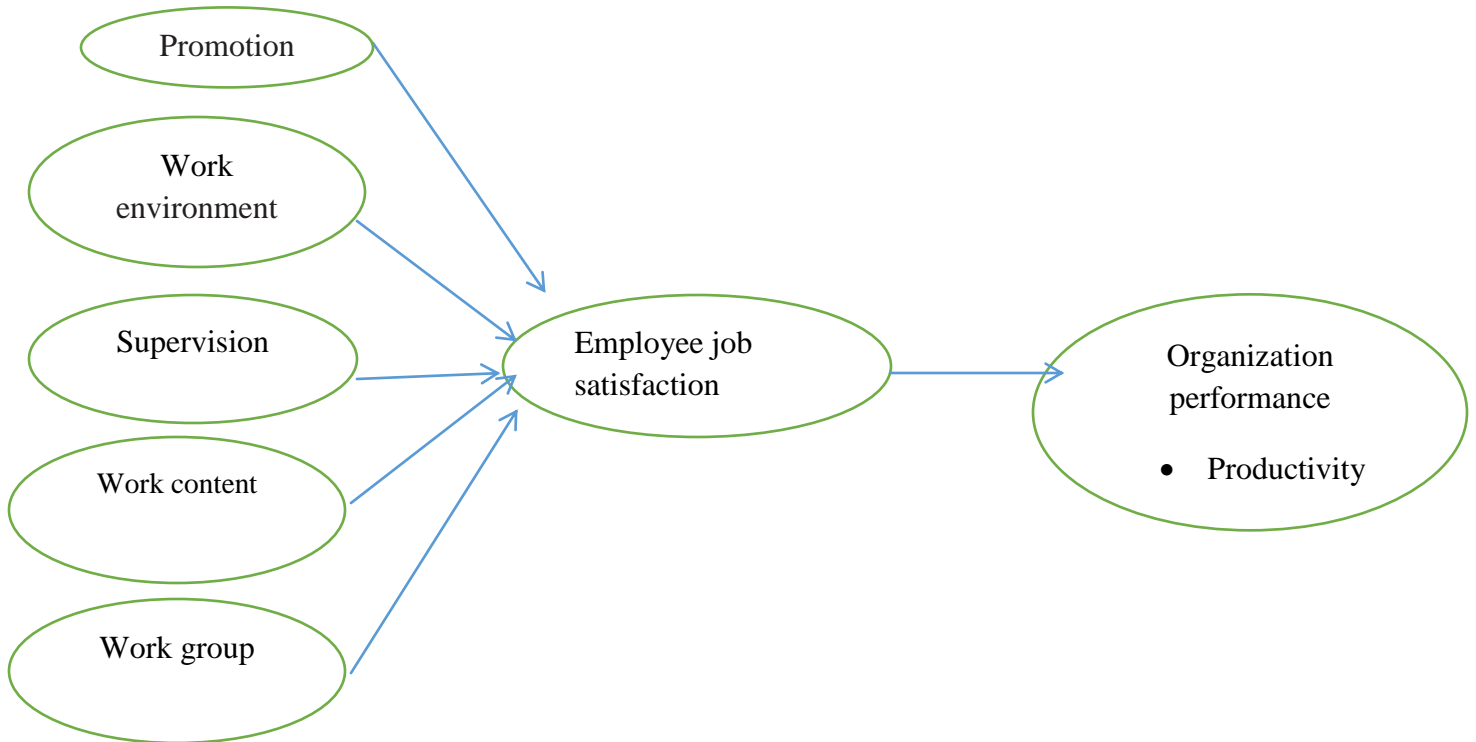
plays a positive emotion to become happier and motivate them to concern willingly issues of organization. Nichols et al (2017) replied that supervisory behavior is one of the techniques that make employee happy or dissatisfied on the level of job satisfaction.

Promotion

Individual must perceive salary administration and promotion policy as being fair. Organization should ensure their policies are growth oriented and incremental in nature so that employees take on an additional responsibility voluntarily. Apart from financial benefits, organization must provide adequate perks and non-financial benefits so that they are motivated and display high level of satisfaction. (Kondalkar 2007). Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. The opportunity for promotion determines the degree of satisfaction to the employee. (Jitendra & Mini 2013). Promotion is a kind of encouragement tool that using to reward the employees for meeting organizational goal hence it delivers as a mean of integrating organizational goals and personal goals (murad, 2018). According to Pandey & Asthana (2017) promotion is a kind of advancement of an employee which is providing for a better job performance, better job performance related with such thing like in terms of minced responsibility, status, minced skills and experience. Pandey (2017) has been perceived that the deciding factor for the position of an employee in the hierarchy depends on the level talent, skill and experience.

2.5 Conceptual framework

Based on theory this study conceptual framework are show that the effect of employees job satisfaction on organizational performance



Source: developed by researcher, 2020

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Research design

Research design is plan and procedures for research that span the decisions from broad assumptions to detailed method of data collection and analysis (Creswell, 2009). The research design are very important to address the research problem. I would select explanatory research method most appropriate to solve the research problem and obtain relevant information which help to meet research objective. Explanatory research design help to understand causal relationship between the employees job satisfaction and organization performance.

3.2 Research approach

The research approach for this study was cross-sectional method to investigate the relationship between employees job satisfaction and organization performance. To investigating the relationship of the variable, the influence of independent variables on dependent variable would be undertaken through regression analysis. Creswell (2005) asserted that, regression is used for explaining a relationship among variables that the researcher is interested in determining whether one or more variables might influence another variable. The researcher was used mixed approach (both quantitative and qualitative) to gather data from the target population. Furthermore the researcher was used descriptive and regression analysis method with SPSS version 23 to analysis and interpret the collected data.

3.3 Data type and source of data

This study was used primary source of data. The information gathered through questionnaire and in-depth interview from sample of respondents was used for primary data. (Kothari 2004) according to Kothari he explains primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The information gather use primary data was used to solve the research problem and meet research objective efficiently.

