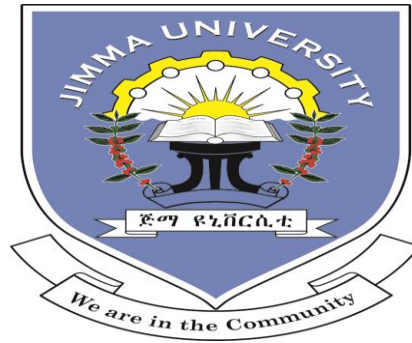


***ASSESSING FACTORS AFFECTING EMPLOYEE
PERFORMANCE: A CASE OF JIMMA ZONE PUBLIC
SERVICE SECTORS***



***RESEARCH PAPER THESIS SUBMITTED TO THE GRADUATE
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Declaration

I undersigned declare that this research report is my original work and has not been presented for a degree in any other university, and all the materials used for this study have been duly acknowledged. This research paper entitled factors affecting employee performance: a case of Jimma zone public sectors and has been carried out by me under the guidance and supervision of Chalchissa Amentie and Co-Advisor: Mrs; Rejebut

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Statement of Certificate

This is to certify that Jelaludin Abafogi has carried out this research paper entitled the factors affecting employee performance: a case of Jimma zone public sectors. This work is original in nature and it is enough for submission to the partial fulfillment for the award of masters of Arts degree in public management.

Main Advisor

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Acknowledgment

First and for most, I thank and praise the Almighty Allah for his wonderful works which He has done for me throughout this research and the study program as a whole. My earnest gratitude shall then go to my advisor, Chalchissa Amentie (PhD) and co-advisor Mrs; Rejebut whose comments and valuable advice contributed tremendously to the success of this paper. No words can express, but I owe a special gratitude to my friends for their significant encouragement and moral support for my success. I am also interested to forward my admiration and appreciation to the employees' of Jimma zone public sectors for their relevant and genuine support in my career. Finally, my heartfelt thanks go to my family: who stood by my side and gave me heartedly and unreserved moral and encouragement in my voyage. To all of you, either I remember here or somewhere in my memory yet unrecalled, I offer my heartfelt gratitude Allah blesses you all!

Abstract

The purpose of this study was assessing the factors affecting employees performance: a case of Jimma zone public service sectors. The study was used both descriptive survey research design and Explanatory research design. secondary and primary data were used in the research. The independent variable is working environment, training and Development and Communication. While dependent variable is employee performance. From 1200 total populations 206 sample sizes were take using formula. For data collection 206 questionnaires were distributed to the sample respondents and all of them were collected. The overall finding shows that, Challenges related to organizational climate, communication and training and development influences employee's performance levels: so management support is an important condition for employee's performance improvement. Employee training and development increase job satisfaction and morale; there are many advantages of training and development for an organization, but the benefits of employee training and development also impact employee career growth as well. When employees sense that their employer is helping them to improve their skills and knowledge base, they feel motivated, and this increases their job satisfaction and morale. On the other hand the type of work environment in which employees operate determines the way how they perform. Effective workplace environment raises the bar of what is expected from the employees without necessarily giving them extra means or resources to handle this. So the measure expected from the public sectors were make a need assessment and avoid face-to-face training on weekends or after-hours, and limit travel requirements for training. So avoiding the traditional training methods have its own economic advantage towards the organization as well as improves employee's performance. Similarly, future empirical researches in the area in question were helpful to consider space-time differences in explaining determinants of employees' performance.

Keywords: *Employee Performance, training and development, working environment, communication.*

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List of Abbreviation and Acronyms

BARS	Behaviorally anchored rating scale
BPR	Business process re-engineering
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
PA	Performance Appraisal
PAQ	Performance Appraisal Quality
PM	Performance management
PMS	performance management system
SPSS	Statistical Program for Social Science

1. INTRODUCTION

This chapter presents the general background of the study, statement of the problem and basic research questions, objectives, hypothesis, significance, scope of the study, as well as operational definition of key terms and organization of the study.

1.1 Background of the Study

Recently, most of organizations are fully aware of the importance of employee performance, increasing employee performance or to find out the ways through which high level of employee's performance can be achieved is becoming one of the decisive factors for any organization success. Management's mission is to get people together to accomplish corporate goals and objectives by using available resources efficiently and effectively. Manpower performance can be increased by putting efforts to factors that enhance the employees' motivational level, creativity, job satisfaction and comfort workplace environment, (Riso2010)

Human resource is the most valuable asset having the greatest potential in determining the statuesque of an organization in today's competitive business world. To be competitive with their rivals' organizations should be innovative by effectively managing this vital resource. Successful managers recognize that human resources deserve attention because they are crucial in top management strategic decisions that guide the organization's future operations. Without an adequate number of the right sort of people with appropriate training, qualifications and experience, an organization cannot do a good job. No matter how fine the building and the equipment, nor how perfect the systems and policies, there is no substitute for an adequate and capable staff Kennedy, 1969, in (Belete .G, 2014)

Managing employee performance is an integral part of human resource management that all managers and rating officials perform throughout the year. The work of Chris (2016) testifies the fact that performance management is important as managing financial resources and program outcomes because employee performance or the lack thereof has a profound effect on both the financial and program components of any organization.

Organizations with motivated and talented employees offering outstanding service to customers are likely to pull ahead of the competition, even if the products offered are similar to those offered by the competitors. Customers want to get the right answer at the right time and they want to receive their products and services promptly and accurately. Only people

can make these things happen and produce a sustainable competitive advantage (Aguinis, 2009).

The practice of the organization's employees, their enthusiasm and satisfaction with their job, and their sense of fair treatment have impact on the organization's productivity, level of service, reputation and survival. In short, people make the real difference. The human resources are the most important resource of an organization. Without effective resource, it is simply impossible for an organization to achieve its objective. At the very beginning, human resource management is the utilization of these resources effectively to achieve organization objectives Mondy et.al, (Birhanu, 2014).

Although many factors contribute to productivity, job performance is viewed to be the most influential one. One of the indicators in enhancing and improving the service industry is job performance. Job performance refers to the behaviors that are expected in the line of the organizations 'goals and the purpose under control of individual employees (Campbell et al., 1993). Performance measurement systems are described as the overall set of metrics used to quantify both the efficiency and effectiveness of action (Shepherd and Gunter, 2006). Psychological studies made over time suggest meaningful variation in individual performance exists at within-person and between persons level. These studies contend that personal and social factors explain individual performance. In other words, employee performance depends on individual and group behavior.

According to Oreg,(2003), factors determining individual differences in job performance include cognitive ability, conscientiousness, goal orientation and motivation. Yeo and Neal (2004) also suggest that over time, practice was significant linear and quadratic predictor of performance scores. That is, individuals improved their performance with practice until some point of experience is reached and performance diminishes thereafter. Similarly, they found that effort intensity was not a significant predictor of performance

Today the emphasis on managing the human side of the organization is valuable and all managers are responsible to manage their subordinates. Many scholars believed human resource management is the nervous system of the organization and at a time it is difficult to manage. If you are successful in managing the human side of the organization you will be successful also in managing the other resources. Therefore, managing the performance of employees will contribute a lot to the overall performance of the organization (Armstrong, 2006).

The rationale behind this study is *assessing the factors affecting employee performance: a case of Jimma zone public service Sectors*. Finally this study will be useful in order to design a better performance appraisal system that is serving as a motivation for both the employees and for the employers in general.

1.2 Statement of the Problem

Most organizations in this competitive labor market fail to achieve their targets successfully because employees perform below standard. This is due to the inability of the working environment to encourage employees to work harder. If the management does not invest much into the welfare of their workers, problems are bound to arise and may lead to industrial labor turnover, low commitment to work, low morale, poor job satisfaction that may also lead into low productivity of goods and service (eliphas, 2017)

Good employees 'performance is the ingredient for the success of the organization. Nelson and Quick (2003) contend that a job with high motivation and hygiene factors leads to high performance and few complaints among employees.

Employees 'performance like all other systems, they do not function when their components do not work together smoothly and efficiently. Thus, understanding relationship between the organization and its employees is the key to improve the organization's ability to move through change effectively. Organizations need to understand the factors that affect employees 'performance because such insight will help them make decisions that will inculcate improved performance from the employees and to an extension the overall performance of the organization (Hassan, 2017). Employee performance has been shown to have a significant effect on organizational performance (Hook, 2015). This is due to the reason that individual performance is the foundation of organizational performance. One of the major pitfalls in an organization occurs when managers believe their organizations are constantly operating at the highest level of efficiency, or that they do not require input from their employees (Jami, 2016).

As indicated by Mohammed (2016): factors that affect employees 'performance can help improve recruitment, retention and organization result. Different scholars try to point out the factors affecting employees 'performance in case of different sectors throughout different countries. Some of them are: Nichole,(2016); Mohammed, (2016); Imran et.al, (2014);

Esubalew, (2015); and Davies, (2014), and they all probes issue about determinant factors and its impact on employees' performance and their finding indicates performance of the employees has significantly affected by different factors including individual, organizational, and job related factors..

Performance appraisals can provide answers to a wide array of work-related questions, and by advancing a road map for success, poor performance can be improved. Even after a positive appraisal, employees benefit if appraisals help them to determine how to improve job performance. In addition, even though an employer may not need a reason to terminate an employee, as a practical matter, appraisals can provide justification for such actions should that become necessary, (Jackson , 2010) .