3.4 Data gathering technique and instrument

The questionnaire is the data collection method which most quite popular, particularly in case of big enquiries (Kothari, 2004).

The questionnaire was distributed to the respondent concerned with a request to answer the questions and return the questionnaire. A questionnaire consists of a number of questions typed in a definite order on a set of forms. The questionnaire was used to gather the primary data from the employees of the private commercial bank of Abyssinia. For the purpose of this study, closed-ended items were used to measure dependent and independent variable. The likert-type scale method used to range of response: strongly disagree, disagree, neutral, agree and strongly agree with a numeric value of 1-5. the usage of this particular scaling method ensured that the research study illustrated the ability to investigate the responses and measure the responses quantifiably so that a pattern may be produced in order to answer the research questions. Cooper and schindler (2001), state that a likert scale is most appropriate for measuring attitude. Bhattacharyya (2006) highlights that attitude scales are used to measure an individual or group attitude toward some object.

The interview is one of the data collection method which help gather primary data from employees of private commercial bank of Abyssinia. The method of collecting information through personal interviews is usually carried out in a structured way. as such we call the interviews as structured interviews (Kothari, 2004). Such interviews involve the use of a set of predetermined questions and of highly standardized techniques of recording. Thus, the interviewer in a structured interview follows a rigid procedure laid down, asking questions in a form and order prescribed. The interviewer request semi structured question to both managerial and non-managerial staff of private commercial bank of Abyssinia.

3.5 Sample design

A sample design is a plan for obtaining a sampling frame that refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn (Kothari, 2004).

3.5.1 Target population

According to Malhotra and birks, (2007) target population is the collection of elements or objects that possess the information sought by the researcher and about which inferences are to be made. For this study, both managerial and non-managerial level employees of private commercial bank of Abyssinia were selected as a population. The total population has 6,314.

3.5.2 Sampling frame and sampling technique

A sampling frame is a representation of the elements of the target population that consists of a list or set of directions for identifying the target population (Malhotra and birks, 2007).the sampling is source of materials from which the sample is selected. In this research, the participants of the study were professional employees of private commercial bank of Abyssinia. The sampling frame from which participants selected was all professional staff who is both managerial and non-managerial position employees. In this study, the researcher used cluster probability sampling technique in order to obtain appropriate formation from head office. The sample select from total employees population of 6,314 work at private commercial bank of Abyssinia.

3.5.3 Sample size

According to Malhotra and birks, (2007) Sample size refers to the number of elements to be included in the study. In general, for more important decisions, more information is necessary, and that information should be obtained very precisely. In this study to determine the sample size used Yamane's formula and calculated the sample from the target population.

$$n = N / 1 + N (e)^2 \quad n = \text{sample size}$$

$$\text{Confidence level } 95\% \quad N = \text{population}$$

$$\text{Sample error } 5\% \quad e = \text{level of precision}$$

$$n = 6314 / 1 + 6314(0.05)^2$$

$$n = 6314 / 1 + 6314(0.0025)$$

$$n = 6314/1+15.79 \quad n=376$$

Therefore, based on the above sample size determination method, out of total population (6,314) the selected sample size was 376 employees and participated in this particular study and out of 376 questionnaires distributed 348(93%) was found valid and used for further analysis.

3.6 Data analysis

Analysis is the computation of certain measures along with searching for patterns of relationship that exist among data group (Kothari, 2004).

Once data is collected, it is necessary to employ statistical techniques to analyze the information, as this study is both qualitative and quantitative in nature. Data was entered and analyzed using SPSS 23 version for quantitative data. Regression analysis was employed to determine the effect of independent variables on dependent variable. The outcome of analysis helps to show the influence of independent variable on dependent variable.

Multiple linear regression models

$$y = a + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_nx_n$$

Where X_n predictor variable n , β_n is the regression coefficient for predictor variable X_n , and all other terms are defined as before.

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$$

Y= dependent variable (organization performance)

a=constant

X1=supervisor

X2= promotion

X3=Work environment

X4=work group

X5=work content

3.7 Validity and Reliability

3.7.1 Validity

According to Malhotra and birks, (2007) validity is the extent to measurement represents characteristics that exist in the phenomenon under investigation. Hair et al. (2007) defined the validity as the degree to which a measure accurately represents. Validity refers to the extent to which a test measures what we actually wish to measure (Kothari, 2004).

3.7.2 Reliability

According to Malhotra and birks, (2007) Reliability is the extent to which a measurement reproduces consistent results if the process of measurement were to be repeated. Duffy, and Kilbourne (2001) asserted, Cronbachs alpha measure the consistency with which participants answers items within a scale. Duffy et al. (2001) further stated, a high alpha (greater than 0.6) indicates that the items within a scale are measuring the same construct.

Table1 reliability test

Variable	N of Item	Cronbach's Alpha
Supervision	13	0.885
Promotion	5	0.732
Work environment	9	0.822
Work group	10	0.881
Work content	10	0.865
Productivity	7	0.833
Overall Cronbach's Alpha	54	.966

Source: researcher, 2019

The value of cronbachs Alpha for supervisor is 0.885 which indicate that the results. The reliability indicator shows that it must be more than 0.7 so the results are visible. The value of cronbachs Alpha for promotion is 0.732 so this result are visible because the value greater than 0.7.the value of cronbachs Alpha for work environment is 0.822 this result are visible because the value greater than 0.7.the value of cronbachs Alpha for work group is 0.881 so the result are visible because the value greater than 0.7.the value of cronbachs Alpha for work content is 0.865 so the result are visible because the value greater than 0.7.the value of cronbachs Alpha for productivity is 0.833 this indicate that it is reliable.