Performance management is the contemporary human resource phenomenon where organizations are trying to harness their employees' potential for their organizational achievements. Performance management is the process of taking systematic action to improve organizational, team and individual performance by integrating it with financial and non-financial reward systems (Yusuf, 2015).

Nevertheless, there are deviations in the achievement of employee's performance in predefined goals and objectives in organizations where some have the highest capability regardless of the incentive where as others may have poor tendency of working. Consequently, Organizations need to understand the factors that affect employee's performance because such insight will help them to make sound decisions that will increase employee's performance and the overall performance of the organization. Identifying factors that affect employee's performance can help organizations to handle these hindering factors that adversely affect the employee's performance in particular and the overall organizational result in general (Bamlaku, 2016) so the above researchers were missing how working environment affects employees' performance, the contribution of training and development to employees' job performance and impacts of modern communication system between employee and supervisor.

Jimma Zone, public sectors were expected to be a giving a more than 90% quality service to the overall community which is clearly stated in the countries HR strategic plan. However, according to the existing report in different times there is a gap on the employee's

performance where even though some have good performance most of them have lied below expected performance almost all sectors were missing individual performance and the way individual performance will builds. Yilmalem (2011) in his unpublished paper shows that, the public organizations performance appraisal management system still have its own subjectivity, and if it examines on the right way the maximum job oriented result for a particular individual is score 85 and the minimum is less than 50.

On the other way the Ethiopian human resource development bureau (2019) report shows, most employees' appraisal score is less than 50 which is below average appraisal score. Consequently, this indicates that what factors affect employee's performance at public service sectors. Therefore, this paper is intended to investigate factors that affect employee performance specifically, how working environment affects employees' performance, the contribution of training and development to employees' job performance and impacts of modern communication system between employee and supervisor.

A number of studies have considered the effects of reforms on the public sectors and highlight the importance of human resources performance to the success of reform objectives as well as the complexity of human resource management in the context of reforms by the Ministry of public service Umer, (2015). These studies have pointed out that human resource issues need to be a primary consideration in reform design, suggesting that reforms can only be implemented successfully where there is consensual participation on the part of the workforce, Diribsa,(2007). As such the Ministry is faced by a series of factors limiting its employee performance, ranging from working conditions, monitoring and evaluation system, monitoring and evaluation capacity Development. There are no elaborate studies on assessment of the factors affecting performance of employees at the Jimma zone public service sectors

1.3. Research questions

- 1) How working environment affects employees' performance in the organizations?
- 2) How does training and development contribute to employees' job performance, at the Public Sectors?
- 3) How communication system between employee and supervisor in the public sectors?

1.4. General Objective of the Study

The main objective of the study is assessing the factors affecting employee performance: a case of Jimma zone public sectors

1.5. Specific Objectives

- 1) To examine how working environment affects employees' performance in the organizations
- 2) To investigate the way training and development contribute to employees' job performance, at the Public Sectors
- 3) To describe the communication system between employee and supervisor in the public sectors

1.6. Significance of the Study

The study will be used as a baseline for future researchers and other research users who may venture into a similar area of assessing the Factors Affecting the Performance of Employees in Public Sectors. The findings will provide up to date information for academicians, policy makers, social workers and researchers for better policies and could influence improvement of service delivery in the public sector. Besides the study will help the researcher fulfill one of the requirements for the award of a Master's degree in public management.

1.7. Scope of the study

The study was conducted at public sectors of Jimma Zone. The reasons behind selecting the public sectors were due to the fact that many public sector organizations can be represented at the zonal level. Moreover, the organization has proximity to the researcher's residence to gather data related to the study. Obviously, there are many human resources Practice which affect the performance of employees in an organization such as working environment, training and development, communication system etc. However, the study was focused only on the effect of training and development on employees' performance. Methodologically this study was used descriptive and explanatory methods. Hence, data were collected from the sample respondents selected through stratified sampling technique at the same time at one point in time and the respondents involved in this study were 206 employees.

1.8. Limitation of the study

Different challenge were encountered the researcher to do with a full capacity and the unavailability of the key personnel for interview purpose during data collection, being reluctant in providing accurate and relevant information by some respondents were challenges. Some respondents were not also interested to give their time to answer the questionnaire because of they were busy with their office work. Some respondents were not punctual in returning the questionnaires. The researcher tried to manage limitations by explaining the objective of the study and strict follow up during administering of questionnaire.

1.9. Operational Definitions

The following words or phrases are the conceptual definitions with their respective meanings as used in the study by the researcher:

Performance: is the level of output or result accomplished against a given targets and the way how it accomplished. It is any recognized accomplishment; a process or manner of functioning or operating; management execution. In other words, Performance can be defined as efforts along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. (Paul, 2010)

Employee performance management system: a mechanism designed to aligning the strategic objectives of the organization to that of individual level so that each individual employee performance will be tracked in relation to the targets or goals given to the respective place of assignment.

Performance management (PM) Series of activities designed to ensure that the organization gets the performance it needs from its employees (L.Mathis,J.Jackson, 2010).

Performance appraisal (PA) is Process of determining how well employees do their jobs relative to a standard and communicating that information to them (L.Mathis,J.Jackson, 2010).

1.10. Organization of the Paper

The study will be composed of five chapters. The first chapter deals with the introduction part includes the background of the study, statement of the problem, objectives of the study , operational definition of terms, significance of the study, delimitation/ scope and time schedule of the study. Chapter two was included related literature review where detail discussion about the topic has been undertaken. The third chapter has been presented the research design and methodology. In the fourth chapter of the paper data presentation, analysis and interpretation were discussed. The last chapter covered the summary of major findings and conclusions drawn from the findings and also the possible recommendations has been forwarded by the researcher

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

In this part of the study, the researcher was reviewed related literatures. This chapter includes the theoretical review, empirical review from previous related works and finally conceptual framework was formulated. Furthermore, lessons drawn from literature were forwarded.

2.1. Theoretical Framework

2.1.1. Performance

Performance can be defined as ‘the act or process of performing a task or an action that involve a lot of effort’ (Oxford Advanced Learner Dictionary, 2006). According to Smither and London, 2009 it can be also defined as a combination of both results (what need to be achieved) and behaviors (how to be achieved). In a simple way performance can be also regarded as a record of an outcome or accomplishment achieved by a person or a team (Armstrong, 2009). Therefore it is possible to say that when managing performance both inputs (behavior) and outputs (results) need to be considered since they are interrelated. And, behaviors emanate from the performer and transform performance from abstraction to action.

2.1.2. What is Performance Management?

Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Processes exist for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. It focuses people on doing the right things by clarifying their goals. It is owned and driven by line management (Armstrong, 2006)

As Continuous process, Performance management is an ongoing process that involves setting goals and objectives, observing performance, and giving and receiving ongoing coaching and feedback. Link to mission and goals: Performance management creates a direct link between employee performance and organizational goals, and makes the employees ‘contribution to the organization explicit that requires managers to ensure that employees’ activities and

outputs are congruent with the organizations goals and, consequently, help the organization gain a competitive business advantage. As (L.mathis,J. H.Jackson , 2010) in their book Often performance management is confused with one of its key components performance appraisal. Performance management (PM) is a series of activities designed to ensure that the organization gets the performance it needs from its employees. Performance appraisal (PA) is the process of determining how well employees do their jobs relative to a standard and communicating that information to them.

2.1.3. Factors Affecting Employee Performance

According to some researchers and practitioners, there are certain factors individually and collectively effect on the performance of employees in a positive or negative way, including:

2.1.3.1. Leadership clarity and fairness methods

Leadership is a process whereby an individual influences a group of individuals to achieve common goals. Leadership style is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers. The leadership style within an organization has a bearing on encouraging or inhibiting employee performance (Armstrong, Murlis and Cronje et al 2015)

2.1.3.2. Working Environment

The influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose work environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization (Janssen, 2014).

Working environment can be divided into two components namely physical and behavioral components. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2018), the physical environment with the productivity of its occupants falls into two main categories office layout (open-plan verses cellular offices) and office comfort (matching the office environment to the work processes),

and the behavioral environment represents the two main components namely interaction and distraction.

2.1.3.3. Training

The developing process of employees' skill in order to improve the performance is called training Swanson, (2012). Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively Gordon,(2013). Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. According to Geroy (2011) notes that employee competencies change through effective training programs? Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior ,Appiah (2014).Most of managers give training to their employees for three main purposes Wright,(2000), which are To increase productivity or the performance of employees, to achieve organizational goals; and To invest in employees to succeed in the unpredictable and turbulent business environment. There are 3 most important types of training: training needs assessment (TNA), training contents and delivery approaches, on the job training (OJT).

Methods of Training

The selection of training method need to be based on identified training needs, training objectives, understanding of the trainees, the resources available and an awareness of learning principles. The most popular training and development method used by organizations can be classified as either on-the-job or off-the-job (Coulter & Robbins, 2005).

On-the job Training:

This is the most widely used training method which is the simple and less costly method to operate. In this method, the training takes place in the employees' actual work situations and makes them appear to be immediately productive (Karnataka, 2016). Here, there is a close collaboration between trainer and learner. The following are commonly used methods

Learning by doing : is a very popular method of teaching new skills and methods to employees. Here, the new employee observes a senior experienced worker and learns what to do..

Mentoring: is also the other version of „on -the -job training“ whereby a senior or experienced employee takes charge of the training and development of a new employee; whereby the mentor acts as an advisor and protector to the trainee.

Shadowing and job rotations: is also the other type of on-the-job training which aims to expose trainees a feel for the organization by giving them the experience of working in different departments. Job rotation is a management technique used to rotate incumbents from job to job or from department to department or from one plant to another in different geographical areas

Behavior Modeling

This type of training method is conducted to enable the trainee learn the behaviors appropriate for the job through role-playing. The use of behavior modeling is based on social theory and an effective method for interpersonal or social skills training. This method of training incorporates the use of videos to clearly demonstrate the way things ought to be done, what behaviors are to be avoided. Behavior modeling is often based on the demonstration of the right and effective way to behave and as a result, trainees are provided with facilities to practice this (Pal, 2011).

Understudy Training

An understudy is a person who is training to assume a position at a future date, the duties and responsibilities of the position currently occupied by the person in understudying. An individual or group is assigned to assist a superior officer in the performance of his duties related to the position and at times left to grapple with the day-to-day problems which confront the superior in the performance of duty (Karnataka, 2016).

2.1.4. Problems of Training and Development Implementation

HRTD activities in organizations can be influenced by different factors. HRTD efforts are subject to certain common mistakes and problems. Most of the problems were resulted from inadequate planning and lack of coordination of efforts. According to (Mathis and Jackson, 1997) cited in Yacob Uloro (2011), the common problems in HRTD are inadequate needs analysis, trying outdated programs or training methods, abdicating responsibility for development to staff, trying to substitute training for selection, lack of training among those who lead the development activities, using “courses as the road to development”, encapsulated development attitude of managers, availability of resources and financial problems.

Management capacity and attitude:-

The attitude of top management is mainly the primary problems for training and development success in the organization. Top level management commitment to support training and

development program's one of the major factors that influences the process and expected results of the program. The knowledge and attitude of managements are crucial for the success and effectiveness of training and development program (Gumez, 2014). Therefore Managers 'at all level of particularly top managements should provide real support for training and development of the employees in the organization'. In addition to managers should be committed to involve in the HRD process which are crucial in integrating the training and development activities in the strategic process.

Availability of resources:-

The other factor which affects the effectiveness of training program is the availability adequate resources include materials, facilities, personnel, time. Inadequate time and resource allocated amount would affect the amount and quality of training and education (Monday, 1990). Therefore, organizations that consider shortage of one or more of these resources would face the problem of training and development of its human resources.

Financial problem:-

Financial problem is the major constraints that hamper the implementation of effectiveness of training and development program of the organization. Most organizations do not allocate separate budget for training and development programs. In addition, the implementation of effective and proper training and development programs are influenced by various factors. Such as in adequate planning, lack of coordination various efforts, in adequate need analysis and lack of training among those who lead the training and development activities are some of the common constraints that affect the effectiveness of training and development programs (Mathis& Jackson, 1997)

2.1.4.1. Communication

Internal communication is the core concept of the study, viewed as an independent variable that has an impact on the achievement of employee engagement. There have been numerous definitions of internal communication presented by writers in the field. The concept of internal communication has been synonymously equated to organizational communication, employee communication, intra-organizational communication, employee communication, internal relation, and internal public relations (Mbhele, 2016).

Though the importance of internal communication is emphasized in practice, the theoretical framework of it still has gaps Yeoman (2006). He further explains in his own words: very little attention is paid to internal communication by public relations scholars yet it is viewed as part of an organization's strategic communication function. This progress gap between

scholars and practitioners creates a situation where it might be not always clear how to measure the effectiveness of internal communication strategies, simply due to the lack of the theoretical frameworks. The gaps in theoretical framework start with the definition of internal communication. The definitions vary from a broad approach meaning all communication flows within organization, to a more narrow understanding of it as a specific field of corporate communication.

Bovee and Thill (2000) defines internal communication as the exchange of information and ideas within an organization. In this sense, all communication between employees, formal or informal, planned or spontaneous could be considered internal communication. The only differentiating factor from the other types of communication would be organizational boundaries. That would raise a question what is the purpose of internal communication function in the organization if such communication already takes place naturally? Similar distinction is followed in the internal communication definition by (Yeoman, 2006:) who see it as an organization's managed communication system where employees are regarded as a public or stakeholder group. This definition considers internal communication as a managed process, thus confirming the above-mentioned distinction from a broader concept of organizational communication. Employees are either receivers of information or stakeholders -in the second case they also contribute to the communication process themselves. Managed and non-managed internal communication could be positioned in different fields of research.

According to Welch and Jackson (2007), organizational communication is concerned with communication phenomenon, therefore including all communication inside the organization, while corporate communications field sees internal communication as a management instrument. Welch and Jackson (2007) defines internal communication as —communication between an organization's strategic managers and its internal stakeholders, designated to promote commitment to the organization, a sense of belonging to it, awareness of its changing environment and understanding of its evolving aims|. The research will revolve around this definition of internal communication. Malm cited by Mbhele (2016) internal communication is categorized in to formal and informal. The formal communication refers to communication initiated by management whereas the informal communication exists in organizations without specific initiation. Whether communication is formal or informal is largely dependent on the situation people find themselves in. Formal communication is categorized into upward and downward communication.

Formal communication originated from management in the form of policies, procedures, and work instructions, which are cascaded through the organizational hierarchy. Informal communication on the other hand refers to communication that take place between members of the organization, regardless of employment level. It is stated that informal communication develops through common interest among members of the organization. Korkosz (2011) citing (Pettinger, 2010) it includes the organizational grapevine, a means of informal, usually not confirmed by the management, information flow concerning the organization and its employees.

2.1.5. Processes of Performance Management

Most authors have agreed on the meaning of performance management that, it is a continuous process that engages both the manager and an employee to set out how they can best work together to achieve the required results. As a result performance management system has its own process in order to execute the system effectively. Even though there are different processes of performance management system indicated by different authors, the most common and concrete one is a process which encompasses four phases which are performance planning, performance execution, performance assessment and performance review stages. Each phase will be discussed briefly as follows.

2.1.5.1. Performance Planning

According to Smither and London (2009), the performance planning cycle of performance management system is the first stages where employees will be enable to have a clear knowledge about the system. It is the first cycle where supervisor and employee meet to discuss and agree on what is to be done and how it is to be done by combining the result, behavior and development plan. By results we mean the outcomes that an employee must perform quality products and services with time in accordance to personal accountabilities. On the other hand, behavior is an important measure of results on how employees do their job by discussing on competencies, which are measurable clusters of knowledge, skills, and attitudes (KSAs) that are critical in determining how results will be achieved.

The third component of a planning phase is development plan. It is identifying areas of improvement and setting goals to be achieved in each area. It usually includes both results and behaviors. Such plans highlight an employee's strengths and the areas in need of development, and they provide an action plan to improve in areas of weaknesses and further develop areas of strength. And it helps employees to identify how continually learn and grow,

to see the possibility of being better in the future and helps them to avoid performance problems faced in the past. To show the difference between result and behavior Grote, (2002) identified that, results include actual job outputs, countable products, measurable outcomes and accomplishment, and objectives achieved. It deals with what the person achieved. However, behaviors include competencies, skills, expertise and proficiencies, the individual's adherence to organizational values, and the person's style, manner and approach. Behaviors deal with how the person went about doing the job.

Performance planning is a discussion between supervisor and employee with the agenda of coming to agreement on individual's key job responsibilities, developing a common understanding of the goal and objective that needs to be achieved, identifying the most important competencies and creating an appropriate individual development plan (Grote, 2002). While conducting the performance planning cycle, there are some responsibilities which will be expected both from the supervisor and the employee before the discussion and during the discussion.

The responsibilities of the supervisor before the meeting is first to review the organization's mission, vision and values statement and department's goal, the second one is reading the individual's job description and thinking about the goals and objectives which the employee is expected to achieve in the appraisal period. The third and the fourth responsibilities of the supervisor is identifying the most important competencies and determining what consideration should be taken to the successfulness of performance in each area respectively. In addition to these during the meeting the supervisor will be responsible to discuss and come to an agreement with the individual on the most important competencies, key position responsibilities and goals and also he/she is responsible to come to an agreement on the development plan of an employee. On the other hand the employee has also the same responsibilities while conducting the performance planning stage in order to make the performance management system effective and successful

Components of Performance Planning

Performance planning is the process of setting goals in relation to the key accountabilities associated with your role. Commonly, setting performance goals involves having an understanding of your key accountabilities, setting goals in relation to these accountabilities, and deciding how you will measure the achievement of your goals (L. Kirkpatrick, 2006).In

general according to Armstrong (2009) performance planning among others includes: agreement on goals/objectives, performance standards, performance measures, key result areas, and agreement on personal development needs.

1. Goals/ objectives

According to Grote, 2002 goal setting is one of the key elements of performance planning. In addition to identifying the key responsibilities of the individual's job and the competencies or behaviors that the organization expects everyone to display, another critical element is setting appropriate goals for the upcoming year.

2. Performance standards

Performance standards are management approved expressions of the performance threshold(s), requirement(s), or expectation(s) that employees must meet to be appraised at particular levels of performance (United States Office of Personnel Management, January 2001). Standards of performance are different from objectives. Objectives should be set for an individual, rather than for a job. Therefore, a manager who has several employees who do the same job will have one set of standards for the job but may have different objectives for each person (for mediocre or outstanding), based on that person's experience , skills, and past performance

3. Performance measures

In identifying what the key responsibilities of a position are; the manager and the individual need to discuss how the person's performance will be measured and evaluated. There is a difference between output measures and outcome measures. An output is a result that can be measured quantifiably, while an outcome is a visible effect that is the result of effort but cannot necessarily be measured in quantified terms. According to Grote, 2002) there are four general measures of output: Quality, Cost, and Timeliness. Armstrong (2009) suggested that measures of outcome include: changes in behavior; completion of work/project; acquisition and effective use of additional knowledge and skills etc.