3.8 Ethical consideration

The participants were approached at their work place. They were voluntary in order to have honest answer. They were briefed about the nature of study being carried out .Participants were assured that their responses would remain confidential. Ethical measure exercised by researcher is treating the respondents with respect and courtesy (Leary2004). This was done so that the respondents were at ease and more likely to give honest responses to the questionnaire. There

were also ethical measures that have been followed in the data analysis. To ensure the integrity of data, the researcher checked the accuracy of encoding of the survey responses. This was carried out to ensure that the statistics generated from the study are truthful and verifiable (Leary 2004).

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter covers the data processed and result which include descriptive statistics and inferential statistics. The finding was ensured that the relationship between independent variable of employees job satisfaction (supervisor, promotion, work environment, work group and work content) and dependent variable organization performance (productivity). Researcher would use semi structured interview and questionnaire to collect data regarding to this the questionnaire was developed as likert scale therefore items were calculated (mean) for statistical analysis.

Researcher would distribute 376 questionnaires to employees from this collected 348 (93%) questionnaire which used for analysis. the collected data were presented and analyzed using SPSS version 23 software. the analysis result show that the demographic character of the respondents and regression was used to test the effect of independent variable on dependent variable.

4.2 Demographic backgrounds of the respondents

The personal profile of the respondents is analyzed as per gender, age, education level, marital status, employees categories, job status ,work experience and current salary that paid by the organization .descriptive statistics was performed on demographic variables as means of describing respondents.

Table 2 Demographic profile of respondent

Demographic characteristics		Analysis	
		Frequency	Percentage
Gender	Male	190	54.60%
	Female	158	45.40%
	Total	348	100%
Age	20-30 years	178	51.10%
	31-40 years	143	41.10%
	41-50 years	19	5.50%
	Above 50 years	8	2.30%
	Total	348	100%
Education level	Diploma	2	0.60%
	First degree	242	69.50%
	Masters	104	29.90%
	Total	348	100%
Marital status	Single	204	58.60%
	Married	139	39.90%
	Divorced	5	1.40%
	Total	348	100%
Employees categories	Clerical	281	80.70%
	Manager	43	12.40%
	Others	24	6.90%
	Total	348	100%
Work experience	1-5 years	168	48.30%
	6-10 years	106	30.50%
	11-16 years	66	19.00%
	above 16 years	8	2.30%
	Total	348	100%
Salary of respondent	4800-5000	12	3.40%
	5001-10000	86	24.70%
	10001-15000	120	34.50%
	15001-20000	47	13.50%
	above 20000	83	23.90%
	Total	348	100%

The above table indicates that the demographic profile of respondent which include gender, age, education level, marital status, employee job categories, work experience and employee current salary.

Gender: The table show that gender of respondents, from 348 total respondents males contribute 190(54.60%) of the total participants and the remaining 158(45.40%) consists by female respondents.

Age: As table show above,those respondnets whose age is between 20-30 years consists 51.1 % from total sample size,between 31-40years covers 41.1%,between 41-50years covers 5.5% and the remaining 2.3% covered by above 50 years.hence it indicates that the age composition of private commercial bank of abyssinia is dominated by relatively young population

Education level: The above bar chart show that the education qualification of respondents from these 2 (0.6%) completed diploma, 242(69.5%) had first degree and the remaining 104(29.9%) had masters. This implies that the organization has men and women of moderate education standard that can help in achieving the set objectives for the organization.

Marital status: The above table show that the marital status of the respondents from these 204(58.6%) had single, 139(39.9%) had married and the remaining 5(1.4%) had divorced. This help to know the social status of the employees.

Employees job categories: The above table show that the employees job position from the total respondents clerical cover 281(80.7%), manager cover 43(12.4%) and the remaining position cover by other 24(6.9%).This implies the organization had more operative staff which helps to implement the designed strategies successfully.

Work experience: The above table show that respondents whose experience is between 1-5 years consists 48.3% of the total sample size, 30.5% is consist by whose experience is between 6-10 years, 19% of the respondents whose cover by between 11-16 years and the remaining 2.3% cover experience above 16 years in bank. The employee have moderate experience which help to meet organization goal.

Current salary: The above table show that the current salary of respondent which the majority of respondents salary range fall between 10,001to15,000 birr scale representing 34.5% , the next salary range fall between 5,001 to 10,000 birr scale representing 24.7% the third salary range fall between above 20,000 birr scale representing 23.9%, the fourth salary range fall between 15,001 to 20,000 birr scale representing 13.5% and the remaining salary range fall between 4,800 to 5,000 birr which represent 3.4%. This indicate that the bank relatively pay good salary to the employee that work in the organization.

4.3 Descriptive Statistics: Employees job satisfaction

In order to understand the Employees job satisfaction at private commercial bank of Abyssinia, employees were asked to give their level of agreement to statements with regard to the five dimensions. Employees rating in five points of Likert scale are then analyzed with descriptive statistics of mean and standard deviation. A 5-point Likert scale was used to rate the various indicators whereby 1 point was accorded to ‘Strongly disagree’, 2 point as ‘Disagree’, 3-point as ‘Neither Agree nor Disagree’, 4-point as ‘Agree’, and 5-point as ‘Strongly Agree’. The analysis results are presented in subsequent tables each deals with Employees job satisfaction at private commercial bank of Abyssinia.

Table 3: Means and Standard Deviations for the Components of employees job satisfaction

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
supervision	348	1.00	5.00	3.7912	.77834
promotion	348	1.00	5.00	3.6897	.81627
Work environment	348	1.00	5.00	3.8503	.81473
workgroup	348	1.00	5.00	3.8428	.78320
Work content	348	1.00	5.00	3.7951	.78744
Valid N (listwise)	348				

Source: Questionnaire and SPSS output (2019)

According to Zaidatol and Bagheri (2009), and the mean score below 3.39 is considered as low, the mean score from 3.40 up to 3.79 is considered as moderate and mean score above 3.8 is considered as high. The forty-seven (47) items used to measure organizational performance were categorized into five components as shown on Table 3 . Most of the respondents moderate were satisfied with all dimensions.