Key performance indicators KPIs define the results or outcomes that are identified as being crucial to the achievement of high performance. According to DeCenzo, (2010) performance appraisal process includes the following six steps.

2.1.5.2. *Establish Performance Standards*

The appraisal process begins with establishment of performance standards in accordance with the organization's strategic goals. These should evolve out of the company's strategic direction and, more specifically, the job analysis and the job description. These

performance standards should also be clear and objective enough to be understood and measured. Too often, standards are articulated in ambiguous phrases that tell us little, such as ‘a full day’s work’ or ‘a good job. What is a full day’s work or a good job? A supervisor’s expectations of employee work performance must be clear enough in her mind so that she will be able to, at some later date, communicate these expectations to her employees, mutually agree to specific job performance measures, and appraise their performance against these established standards De Cenzo, (2010).

2.1.5.3. *Communicate Expectations*

Once performance standards are established, it is necessary to communicate these expectations; employees should not have to guess what is expected of them. Too many jobs have vague performance standards, and the problem is compounded when these standards are set in isolation and without employee input. Communication is a two way street: mere information transfer from supervisor to employee is not successful communication DeCenzo, (2010).

2.1.5.4. *Measure Actual Performance*

The third step in the appraisal process is performance measurement. To determine what actual performance is, we need information about it. We should be concerned with how we measure and what we measure. Four common sources of information frequently used by managers address how to measure actual performance: personal observation, statistical reports, oral reports, and written reports. Each has its strengths and weaknesses; however, a combination of them increases both the number of input sources and the probability of receiving reliable information. What we measure is probably more critical to the evaluation process than how we measure. Selecting the wrong criteria can produce serious, dysfunctional consequences. And what we measure determines, to a great extent, what people in the organization will attempt to excel at. The criteria we measure must represent performance as it was mutually set in the first two steps of the appraisal process DeCenzo, (2010).

2.1.5.5. *Compare Actual Performance with Standards*

The fourth step in the appraisal process is the comparison of actual performance with standards. This step notes deviations between standard performance and actual performance. The performance appraisal form should include a list and explanation of the performance standards. It should also include an explanation of the different levels of performance and

their degree of acceptability against the performance standard. This provides a valuable feedback tool as the manager moves on the next step, discussing the appraisal.

2.1.5.6. Discuss the Appraisal with the Employee

One of the most challenging tasks facing appraisers is to present an accurate assessment to the employee. Appraising performance may touch on one of the most emotionally charged activities evaluation of another individual's contribution and ability. The impression that employees receive about their assessment has a strong impact on their self-esteem and, importantly, on their subsequent performance. Of course, conveying good news is considerably easier for both the appraiser and the employee than conveying bad news. In this context, the appraisal discussion can have negative as well as positive motivational consequences DeCenzo, (2010).

2.1.5.7. Initiate Corrective Action if Necessary

The final step in the appraisal is the identification of corrective action where necessary. Corrective action can be of two types: one is immediate and deals predominantly with symptoms, and the other is basic and delves into causes. Immediate corrective action is often described as 'putting out fires,' whereas basic corrective action touches the source of deviation and seeks to adjust the difference permanently. Immediate action corrects problems such as mistakes in procedures and faulty training and gets the employee back on track right away. Basic corrective action asks how and why performance deviated from the expected performance standard and provides training or employee development activities to improve performance. In some instances, appraisers may rationalize that they lack time to take basic corrective action and therefore must be content to perpetually put out fires. Good supervisors recognize that taking a little time to analyze a problem today may prevent the problem from worsening tomorrow DeCenzo, (2010).

Dessler and Gary, (2005) Organizations should plan carefully appraisal system and its sequence of steps. The three steps of performance appraisal process are defining the job, appraisal of performance and providing feedback. According to Muhammad, (2013) performance appraisal process involves five steps: Steps for developing a systematic performance appraisal

A. Identify key performance criteria: Perhaps one of the most challenging aspects of setting up a performance appraisal is deciding what to assess. In the essence, four key dimensions of performance should be considered in a performance appraisal.

Competencies: Knowledge, skills, and abilities relevant to performance. Behaviors: Specific actions conducted and / or tasks performed. Results/outcomes Output: quantifiable results, measurable outcomes and achievements, objectives attained. Organizational citizenship behaviors: Actions that are over and above usual job responsibilities. To ensure that the performance criteria are relevant to work practice and acceptable to appraisers and employees:

1. Base the performance criteria on an up-to-date job description: clear and explicit links between performance appraisal and a job description will ensure the relevance of the appraisal. If a detailed job description is not available or is out-of-date, it is strongly recommended that an accurate job description be developed prior to conducting a performance appraisal.
2. Develop criteria in consultation with appraisers and employees linking performance appraisals with job descriptions can help to focus the appraisal process on the key competencies, behaviors and outcomes associated with a particular role or position. It can also be useful to consult with employee to ensure that key aspects of a role are represented in the job description

B. Develop appraisals measure. The second step on the performance appraisal is how to assess the employee performance. It should be made on structured and systematic way or approach. Unstructured approach will cause problems like, increase chance of appraiser's error, knowledge, skill and abilities critical to job performance may be overlooked, and reduced consistency between appraisal and perception of subjectivity in evaluations may occur (Muhammad, 2013). According to Muhammad (2013) there are three important considerations in the design of appraisal measures:

- i. **Generic versus individually tailored measures** many workplaces use a generic or uniform rating format for all employees irrespective of their role or position within the organization. "The one size fit all" approach of generic measures may overlook important performance criteria that are relevant to particular job, and may also include criteria that are irrelevant to others. Although it saves time and cost, but it affects the accuracy and relevance of appraisal negatively. When time and other resource permits, it is more appropriate to construct appraisal formats tailored to specific jobs or families of jobs?

ii. **Objective versus subjective Assessment** Objective measures of job performance involves counts of various work-related behaviors. Some common objective performance measures include, number of absenteeism, number of accidents, number of incidents at work and lateness. Objective measures can be relatively quick and easy to obtain, however, an exclusive focus on results or outcomes may mask factors that impact on employee's performance that are beyond their control.

Subjective measures rely on the judgment of an appraiser (self, coworker or supervisor). Subjective assessments are commonly used in performance appraisals and often involve the use of rating scales.

iii. **Assessing the Impact of the Work Environment on Performance** The goal of performance appraisal is to support and improve employee's performance and effectiveness. Therefore work environment factors that help or hinder employee's capacity to perform effectively should be included to be assessed by appraisal.

C. Collect performance information from different sources: traditionally, it has been the sole responsibility of managers/supervisors to assess performance. However, other organizational members (e.g., clients, coworkers, and subordinates) can be valuable source of information as they are likely to have exposure to different aspects of an employee's performance. Collecting information from multiple sources can increase the accuracy of performance evaluation (i.e., reduce bias), and increase employee's perceptions of fairness.

D. Conduct an appraisal interview

The two central purposes of the appraisal interview are to: Reflect on past performances to identify major achievement, areas for further improvement, and barriers/facilitators to effective performance. Identify goals and strategies for future work practice. The appraisal interview should be a constructive, two-way exchange between the supervisor and employee, with preparation for the interview done by both parties beforehand.

E. Evaluate the appraisal process the performance appraisal process should undergo regular review and improvement. For example, focus groups or surveys could be conducted to gauge employee's perceptions of the appraisal process. A success performance appraisal process should demonstrate a change in both the rating of employee's performance and aspects of the work environment that impact upon work performance

2.2. Empirical Review

Different scholars and researchers have conducted studies with regard to factors affecting employees' job performance at their work at different countries in different sectors. Mostly, they have been focused on factors such as training, motivational factors, working environment factors that have an impact on employee's job performance.

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

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

According to Assefa (2016), in his study of commercial bank of Ethiopia on the impact of training at employees' performance, the finding of the study showed that the effect of Training on Employee Performance is significant. Respondents' response shows that the job instructions prepared by the organization are clear and easy to apply, and they believe also that they receive enough guidance from their peer and supervisors. In addition, respondents

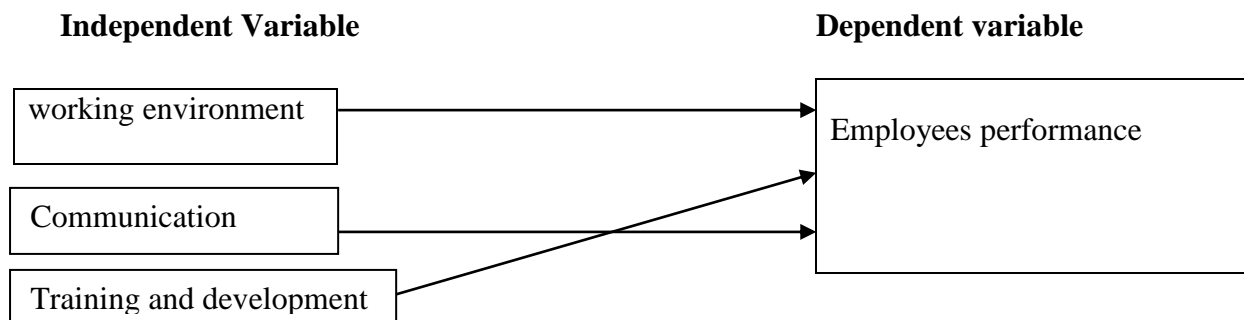
affirmed that job rotation has the power of enhancing the overall performance of employees in their organization. Still, majority of the respondents acknowledged that their efficiency has improved after they took training. For that reason, 77.7 percent (219 out of 282) of the respondents affirmed that the training they got have been helping them to perform their Bank related activities quickly and efficiently.

Moreover, according to Mulatu (2014), communication has a significant effect on the performance of employee on his study of the factors affecting employees' performance in Ethio Telecom zonal offices. Based on his study, most of his respondents revealed that the ways and methods they communicate in their workplace enhanced their performance in the organization.

2.3. Conceptual Framework of the Study

In this research the dependent variable is Employee performance and the independent variable is communication, training and development and working environment. The indicators of performance appraisal quality are clarity of performance expectations, level of communication between the employee and their supervisor, trust in the supervisor, and the fairness of the performance appraisal process.

Figure 1: Conceptual framework



Source: Own source (2014).

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This chapter provides the research methodology used in order to achieve the research objective., The research design, source of data, population and sampling techniques, types of data and instruments of data collection, procedure of data collection, methods of data analysis, and finally the ethical consideration are the areas presented in this chapter.

3.1. Research Design

Research design is a blueprint for the overall research operations, making research as efficient as possible generating maximal information with minimal expenditure of effort, time and money. Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping the objective of the research and the availability of staff, time and money. Preparation of the research design should be done with great care as any error in it may upset the entire research.

The study used descriptive and explanatory research design in order to identify the extent and nature of cause-and-effects of relationships between the given variables. Descriptive research is a research type which describes phenomena as they exist and it is used to identify and obtain information on the characteristics of a particular problem or issues. In addition to this Explanatory research focuses on analysis of a situation or a specific problem to explain the patterns of causal relationships between variables Zikmund (2002).

Therefore using the methods have its own importance to have a choice for the researchers. Given the objectives and as illustrated in chapter two under conceptual frame work, under this study both descriptive and explanatory research design were used. According to Kothari, (2004), those two research designs may facilitate research to be as efficient as possible yielding maximum information. Descriptive research design and explanatory research design provides the collection of relevant evidence with minimal expenditure of effort, time and money; the purpose of the study happens to be an accurate descriptive of situation and analysis of the relationship between variables (Kothari, 2004). Further, Greene,(2012)

recommends use of regression techniques to uncover the relationships between variables.
Factors affecting employee performance: a case of Jimma Zone public sectors

3.2. Source of Data

The study use both primary and secondary sources of data to get sufficient information in the area of study. The primary sources are the first hand information which was collected from employee of public Sectors through questionnaire and interview. While, the Secondary Sources: Collected from public Sectors performance appraisal guideline, articles, Book, reports and journals were considered as secondary data.

3.3. Target Population

There were 1,250 employees in Jimma zone Administration and out of these numbers the target population is permanent public sectors employee or 1200 employees from 25 office (Public service and human resource Development office 2021) (In this study employees of Public school, public health and Hospitals were not considered due to high heterogeneity and Different nature of Performance Appraisal system). The target population of this research is permanent employees of public sectors who work in various positions of managerial, clerical and non-clerical post at zone Administration and who have more than one year experience. The rationale of selecting these employees as a target population is because they have at least one time experience of performance appraisal in public sectors.

3.4. Sample Size Determination and Sample Technique of the Study

According to Kotari (2004), a sample design is a definite plan for obtaining a sample from a given population. The number depends on the accuracy needed, population size, population heterogeneity and resources available. To obtain the minimum population sample for this study, the researcher was adopted stratified sampling as a technique using Yamane's formula (Yamane, 1967):

$$n = N / (1 + Ne^2)$$

Where: n = number of samples

N = total population

e = is the acceptable significance level; 5% is used in this scenario.

Since the total population in public sectors /N= 424

Margin of error /e=5%

n=206

For this study, stratified random sampling technique was selected as a technique. The preferred method for selecting the sample from each stratum is simple random sampling using the method of proportional allocation under which the sizes of the samples from the different strata are kept proportional to the sizes of the strata in order to give equal chance to all employees, list of the target population is prepared and the required number of respondents was selected from each stratum (Micah, 2014). Therefore, sample size for each stratum is set taking in to consideration the representation of the sample to the population under each stratum.

Proportional sample determination formula for each stratum is applied: Sample size from strata 1 = $22(\text{strata } 1 / (\text{total no. of strata}))$ $22 (206 / (424))$ almost Equals 11 and the remaining strata were done like this. Therefore, the sample size for each stratum is summarized on the following table:

Table 1: Summary of the Sample Respondents from each public sector

No	Stratum	Population	Sample size	Sampling Techniques
1	Public service and human resource development office	22	$22(206/(424)) = 11$	Simple random sampling
2	Education office	20	10	”
3	Finance office	40	19	”
5	Job opportunity creation and food security office	30	15	”
6	Technical and vocational training office	10	5	”
7	Security office	8	4	”
8	Urban land management office	30	15	”
9	Administration office	21	10	”
10	Social Affairs office	15	7	”
11	Children and women’s Affairs office	10	5	”
12	Youth Affairs office	10	5	”
13	Urban and Housing Development	40	19	”
14	Transport authority office	17	8	”
15	Trade and Market development office	20	10	”
16	Tax and custom authority office	30	15	”

17	Health office	15	7	”
18	Environmental Protection office	7	3	”
19	Construction office	8	4	”
20	Drinking Water office	20	10	”
21	Government Communication office	10	5	”
22	Investment office	5	2	”
23	Social event Record office	5	2	“
24	Culture and tourism office	10	5	”
25	Agricultural and Natural Resource office	21	10	”
	Total	424	206	

Source: from Public service and human resource development office of Jimma zone

3.5. Tools of Data Collection

The major tools employed to collect data for the study are questionnaire, Interview and review of relevant documents. Questionnaire is used to collect data from the employee of Jimma zone Administration public sector to obtain firsthand information. Close ended Questionnaire is used to collect data from employee. Questionnaire is selected because it is critical and easy to get direct response and feedback from the respondents and also as the respondents is the main actors in the performance appraisal process. In first section of the questionnaire (close ended questions) is focus on demographic information's and in the next part which are to be responded using five alternative of Likert scale. This aspect is measured from performance appraisal Quality in terms of clarity of performance expectations, level of communication, trust in the supervisor and fairness about performance appraisal process. Semi-structured interview was used to gather data and it was conducted with the leader of Public service and human resource development office of Jimma zone to collect more supplementary opinion so as to crosscheck the responses obtained by using questionnaire. In addition to questionnaire the human resource manuals, performance appraisal formats, employee personal records and different documents were also examined.

3.6. Procedures of Data collection

The questionnaires were distributed to the employee after orientation. Questionnaires were distributed by the researcher and interviews also conducted by the researcher himself on face to face base to get further and reliable information with the leader of Public service and human resource development office to enrich the data gathered by questionnaire.

3.7. Method of Data Analysis

Data from questionnaires was analyzed through both descriptive and inferential statistics using SPSS software version 20 (Statistical Package for Social Science). The descriptive statistics (frequency distribution, percentile, minimum, maximum, mean and standard deviation) which helped the researcher to examine the general level of employee performance. This was the further transformation of the processed data to look for patterns and relationship between and/or among data groups by using descriptive and inferential (statistical) analysis. The SPSS was used to analyze the data obtained from primary sources. Specifically, descriptive statistics (frequency and percentage) and inferential statistics (correlation and regression analysis) was employed in this study.

3.8. Ethical Consideration

Before the research is conducted, permission obtained from Jimma zone Administration. Jimma University also introduced the researcher to conduct this research in the area through letter. The researcher confirmed for employee, that the study is used for academic purpose only. The researcher is assured Employee the data they were give not have any kind of harm. To avoid any harm on research participants, the researcher has been careful to abide by the general research ethics. This is because questionnaire participants may be harmed with what they express to the researcher. Before directly going into the questionnaire, each participant was informed about the nature of the research and they gave their consensus either to us.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

In this chapter, the results obtained from Public Service Sector employees are presented and analyzed. First demographic characteristics of respondents are presented. Such information includes demographic profile and general information of respondents. Then it follows with description of the data gathered, discussed and analyzed the findings carefully in order to evaluate factors affecting employee performance in Jimma Zone Public Sectors. Presentation of findings has been organized in accordance with the study objectives.

4.1. Response Rate and Demographic Data

The main objective of this study was to investigate factors affecting employee performance: a case of Jimma zone public service Sectors. In Jimma zone there are around 25 public sectors which have more 1200 permanent employee and from which 206 sample respondents has been selected. Out of 206 distributed questionnaires the whole 206 questionnaires has been filled and collected effectively therefore the collection rate was 100%.

4.2. Demographic Characteristics of the Respondents

Demographic information results show that the respondents comprised of 25.7 percent female and 74.3 percent male. This suggests the fact that there is huge imbalance in the gender composition of the employees in the samples under consideration. Generally, women participation in the labor market is reported to be low in many developing countries (Asmamaw, 2009).

The maximum number of respondents (25.7%) falls in the age category of between 31-35 years and minimum number of respondents (15%) falls in the age group Less than 25 years while 21.4% of the respondents fall in the age category of 36 to 40 , 19,9% between 25-30 and 18% greater than 40 years respectively. In general it can be learnt that a substantially good proportion of the staff of public service and human development offices of Jimma Zone .these age category have its own advantage towards the public organizations in general because they matured enough and far from retirement .