Standard deviation measures how concentrated the data are around the mean; the more concentrated, the smaller the standard deviation. From the descriptive statistics it is observed that standard deviation results are below 1 which indicate the data tend to be close to the mean

Table 4 Descriptive Statistics of Supervision

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
My supervisor treats me fairly	348	1	5	3.74	1.223
My supervisor treats me with respect	348	1	5	3.81	1.193
My supervisor is open to hearing my opinion or feedback	348	1	5	3.81	1.217
I feel I can trust what my supervisor tells me	348	1	5	3.80	1.205
It is clear to me what my supervisor expects of me regarding my job performance	348	1	5	3.87	1.195
My supervisor provides me resources to improve my work.	348	1	5	3.72	1.217
My supervisor encourages high achievement by reducing the fear of failure.	348	1	5	3.79	1.203
My supervisor promotes an atmosphere of teamwork.	348	1	5	3.80	1.206
My supervisor provides me with actionable suggestions on what I can do to improve	348	1	5	3.76	1.244
The support services to this unit respond in a timely way.	348	1	5	3.82	1.244
If I share my work problems with my direct supervisor he/she would respond appropriately.	348	1	5	3.78	1.196
I am satisfied with how my supervisor has worked with me to identify strengths and development areas.	348	1	5	3.81	1.217
There is good communication from supervisor to employees.	348	1	5	3.80	1.208
Valid N (listwise)	348				

Source: Questionnaire and SPSS output (2019)

Table 4, In regard to supervisor, “It is clear to me what my supervisor expects of me regarding my job performance” is the highest mean (Mean=3.87, SD=1.195) and the lowest mean i.e. “My supervisor provides me resources to improve my work.” scoring (Mean=3.72, SD=1.217). This can be concluded that it is a lowest level. This indicate that the respondent believe manager support at work through supply of resources is low. It possible to improve the supervision support employees through resources at work.

It is observed from the descriptive statistics that supervisor's standard deviation results are above 1. According to Zaidatol and Bagheri (2009), standard deviation score greater than 1 tend to be spread out over a large range of value.

Table 5 Descriptive Statistics of Promotion

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I trust that if I do good work, I will be considered for a promotion	348	1	5	3.65	1.285
I am aware of the advancement opportunities that exist in the Company for me.	348	1	5	3.73	1.296
I am satisfied with the opportunities for growth within the organization.	348	1	5	3.59	1.289
I believe management that assisting me in my career	348	1	5	3.72	1.215
I receive the right amount of recognition for my work.	348	1	5	3.76	1.250
Valid N (listwise)	348				

Source: Questionnaire and SPSS output (2019)

Table 5, In regard to promotion, "I receive the right amount of recognition for my work." is the highest mean (Mean=3.76, SD=1.250) and the lowest mean i.e. "I am satisfied with the opportunities for growth within the organization", scoring (Mean=3.59, SD=1.215). This can be concluded that it is a lowest level. This indicate that the respondents believe that the opportunities for growth within the organization is low. It can possible to enhance employee satisfaction through improve company growth structure.

It is observed from the descriptive statistics that promotion's standard deviation results are greater than 1. According to Zaidatol and Bagheri (2009), standard deviation which score greater than 1 tend to be spread out over a large range of values.

Table 6 Descriptive Statistics of Work environment

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I feel physically safe in my work environment	348	1	5	3.89	1.238
My general work area is adequately heated/cooled	348	1	5	3.87	1.210
My workspace has adequate privacy for me to do my job	348	1	5	3.80	1.223
There is adequate noise control to allow me to focus on my work	348	1	5	3.84	1.255
I would recommend this company as a good place to work.	348	1	5	3.87	1.207
My work environment is comfortable and adequate to the needs of the program.	348	1	5	3.79	1.259
I am given the tools I need to provide the services or products assigned to me.	348	1	5	3.90	1.228
I have easy access to the supplies and equipment I need to do my work on this unit.	348	1	5	3.80	1.254
I have the tools and resources I need to do my job	348	1	5	3.89	1.251
Valid N (listwise)	348				

Source: Questionnaire and SPSS output (2019)

Table 6, In regard to work environment, “I am given the tools I need to provide the services or products assigned to me.” is the highest mean (Mean=3.90, SD=1.228) and the lowest mean i.e. “My work environment is comfortable and adequate to the needs of the program.”, scoring (Mean=3.79, SD=1.259). This can be concluded that there is a lowest level. This implies the organization give attention to create comfortable program is low. Regarding to this the organization have chance to improve employees satisfaction through create comfortable program.

It is observed from the descriptive statistics that work environment standard deviation results are greater than 1. According to Zaidatol and Bagheri (2009), standard deviation which score greater than 1 tend to be spread out over a large range of values.

Table 7 Descriptive Statistics of Work group

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
My team utilizes appropriate problem solving skills	348	1	5	3.82	1.241
I can discuss challenging issues with care team members on this unit.	348	1	5	3.91	1.264
Members of my team pull together to complete a task.	348	1	5	3.90	1.241
It is easy to get along with my colleagues	348	1	5	3.76	1.211
I feel part of a team working toward a shared goal	348	1	5	3.82	1.210
People in my department communicate sufficiently with one another	348	1	5	3.76	1.199
I like the people I work with at this organization	348	1	5	3.87	1.204
I feel I can express my honest opinions without fear of negative consequences	348	1	5	3.95	1.198
I believe there is a spirit of cooperation within this organization	348	1	5	3.79	1.223
I am comfortable to work under exist coworker	348	1	5	3.85	1.201
Valid N (listwise)	348				

Source: Questionnaire and SPSS output (2019)

Table 7, In regard to work group, “I feel I can express my honest opinions without fear of negative consequences.” is the highest mean (Mean=3.95, SD=1.198) and the lowest mean i.e. “It is easy to get along with my colleagues”, scoring (Mean=3.76, SD=1.211). This can be concluded that it is a lowest level. This indicate that the availability of the colleagues at any time at work is low. The organization have possibility to encourage of employees’ wellbeing at work.