Table 4.1. Demographic Profile Of Respondents

Type of profile		Count	Column N %
Gender	Male	153	74,3%
	Female	53	25,7%
Age	Less tha 25	31	15,0%
	25-30	41	19,9%
	31-35	53	25,7%
	36-40	44	21,4%
	40+	37	18,0%

Source: Survey Questionnaires, 2021

4.2.1. Marital status of Respondent

Regarding Marital Status of respondents, almost lare numbers of respondents 74.8% were married, 12.6% of them single, 7.8% widowed and 4.9% of them were divorced respectively

Table 4.2 Marital status of Respondent

Marital Status			
	Single	26	12,6%
	Married	154	74,8%
	Divorced	10	4,9%
	Widowed	16	7,8%

Source: Survey Questionnaires, 2021

4.2.2. Educational Qualification of Respondent

As far as education level of respondents was considered, significantly high proportion of the respondents (54.5%) have first degree while 25.2% of the respondents are master’s degree holders and finally 20.2 % of them were diploma /IV holders respectively. This indicates that the Jimma zone public service and human development offices have a good human capital as measured by the level of academic education and training.

Table 4.3 Educational Qualification

Level of Education	Diploma/TVT	42	20,3%
	Under graduate	112	54,5%
	Master	52	25,2%

Source: Survey Questionnaires, 2021

4.2.3. Current Job Position of Respondents

Regarding respondents current place of assignment, the same 36.9% are from process owners and officers, also the same 9.2% of the respondents were from head of the organization and IT related professionals and the remaining respondents were vices of the organizations. Regarding respondents position, they are all professional staffs with different job positions across the Jimma zone public service and human development office respectively.

Table 4.4 Current Job Position

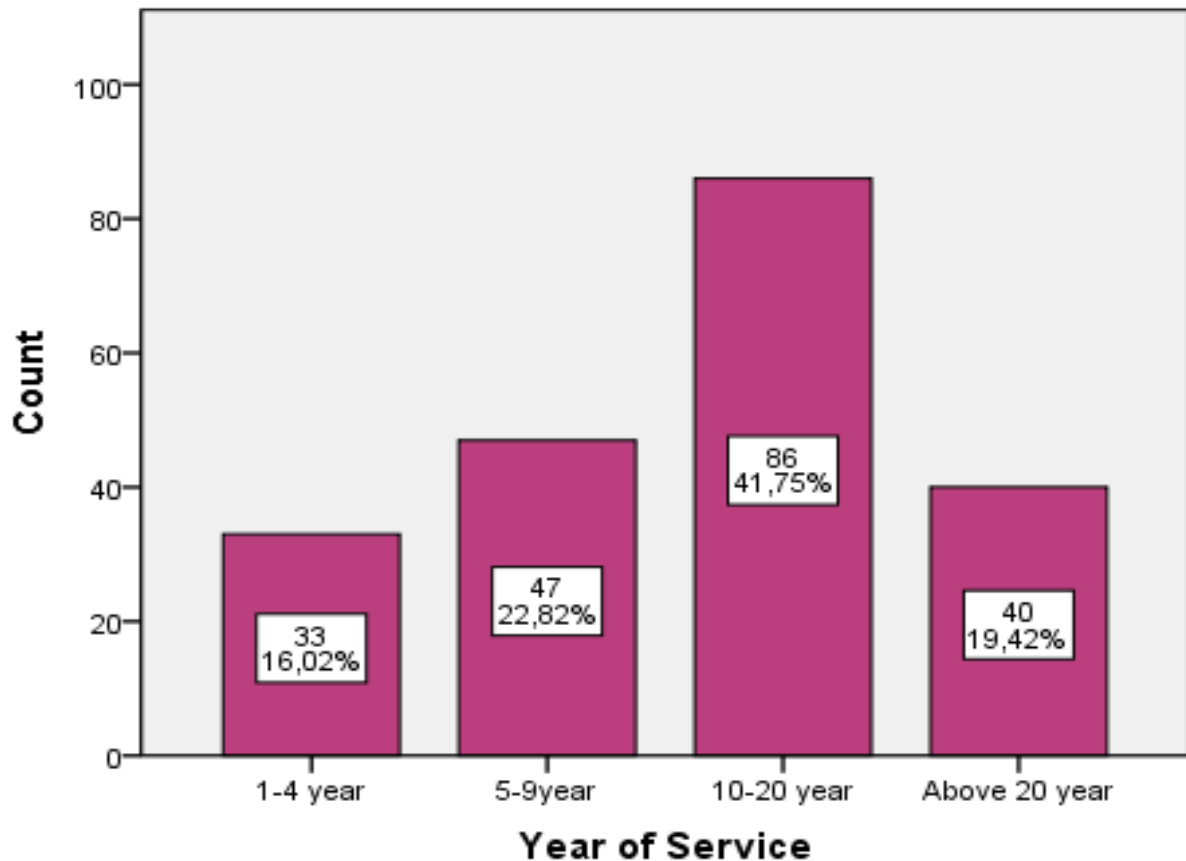
Current position	Head	19	9%
	Vice	16	7,8%
	Process Owner	76	36,9%
	Officer	76	36,9%
	IT related professional	19	9,2%

Source: Survey Questionnaires, 2021

4.2.4. Year of service of employees

The following figure 1 shows that the respondents have served in public service sectors from one year up to above 20 years. From a sampled 206 respondents, 41.75 percent of employees had fell within a category of service year from 10 to 20, 22.82 percent of the employees had experience with in the organization from 5 to 9 years, 19.4 percent of the employees had experience of above 20 years and 16.02 present of them were 1-4 years. So large numbers of employees were experienced and this has its own advantage to the public service sectors in case of cost minimization and empowerment but specifically they have additional trainers for the new comers

Figure 1 : Year of service



Source: Collected from Survey Questionnaires, 2021

4.3. Descriptive Statistics

In this section various statistical data analysis tools such as, frequency and percentile are used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale (“1” being “strongly disagreed” to “5” being “strongly agreed”). According to Zaidaton & Bagheri (2009). Thus, detail of the analysis is presented as follows:

3.3.1. Working Environment

The influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose work environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as dire for remaining competitive

in a dynamic environment and for enhancing the overall innovations of an organization (Janssen, 2014).

The table below shows the frequency and percentage distribution of participants to working environment factors. Accordingly, for the question; Office facilities and resources are sufficient to exercise the work effectively in the organizations, 64(31.1%), 46(22.3%), 37(18%), 48(23.3%) and 11(5.3%) participants have replied their level of preference as they are, agree, strongly agree, neutral, disagree and strongly disagree, respectively. From this result, the researcher can understand that office resources and facilities are capable enough to perform their day to day activities. This increases the overall performance of employees in the organizations. On the reverse, if Office facilities and resources are insufficient, the reverse is true in this case the service expected to deliver to the customers will be endangered.

According to table 4.5 item two, for the question whether the physical layout of the organization is comfortable and convenient to perform the work effectively 76(36.9%), 33(16%), 48(23.3%),33(16%) and 16(7.8%) participants forwarded their level of preference as they are agreed and strongly agreed, neutral, disagreed and strongly disagreed respectively. From this finding, we can conclude that as only 53 % of respondents were agreed towards the suitability of the physical environment and the remaining percentages have a question to perform their job effectively. As it is known employees are very important assets to the formulation of any organization. A good organization is one which takes care of its employees. This is often done by paying attention to their workplace environment. This is because the employees spend substantial part of the time of their lives at the workplace while carrying out their work. Hence, workplace environment influences their cognitive and emotional states, concentration, behavior, actions, and abilities.

As the following table shows employees were asked about the flexible working hours of the organizations; from 206 sample respondents, 112(54.4%), 43(21%), 29(14%) and 11(5.3%) of them were agree, strongly agree neutral and the same disagree and strongly disagree .thus Jimma zone public service and human development offices have a flexible working hours for their employees.

Therefore with flexible work schedules, employers experience benefits as well. Giving up some control of work schedules gives increased employee morale, engagement, and

commitment to the organization. The option also reduces employee turnover, absenteeism, and tardiness by allowing workers to flex hours around home and family obligations. The flow of projects and work may increase as employees are able to work when they accomplish most, feel freshest, and enjoy working. As indicated in the literature Mohammed (2012) in his unpublished paper, agrees on that, flexible work schedule have its own advantages as it builds Employee Empowerment and Employees get an increased feeling of personal control over their schedule and work environment. One reason people like to work for themselves is the control issue. By allowing employees to determine their own schedule and work environment, they appeal to the entrepreneurial spirit which can be good for them.

Table 4.5 the following table indicates that, from total 206 sample respondents, 91(44.2%), 42(20.4%), 33(16%), 21(10.2%) and 19(9.2%) were agree, strongly agree neutral, strongly disagree and disagree towards that, there is a good culture of cooperation between or among employees of Jimma zone public service and human development office. a positive cooperation of employees in any organization have many benefits towards the organization and also to the community in general. Therefore some of the many different benefits a strong corporate culture provides:

Organization whether it is benefit generating or not with satisfied customers is a profitable company. You may wonder how internal culture could please customers. When your team is strong as a unit, it is better equipped to put forth exceptional work, create exceptional products and deliver exceptional service. The expected result will be happy customers with better good governance in general.

When it comes to motivating employees, it is not enough for them to enjoy their work find their purpose or fulfill their own professional goals.

A well-defined mission, vision and corporate values support employees' ability to make sound decisions. It gives them a framework for reference and answers to questions they may have as they move through the decision making process. This guidance leads them toward making decisions that are aligned with company goals.