It is observed from the descriptive statistics that work group standard deviation results are greater than 1. According to Zaidatol and Bagheri (2009), standard deviation which score greater than 1 tend to be spread out over a large range of values.

Table 8 Descriptive Statistics of Work content

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
My job makes good use of my skills and abilities	348	1	5	3.79	1.185
I have a clear understanding of my job role	348	1	5	3.77	1.221
I believe my job is secure	348	1	5	3.89	1.218
I like the type of work that I do	348	1	5	3.72	1.229
I understand how my job aligns with the Company's mission	348	1	5	3.77	1.193
My job provides me with a sense of meaning and purpose	348	1	5	3.81	1.208
I am willing to give extra effort to help this organization succeed	348	1	5	3.79	1.210
My job give me opportunity to learn	348	1	5	3.88	1.216
My job give chance to do with others in the cooperative ways	348	1	5	3.73	1.211
I have authority to make a decision independently	348	1	5	3.81	1.179
Valid N (listwise)	348				

Source: Questionnaire and SPSS output (2019)

Table 8, In regard to work content, “I believe my job is secure” is the highest mean (Mean=3.89, SD=1.218) and the lowest mean i.e. “I like the type of work that I do”, scoring (Mean=3.72, SD=1.229). This can be concluded that it is a lowest level. This indicate that the respondent likeness of his or her work is low. The organization have chance to improve employees attitude toward his or her job.

It is observed from the descriptive statistics that work content standard deviation results are greater than 1. According to Zaidatol and Bagheri (2009), standard deviation which score greater than 1 tend to be spread out over a large range of values.

Table 9 Descriptive Statistics of Productivity

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with the products or services the organization provides.	348	1	5	3.81	1.187
Management’s expectations are consistent with the level of resources given.	348	1	5	3.76	1.214
I am satisfied with how the organization addresses external issues impacting our services and products	348	1	5	3.89	1.216
I am satisfied with how the organization addresses internal issues impacting our services and products.	348	1	5	3.73	1.206
The organizational lines of communication flow easily.	348	1	5	3.78	1.189
I receive fair and honest performance evaluations	348	1	5	3.77	1.230
The company clearly conveys its mission to its employees.	348	1	5	3.79	1.185
Valid N (listwise)	348				

Source: Questionnaire and SPSS output (2019)

Table 9, In regard to Productivity, “I am satisfied with how the organization addresses external issues impacting our services and products” is the highest mean (Mean=3.89, SD=1.216) and the lowest mean i.e. “I am satisfied with how the organization addresses internal issues impacting our services and products.”, scoring (Mean=3.73, SD=1.206). This can be concluded that it is a lowest level. This implies that the organization capability to address internal issues related to services is low. In regarding to this the organization have chance to improve their productivity by enhance of their capability to address internal issue.

It is observed from the descriptive statistics that productivity standard deviation results are greater than 1. According to Zaidatol and Bagheri (2009), standard deviation which score greater than 1 tend to be spread out over a large range of values.

4.4 Regression analysis

According to field (2009) to run a linear regression checking critical assumptions is essential and it is helpful to draw conclusion about the population under study. In this regard, normality of the residuals variables and multi collinearity between variables was checked.

4.4.1 Normality

As field (2009), noted, the assumption of normality is important in research while using regression and helpful to generalize the results of the analysis beyond the sample collected. The tests of normality assumption through linear regression analysis using normal P-P plot (probability-probability plot).the researcher also checks for the normality for the residuals with bivariate through P-P plot as follows. The straight line in this plot represents a normal distribution and the points represent the observed residuals. Therefore, in a perfect normally distributed data set and all point lie on the line (Field, 2009).

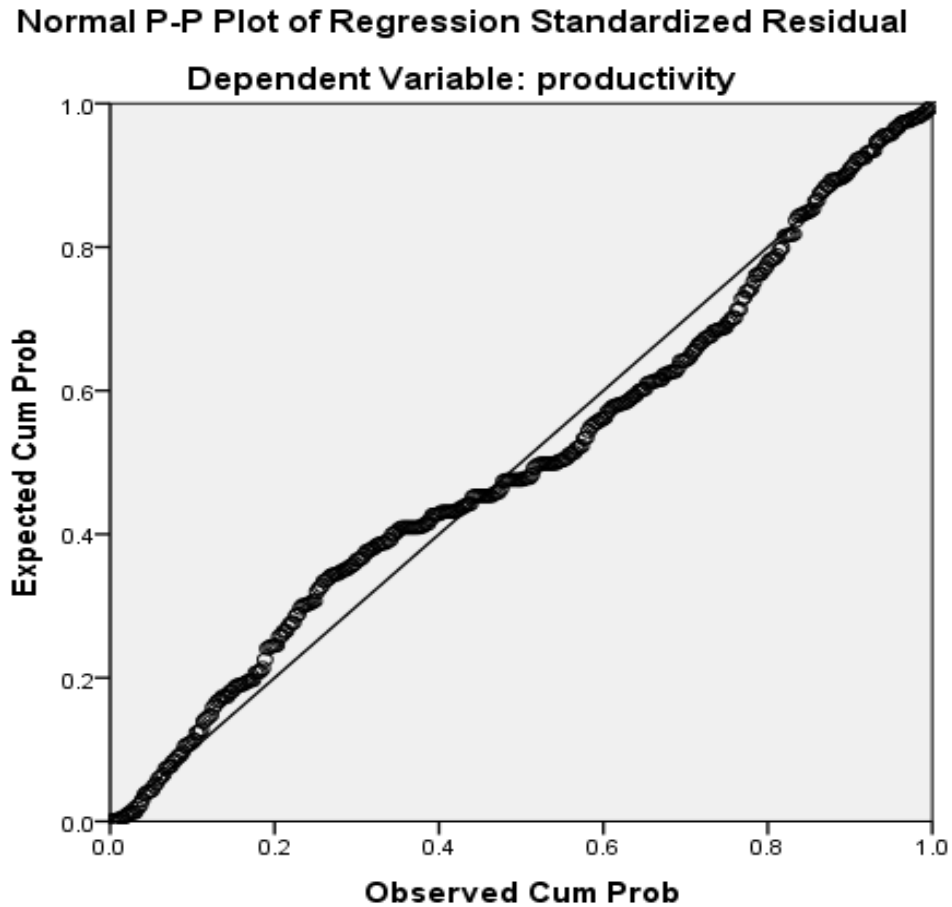


Figure 1 normal P-P plot regression standardized residual

The above figure shows that normality which dots are closely plotted to the straight line that indicate a small or no deviation from normality and there are no extreme cases observed. Therefore the assumptions of linear regression have been met and we can possibly assume that the model is accurate and can probably generalize to the population.

4.4.2 Multi collinearity

Saunders (2009) most regression programs can compute variance inflation factors (VIF) for each variable and as a rule of thumb; VIF above 5.0 suggests problems with multi collinearity. Field (2009) also underline that values for “Tolerance” below 0.1 indicate serious problems although several statisticians suggest that values for “Tolerance” below 0.2 are worthy of concern.

Table 10 multi collinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	Supervisor	.315	3.171
	Promotion	.461	2.169
	work environment	.374	2.677
	Workgroup	.337	2.966
	Work content	.287	3.480

a. Dependent Variable: productivity
Source; own survey, 2020

The above collinearity table which indicates that multi collinearity is not the problem of this model because VIF (variance inflation factor) of the model is well less than 5.0 and the tolerance is not less than 0.10 the value of VIF ranges between 2.169 to 3.480 and the tolerance of the variables ranges 0.287 to 0.461. Therefore the variables are not overlapped and they are free from collinearity effect which possibly hinders the prediction ability of the model.

4.4.3 Multi regression analysis

Table 11 model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831 ^a	.690	.685	2.65299

a. Predictors: (Constant), work content, promotion, work environment, workgroup, supervisor

b. Dependent Variable: productivity

Source; own survey, 2020

the above table show that R value indicate that the correlation of independent variable of employees job satisfaction (supervisor, promotion, work environment, work group and work content) and the dependent variable of organization performance(productivity) is 0.831 or 83.1%

Which indicate that the independent variable and dependent variable have strong and positive relationship between them. R Square indicate that the effect of independent variable of employees job satisfaction (supervisor, promotion, work environment, work group and work content) and the dependent variable of organization performance (productivity) is 0.690 which indicate that the effect of employees job satisfaction on organization performance is 69% for the

remaining 31% influenced by other variable. Adjusted R Square is 0.685 which indicate the overall strength of model is strong.

ANOVA

the below table show that the overall model significance and statistically significant predictor of the outcome for the reason that the P value is less than .001 therefore the significant amount of organization performance influenced by employees job satisfaction (supervisor, promotion, work environment ,work group and work content). The overall regression model is significant at $P < .001$ and good fit.

Table 12 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5356.794	5	1071.359	152.218	.000 ^b
	Residual	2407.112	342	7.038		
	Total	7763.906	347			

a. Dependent Variable: productivity

Source; own survey, 2020

Table 13 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.758	.842		.900	.369
	Supervisor	.104	.028	.199	3.713	.000
	Promotion	.212	.065	.144	3.252	.001
	Work environment	.122	.038	.159	3.222	.001
	workgroup	.054	.035	.081	1.562	.119
	Work content	.254	.040	.355	6.316	.000

a. Dependent Variable: productivity

Source; own survey, 2020

$$Y = 0.758 + 0.104X_1 + 0.212X_2 + 0.122X_3 + 0.054X_4 + 0.254X_5$$

$$Y = 0.758 + 0.104(\text{supervisor}) + 0.212(\text{promotion}) + 0.122(\text{work environment}) + 0.054(\text{work group}) + 0.254(\text{work content})$$

The above coefficients table show that the individual beta values of each independent variable and effect on dependent variable. the beta value of supervisor is (B=0.104) which indicate that the other variable constant, 1 unit change in supervisor will cause a 0.104 unit positive change in organizational performance at statistically significant at $p < 0.05$. the beta value of promotion is (B=0.212) which indicate that the other variable constant, 1 unit change in promotion will cause a 0.212 unit positive change in organizational performance at statistically significant at $p < 0.05$. the beta value of work environment is (B=0.122) which indicate that the other variable constant, 1 unit change in work environment will cause a 0.122 unit positive change in organizational performance at statistically significant at $p < 0.05$. the beta value of work group is (B=0.054) but the variable is statistically insignificant so there is no effect on organization performance. The beta value of work content is (B=0.254) which indicate that the other variable constant, 1 unit change in work content will cause a 0.254 unit positive change in organizational performance at statistically significant at $p < 0.05$.

4.5 Discussion on result

The outcome of the data analysis indicate that the employees' job satisfaction has significant effect on organization performance at p-value less than 0.05. This implies that employees'

satisfaction has influence to improve organization productivity. According murad (2018) study his finding indicates that there is the strong relationship between employees job satisfaction and organization performance.

The result of the finding indicate that there is the significant effect of promotion on organization performance at p-value less than 0.05 and positive contribution at beta value of 0.212. This implies that promotion has influence to enhance organization performance. In murad (2018) study indicate that there is strong relationship between promotion and organization performance with R value of 0.696 and at P value less than 0.05. Abel (2014) he concluded that the promotion has positive effect on job performance at p-value of less than 0.05 and positive contribution at beta value of 1.24.

The finding of this study shows that there is the significant effect of work environment on organization performance at p-value less than 0.05 and positive contribution at beta value of 0.122. Neat and full of work equipment has positive influence to improve organization performance.