Landing top talent is only half the battle. Retaining them is where the real work begins. More of HR leaders cite employee turnover and retention as their top challenges. Employees have come to expect more from their employer than a paycheck, health insurance and paid time

off. They crave an environment that encourages and welcomes knowledge sharing and collaboration, and rewards positive behavior.

Word-of-mouth should never be underestimated, especially in the digital age. Your employees' social circles have widened from their "real life" communities to their digital communities. Finally, the stronger your corporate culture is, the more likely employees are to speak positively about your company.

For the question whether, manuals, procedures and job standards of the organizations are attractive to perform day to day activities; 88(42.7%), 50(24.3%), 29(14%), 31(15%) and 8(4%) of the respondents were disagree, strongly disagree neutral, strongly agree and agree towards the given statement. Thus the overall finding shows that, manuals, procedures and job standards of the public organizations are not attractive to perform day to day activities. so this needs a special attention to overcome problems related to these system. Jackson (2007), stated items that should be included in the policies and procedures manual: employment procedures, work from home policies, organization culture, employee benefits, communication policies, payment procedures, workplace guidelines, employee code of conduct and technology usage procedures missing such elements cause familiarity to the organizations in general; so practicing such problems on the opposite

Policies & procedures manuals that are consistently updated and reviewed help a company in meeting its obligations with the law. For instance, a clear work safety and health policy will assist an employer to meet those obligations imposed on the business by law and provide a safe workplace.

Another purpose of a policies and procedures manual is to provide a training guide for new employees and re-train current ones. These documents reduce the time and effort put into training these employees, making the onboarding process easier. Improving communication: A well-detailed policies & procedures manual is a valuable communication tool for efficiently processing all business operations within the organization and for reducing transmission gaps. Many organizations today are simplifying how their policies and procedures are communicated by putting them online using knowledge management software

A well-developed policies and procedures manual serves as an authoritative source for answers to common questions related to your business or company. Properly documented manuals speed up the process of decision making for employees and help them follow regulations concerning business guidelines.

As the following table reveals, that management of the organizations provides all possible supports (technical and financial) towards their employees; from total 206 sample respondents 79(38.3%),52(25.2%),44(21.4%) 19(9.2%) and 12(5.8%) were disagree, strongly disagree neutral, strongly agree and agree towards the given statement respectively. On the question, the organizational culture is suitable for performing in good manner: from total 206 sample respondents, 88(42.7%), 52(25.2%).30(14.6%), 22(10.7%) and 14(6.8%) were disagree, strongly disagree neutral, strongly agree and agree towards the given statement respectively.

The Working environment is safe for employees of the organization; from a sample of 206 respondents, 83(40.3%), 67, (32.5%), 33(40.3%), 14(6.8%) and 9(4.4%) were agree, strongly agree, neutral, disagree and strongly disagree towards the statement respectively. Thus the finding shows that, Jimma zone public service Sectors were safe for employees. Therefore when the organization is safe for employees it plays an important role in the employees' engagement as well as in their performance. In fact, workplace environment has a big contribution for the organization in maintaining a high level of employees' productivity and hence the organizational productivity.

Workplace environment can be anything which exists around the employees where they work and which affect how they carry out their work. It consists of both external and internal conditions which can influence the working spirit and hence, reflect in their performance at work. There exists a strong interaction between employees' performance and physical workplace environment. The physical environment at work is critical to employees' performance, satisfaction, social relations and health. The environmental conditions at the workplace are important factors which has an influence on the employees' morale and job satisfaction and hence their performance.

On the opposite side the responses of the managers shows that; Workplace environment and productivity are often perceived as two opposite's agendas. This is because, the managements of such organizations consider workplace environment as an extra, resource-consuming,

nonproductive activity, which they dislike because of the lack of production stemming from it. They believe that the productivity enhancement of the employees can be achieved by enhancing only the employees' skills. Such managements are ignorant of the fact that majority of the productivity problems reside in the workplace environment in which the employees operate. These managements are not aware that the lower productivity and unable to fulfill the urge to increase productivity is because of the malfunctioning of workplace environment. The type of work environment in which employees operate determines the way how they perform. Effective workplace environment raises the bar of what is expected from the employees without necessarily giving them extra means or resources to handle this.

Table 4.5 Working Environment

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Office facilities and resources are sufficient to exercise the work effectively in the organizations	11	48	37	64	46
	5,3%	23,3%	18,0%	31,1%	22,3%
The physical layout of the organization is comfortable and convenient to perform the work effectively	16	33	48	76	33
	7,8%	16,0%	23,3%	36,9%	16,0%
The organizations has flexible working hours	11	11	29	43	112
	5.3%	5.3%	14,1%	20,9%	54.4%
There is a good culture of cooperation between or among employees	21	19	33	91	42
	10,2%	9,2%	16,0%	44,2%	20,4%
Manuals, procedures and job standards of the organizations are attractive to perform day to day activities	50	88	29	31	8
	24,3%	42,7%	14,1%	15,0%	3,9%
The management of the organizations provides all possible supports (technical and financial) towards their employees	52	79	44	19	12
	25.2%	38,3%	21,4%	9.2%	5,8%
The organizational culture is suitable for performing in good manner	88	52	30	22	14
	42,7%	25,2%	14,6%	10,7%	6,8%
The Working environment is safe for employees of the organization.	9	14	33	83	67
	4,4%	6,8%	16,0%	40,3%	32,5%

Source: Sample Survey April, 2021

4.3.2. Communication

As we know the importance of good communication in the workplace cannot be overstated. Effective communication can have a significant impact on every aspect of a business, from culture and productivity to client relations and company growth. Communication maintains workplace harmony as Open communication plays a key role in maintaining the status quo in the workplace. Workplaces are typically staffed with people of different races, cultures, beliefs, and personalities. With so many differences it's natural that conflict will arise from time to time. However, if there is a culture of open communication this can help to mitigate discord: people are more willing to listen to and voice opinions and this type of fluid dialogue can help to iron out any issues and it Increases employee engagement as Employee engagement is a perennial challenge for today's workplace. And while some businesses engage in all kinds of weird and wonderful tactics to boost engagement, they often overlook the basics. Open, day-to-day communication is the bedrock on which all other methods or ideas should be built on. In an environment of transparency and trust, employees have a clear understanding of their role and how it fits into the business and this is a critical step in ensuring they are engaged with their work and their managers.

As Table 4.6 Shows more of the respondent, 81(39%), 61(29.6%), 37(18%), 20(9.7%) and 7(3%) were disagree, strongly disagree, neutral agree and strongly respectively. The finding shows that employees have not a good attitude towards the organization are encouraged to be really open and honest with each other. Thus as the finding shows that there is a gap between employees and public sector leaders. So overcoming the problems will the best way for any public organization and good communication is one of the best ways to ensure everyone is on the same page. As well as helping to avoid conflict, effective communication will make sure all employees understand organizational policies on performance reviews and promotion. This, in turn, will ensure that minority workers will not feel like they've been overlooked or treated differently.

As the researchers finding, employees in this organization not freely exchange information and opinion because the fining shows that, 60(29%), 57(27.6%), 27(13%), 48(23%) and 14(6.8%) were strongly disagree, disagree, neutral agree and strongly agree respectively

Table 4.6 item three also reveals that, employees were kept informed about how well organizational goals and objectives are being met; 73(35.4%), 56(27%), 35(17%) 40(19.4%)

and 2(1%) were agree, strongly agree, neutral, disagree and strongly disagree towards the statement.

The next item shows, 98(47.6%), 60(29%), 13(6.3%), 26(12.6%) and 9(4.3%) were strongly disagree, disagree, neutral, strongly agree and agree respectively towards the promotion of good performance respectively. Finally, respondents were asked about the source of information they get from, 54(26.2%) 48(23.3%), 59(28.6%), 36(17.5%) and 9(4.45) were strongly disagree, disagree, neutral, strongly agree and agree respectively. Therefore the finding shows that, employees of Jimma zone public sectors were have a negative attitude towards the sources of information they could got on time. Therefore the researcher presents possible solutions to overcome such communication related problems in general; so a sustainable communication:

Productivity can increase by 20% to 25% in companies where employees are connected, effectively. From a basic point of view, if employees don't have to seek out information or resources this saves considerable time. Ensuring all necessary information is readily available or provided to employees means they can get on with their job and ultimately more productive (Esayas 2012)

When employees are encouraged to be open with their ideas and opinions this can create the perfect environment for innovation to thrive. Helps manage a diverse workplace; in a diverse workplace, good communication is one of the best ways to ensure everyone is on the same page. As well as helping to avoid conflict, effective communication will make sure all employees understand organizational policies on performance reviews and promotion. This, in turn, will ensure that minority workers will not feel like they've been overlooked or treated differently.

Clear and transparent communication is an essential tool for any business dealing with a crisis either internally or externally. In fact, without communication, a crisis can grow legs and have a broader effect on multiple departments and an organization's reputation. Proactive communication will help to reduce the impact situation and internally it will make sure that employees are unified in their responses.

Team members need to trust each other if they are to work effectively together. Solid communication ground rules will help to build that trust and bring a team closer together. If

there are clear guidelines on what is and what is not an acceptable way to communicate then all employees will know how to behave and how to blend as a team.

Keeping employees updated on work being done across an organization can make it easier for departments to collaborate and cooperate together on projects. Good internal communications where projects and achievements are recognized and highlighted means all departments have a better overview of what other departments are doing, and importantly, how they could potentially work together on future projects or developments.