The finding of this study show that there is significant effect of supervision on organization performance at p-value less than 0.05 and positive contribution at beta value of 0.104. The supportive supervisor enhance the organization performance by improve supervisor skill and knowledgeable. Similar study conducted by researcher ensure that, the supervision has positive contribution on organization performance with R value of 0.552 and at P value of less than 0.05. murad (2018). Abel (2014 he concluded that the supervision has positive effect on job performance at P value of less than 0.05 and positive contribution at beta value of 2.542.

The finding of this study indicate that there is a significant effect of work content on organization performance at p-value less than 0.05 and positive contribution at beta value of 0.254. Thus, it is better if the management of private commercial bank design the work type as satisfying as possible. However, in an attempt to reduce boredom and therefore increase satisfaction (and it is also assumed that higher productivity will follow), some techniques of work design have been generated (Onimolo2015). These techniques include: job enlargement, job rotation and job enrichment.it will seem reasonable to expect that the more satisfied workers are on their job the more effective they will be in performing their assigned task (Onimolo 2015). If the happy worker is the more productive worker, productivity should be enhanced by eliminating negative job attitudes.

The finding this study show that there is insignificant effect of work group on organization performance because the p-value greater than 0.05.

4.6 Qualitative data analysis

This part involves the analysis of open –ended questions that have been distributed to 60 participants and the semi structure interview that has been interviewed to employees work within human resource department. For the question what factor affect your job satisfaction and organization performance at private commercial bank of Abyssinia.

The response from the participant which related to factor that employees ability, skill and commitment, lack of employees cooperation, lack of knowledge, skill, self-confidence, lack of good attitude, ability and commitment was the major factors affecting the organization performance at bank.in addition to this unsatisfied employees needs, lack of communication skill, negligence due to low health condition of the employee, dissatisfaction, afraid of risk, employees work culture ,lack of good supervisor, lack of clear promotion system and work content which affect the organization performance.

All interview participants said the general level of the job satisfaction of the professional employees was low. Their reasons were the lack of clear promotion and lack of good supervisor has an influence on satisfaction level and performance of the professional’s employees.

To sum up the above points in this study lack of good supervisor, poor work conditions, lack of clear promotion system and unclear work content are factors that were indicated by private commercial bank of Abyssinia respondents as a cause to low organization performance.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1 Summary of finding of the study

This part cover summary of the finding which include that the aim of this study has investigate the effect of employees job satisfaction on organization performance in the case of the private commercial bank of Abyssinia. Researcher would distribute 376 questionnaires to employees from this collected 348 (93%) questionnaire which used for analysis. the collected data were presented and analyzed using SPSS version 23 software. the researcher was used descriptive (mean and standard deviation) and inferential statistics (regression) to analyze data. This study address the following research question

What is the effect of employee job satisfaction on organization performance?

What is the effect of supervision affect organization performance?

What is the effect of promotion affect organization performance?

What effect does work environment have on organization performance?

What is the effect of work group on organization performance?

How does work content affect organization performance?

Based on the result of this study the finding meet the research question. Regard to this employees' job satisfaction has significate effect on organization performance at private commercial bank of Abyssinia. Under regression analysis result show that all independent variable has significate effect on organization performance except work group.

From regression result work group has insignificant effect on organization performance. Under supervision the result indicate that the supervision support has positive effect to enhance organization performance. On the other hand supervisor and subordinator relationship help to achieve organization objective and goal. Under promotion result indicate that promotion has positive influence to improve organization performance.

From regression result the work environment has significant effect on organization performance. The comfortable and flexible work environment help to enhance the employees' satisfaction and impact on increase organization productivity and customer satisfaction. Under work content result the work content has the most positive effect to organization performance from other four independent variable. The challenged and utilize of employees skill job design useful to increase employees commitment which impact toward organization productivity.

5.2 conclusions

Based on the results employees job satisfaction have significant effect upon organization performance. Further, the research has provided us with a better understanding of the selected employees job satisfaction component which has significant effect on organization performance. The employees job satisfaction to be investigated and analyzed as a main objective. Each organizational elements have been exhaustively examined through appropriate questions towards respondents. From the regression result, the researcher identified four selected employees job satisfaction component has significant effect on organization performance.

From the study, the following conclusions are drawn:

Supervision: under regression analysis supervision, scores Sig .000 which is P less than 0.01 implies supervision has significant effect on organization performance. The good supervisor and subordinator relationship has source of enhance organization performance. The finding meet that supervision has significant effect on organization performance.

Promotion: under regression analysis promotion, scores Sig .001 which is P less than 0.05. This implies that the promotion has significant effect on improvement of organization performance. In regarding to this the employees advancement at work drive employees more committed to meet organization objective and goal. The finding addressed research question of effect of promotion on organization performance.

Work environment: work environment, scored .001 which is p less than 0.05. Which indicates work environment has significant effect on organization performance. Based on the regression

analysis work environment has addressed research question of effect on organization performance.

Work group: In the measurement of work group in the question of it is easy to get along with my colleagues As a result, work group scored Sig. value .119 that is greater than 0.05. Which implies that work group has no significant effect on organization performance at private commercial bank of abyssinia.so that it failed that no addressed the research question of the effect of work group on organization performance.

Work content: under regression analysis work content, scores Sig .000which is P less than 0.01. This implies that the work content has significant effect on improvement of organization performance. This result addressed the research question of the effect of work content on organization performance.

5.3 Recommendation

Based on the above finding of the study and the respondent believe that bank of Abyssinia has strength the employees expectation from his or her supervisor job performance well known by employees, the respondent satisfied in the recognition that given by the organization, the respondent satisfied with the organization give tool that enable to deliver service and the respondent satisfied with the organization job secure at work place. However the organization made improvement in the following point

Supervision: In regard supervisor provides me resources to improve my work. the respondent believe manager support at work through supply of resources is low. The organization improve the supervision support employees through resources at work.

Promotion: regarding to opportunities for growth within the organization. The respondents believe that the opportunities for growth within the organization is low. Bank of Abyssinia review the growth structure and improved them.

Work environment: In regard to comfortable and adequate to the needs of the program. The response that organization give attention to create comfortable program is low. The organization most made flexible and comfortable program in order to meet the organization goal.

Work group: In regard to availability of the colleagues at work. The respondent believe that availability of the colleagues at any time at work is low. The bank of Abyssinia will be plan to improve the availability employees' wellbeing at work.

Work content: In regard to the employees like his or her job. The respondent feeling toward his or her work is low. The bank must be enhanced employees have positive feeling toward his or her job.

Productivity: In regard to organization addresses internal issues impacting our services and products. Respondent believe that the organization capability to address internal issues related to services is low. In regarding to this the organization must develop plan to enhance of their capability to address internal issue.

Finally, human resources department should raise employee satisfaction by focusing on design the challenging and interesting work, improve supervision and employees relationship, making neat and full work equipment, design fair and clear promotion system in order to keep the employees motivated and committed to drive organizations vision and goals domain. Management should also put in place structures that enhance employees job satisfaction in order to induce positive subsequent employee positive outcomes that may lead to maintain and supported organization competitiveness in today highly competitive global era.

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Appendix

JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

Part I

QUESTIONNAIRE

I am a graduating class of MBA student at Jimma University. This questionnaire is prepared for research purposes entitled employees of Job satisfaction: In the Case of Private Commercial Bank of Abyssinia. As a member of your organization, your participation in this study will be valuable and greatly appreciated. Information gathered will be treated with utmost confidentiality and will not be used for any other purpose. Instead of this, the questionnaires contain statements about Job Satisfaction and organization performance. Give your own opinion and feeling about each item. Your genuine responses are extremely important for the successful completion of my thesis.

Demographic behavior

Gender Male Female

What is your age in years?

Education level Diploma BA/SC MBA/MSc PHD

Marital status Single Married Divorced Other

Category of employee clerical manager executive
other

What is your work experience in years?

What is your monthly current salary in birr?

Part II

Please tick your response to each statement according to the following five-point scale in terms of your own satisfaction and dissatisfaction of the statement. 5= strongly agree 4= agree 3= Neutral 2=disagree 1= strongly disagree

SD=strongly disagree DS=disagree N= neutral AG= Agree SG= strongly agree

Measurement	SD	DS	N	AG	SA
Supervisor					
1.My supervisor treats me fairly					
2.My supervisor treats me with respect					
3.My supervisor is open to hearing my opinion or feedback					
4.I feel I can trust what my supervisor tells me					
5.It is clear to me what my supervisor expects of me regarding my job performance					
6. My supervisor provides me resources to improve my work.					
7. My supervisor encourages high achievement by reducing the fear of failure.					
8. My supervisor promotes an atmosphere of teamwork.					

9. My supervisor provides me with actionable suggestions on what I can do to improve					
10. The support services to this unit respond in a timely way.					
11. If I share my work problems with my direct supervisor he/she would respond appropriately.					
12. I am satisfied with how my supervisor has worked with me to identify strengths and development areas.					
13. There is good communication from supervisor to employees.					
Promotion					
14. I trust that if I do good work, I will be considered for a promotion					
15. I am aware of the advancement opportunities that exist in the Company for me.					
16. I am satisfied with the opportunities for growth within the organization.					
17. I believe management that assisting me in my career Development					
18. I receive the right amount of recognition for my work.					
Work environment					
19. I feel physically safe in my work environment					
20. My general work area is adequately heated/cooled					
21. My workspace has adequate privacy for me to do my job					
22. There is adequate noise control to allow me to focus on my work					
23. I would recommend this company as a good place to work.					
24. My work environment is comfortable and adequate to the needs of the program.					
25. I am given the tools I need to provide the services or Products assigned to me.					

26. I have easy access to the supplies and equipment I need to do my work on this unit.					
27. I have the tools and resources I need to do my job					
I am proud to work for this organization					
Work group					
28. My team utilizes appropriate problem solving skills					
29. I can discuss challenging issues with care team members on this unit.					
30. Members of my team pull together to complete a task.					
31. It is easy to get along with my colleagues					
32. I feel part of a team working toward a shared goal					
33. People in my department communicate sufficiently with one another					
34. I like the people I work with at this organization					
35. I feel I can express my honest opinions without fear of negative consequences					
36. I believe there is a spirit of cooperation within this organization					
37. I am comfortable to work under exist coworker					
Work content					
38. My job makes good use of my skills and abilities					
39. I have a clear understanding of my job role					
40. I believe my job is secure					
41. I like the type of work that I do					
42. I understand how my job aligns with the Company's mission					
43. My job provides me with a sense of meaning and purpose					
44. I am willing to give extra effort to help this organization succeed					
45. My job give me opportunity to learn					
46. My job give chance to do with others in the cooperative ways					

47.I have authority to make a decision independently					
Productivity					
48. I am satisfied with the products or services the organization provides.					
49. Management’s expectations are consistent with the level of resources given.					
50.I am satisfied with how the organization addresses external issues impacting our services and products					
51. I am satisfied with how the organization addresses internal issues impacting our services and products.					
52. The organizational lines of communication flow easily.					
53.I receive fair and honest performance evaluations					
54. The company clearly conveys its mission to its employees.					

Thank you in advance for your time and cooperative

Part III

Structure in-depth interview question of employee job satisfaction

I will use semi structure interview to gather qualitative data from selected participant in the reason of to generalize about the population by eliminate the limitation of the quantitative method and manage the data effectively that get from participant.

Are you inspired by the purpose and mission of the company?

How likely are you to recommend your company as a good place to work?

What things are most satisfying to you about your work?

What factors determine the job satisfaction of bank workers?

What do you consider are the causes of job dissatisfaction among bank workers?

What factor has the greatest impact on the positive performance of bank workers?
Why?

What opportunities do you see on your company?

What do you like your supervisor mode?

How feel your work meaningful?

How was respect from your co-workers?

Does the bank have clear and fair promotion system in the human procedure?

How was the work environment of the private commercial bank of Abyssinia?