Companies that communicate well with their clients from the beginning of the relationship are in a good position to retain that client. Customers value an open and transparent relationship where they are kept up to date on any changes to their contract or relationship and where they feel their business is valued. Being able to effectively deal with concerns or issues clients have also come down to having the right communication strategy in place.

A company that has a reputation for being good at communicating internally and with clients ultimately portrays a good public impression. These companies are showing they have nothing to hide and they are open and transparent in all aspects of their business. This can have a positive knock-on effect on recruitment, investment and company growth

Finally the public service minister as well the concerned bodies will be expected to consider the above listed advantages of increasing the communication channels with employees and deeply understand the problem and working towards the problem jointly with other stakeholders.

Table 4.6 Communication between employees with the organization

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
People in this organization are encouraged to be really open and honest with each other.	81	61	37	7	20
	39%	29.6%	18%	3.4%	9.7%
People in this organization freely exchange information and opinion.	60	57	27	14	48
	29%	27.6%	13%	6.8%	23%
You are kept informed about how well organizational goals and objectives are being met.	2	40	35	73	56
	1%	19.4%	17%	35.4%	27%
Your organization succeeds in rewarding and praising good performance.	98	60	13	9	26
	47.6%	29%	6.3%	4.3%	12.6%
Your receive information from the sources that you prefer	54	48	59	9	36
	26,2%	23,3%	28,6%	4,4%	17,5%

Source: Sample Survey April, 2021

4.3.4. Training and development

The biggest asset of any business is its employees. Successful organizations are aware of this, and they know how important it is to invest in talent. Many studies show that organizations that have dedicated employee training and development programs see not only a sharp increase in profits but also have a high level of staff retention, which is vital for sustained business growth. Employee training is worth the investment because replacing talents is far more expensive than retaining existing ones. According to a study conducted by Gallup, (2011) replacements can cost a company around 150 percent of a staff's annual salary.

As markets continue to evolve, and business environments increasingly become competitive, more and more companies realize why employee training is essential to an organization. Today, employee training is no longer a proposition reserved only for C-Suite professionals, but rather, it is an overall growth engine that drives business success.

For the question whether the public sector Employees were participate in identifying their training needs in their organization or not; 69(33.5%), 35(17%), 61(29.6%), 25(12%) and 16(7.8%) participants replied as they are agreed and strongly agreed strongly, neutral, disagreed, and strongly disagreed, respectively. Here, from 206 samples only 50.5% employees' were participate in identifying their training needs in their organization. So the finding shows the public organization were missing need assessment system and giving the training based on traditional method. However training may be needed when there is a gap between the desired performance, and the current performance, and the reason for that gap is lack of skill or knowledge. Training may only be able to resolve part of the problem. Thus public organizations were expected to analyze the problem and find out whether training will be able to resolve it. If training is necessary, public sectors also need to define the objective of the training and how it will help the staff member(s) become more effective.

In the following table 4.7 shows that the majority of the respondents i.e; 67(32.5%) and 62(30%), have a good attitude towards the existing In-service/on-the job training adequately addresses or not the skill gaps but 22(10.7%) and 9(4.4%) were disagreed and strongly disagree towards the statement respectively and finally the remaining numbers of respondents 46(22.3%) were become neutral. Thus there are many advantages of on the job training for an organization, but the benefits of employee training and development also impact employee career growth as well. When employees sense that their employer is helping them to improve their skills and knowledge base, they feel motivated, and this increases their job satisfaction and morale and minimizes training cost from the organization.

Table 4.7 item three reveals that, from the sampled 206 respondent's i.e; 81(39.3%) and 48(23.4%) were have a negative attitude towards the training given to ensure job effectiveness. On the other way, 57(27.7%) and 20(9.7%) of them were strongly agree and agree towards the given statement respectively.

Finally the remaining portion of respondents were agreed to stay neutral. Thus respondents were agreed towards that the training given by different stakeholders have its own limitation because it doesn't contribute to change employee's performance as well as the organization effectiveness as well. Because of this still customers have a wide complain towards the service given by the organizations.

As the following table 4.7 indicates, i.e.; 96(46.6%), 57(27.7%), 35(17%), 11(5.3%) and 7(3.4%) of the respondents were agreed towards strongly disagree, disagree, neutral, strongly agree and agree towards that the training place and time is suitable to meet the existed skill gap respectively. Thus majority of respondents were opposing the current training and development system of the organization.

The following table 4.7 shows that the majority of the respondent's i.e. 77(37.4%) and 52(25.2%) of them were have not good attitude towards the existing training given to the job assigned to the organization but 24(11.7%) and 7(3.4%) strongly agree and agree towards the statement. Finally the remaining respondents were staying neutral respectively.

According to the following table, from the sampled 206 employees, large percentages of them 129(63. %), and 49(23.8%) were strongly disagree and disagree which means large numbers of respondents have a negative attitude to the organization not conduct proper training and evaluation before and after the training. On the other way 26(12.6%) and 2(1%) of them were strongly agree and agree towards the statement. But also the organization follows employee's performance after training i.e; 99(47.6%) and 76(37%) of them were disagree and strongly disagree but the remaining 25(12%) and 7(3.4%) of them were agreed towards strongly agree and agree. Here no respondents were neutral.

Finally the item of the following table reveals that, 103(50%) and 58(28%) percentages of them were disagree and strongly disagree to that, the organization evaluate employee's performance after training was given. On the other way, 34(16.5%) and 10(4.9%) of them were strongly agree and agree to the statement given respectively.

Therefore, regarding training and development, public service organization were losing many points in case of the capacity building system of employees as well as the organization as a whole as first even respondents have positive attitude, there was a wide gap in case a true need assessment and the training place and time also very weak in case developing the performance of employees. Finally the given training by itself have strategically failed because it was not aligned with the strategy in general and because of this employees performance was under question so they can't compete to other organization .

Table 4.7 Training and development

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Employees were participate in identifying their training needs in their organization	16	25	61	69	35
	7,8%	12,1%	29,6%	33,5%	17,0%
In-service/on-the job training adequately addresses the skill gaps	9	22	46	67	62
	4,4%	10,7%	22,3%	32,5%	30,1%
The necessary training is given to ensure job effectiveness	48	81	0	20	57
	23,4%	39,3%	0%	9,7%	27,7%
The training place and time is suitable to meet the existed skill gap	96	57	35	7	11
	46,6%	27,7%	17,0%	3,4%	5,3%
The training given is parallel to the job assigned to the organization	77	52	46	7	24
	37,4%	25,2%	22,3%	3,4%	11,7%
The organization conducts proper training evaluation before and after the training	129	49	0	2	26
	63,0%	23,8%	0%	1,0%	12,6%
The organization follows employee's performance after training	76	98	0	7	25
	36,9%	47,6%	0%	3,4%	12,1%
The organization evaluate employee's performance after training was given	58	103	1	10	34
	28,2%	49,8%	0,7%	4,9%	16,5%

Source: Sample Survey April, 2021

4.3.5. Employee performance in public sectors

As it is known, from the processes of performance management system cycle, performance planning is the first stages where employees will be enable to have a clear knowledge about the system. Based on the sample participants' response, employees of public sectors know the strategic objective of the organizations very well and they believe that the overall corporate plan is properly cascaded to units and individuals.

According to Mulu (2016); Employees are also clear with what should they do and their responsibilities and they know also the standards that used to evaluate their work. The second phase of employee performance management system is performance execution, which allow

to observing, providing continuous assessment, follow-ups and feedbacks to performers by supervisors/managers. According to the respondents' feedback, their performance is regularly assessed based on the plan/target cascaded for them and they received regular feedback for their performance from their supervisor or manager.

Respondents were asked whether they understand and adhere to policies and procedures of the organization; i.e.; 70(34%) and 49(23.8%) present of the respondents were agreed and strongly agree towards the statement. On the other way 26(12.6%) and 2(1%) of them were disagree and strongly disagree. Here the remaining numbers of employees were stayed neutral.

Table 4.8 shows that the development of logical and creative solution to problems; here 76(36.9%), 54(26.2%),25(12%),7(3.4%)and 44(21.4%) were agree, strongly agree, disagree, strongly disagree and stay neutral towards the given point respectively. Thus dealing with obstacles and challenges is a regular part of working life, and overcoming them isn't always easy. To improve your products, services, communications, and interpersonal skills, and for you and your organization to excel, you need to encourage creative thinking and find innovative solutions that work.

Yusuf (2009) agrees to this finding as; Creative problem solving asks you to separate your "divergent" and "convergent" thinking as a way to do this. Divergent thinking is the process of generating lots of potential solutions and possibilities, otherwise known as brainstorming. And convergent thinking involves evaluating those options and choosing the most promising one. Often, we use a combination of the two to develop new ideas or solutions. However, using them simultaneously can result in unbalanced or biased decisions and can stifle idea generation.

Finally, the following table shows that the effectively use of resources in the public organizations were very weak as the finding shows, from a sample of 206 respondents a greater percentage were agree towards the weakness, 113(55%) and 49(23.8%) of the respondents were strongly disagree and disagree and on the reverse 34(16.5%) and 10(5%) of them stay at strongly agree and agree towards the resource management including time and materials

Table 4.8 Employee performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I well understand and adhere to policies and procedures of the organization	2	26	59	70	49
	1,0%	12,6%	28,6%	34,0%	23,8%
I develop logical and creative solution to problems	7	25	44	76	54
	3,4%	12,1%	21,4%	36,9%	26,2%
I effectively use resources including time and materials	113	49	0	10	34
	55%	23,8%	0%	4,9%	16,5%

Source: Survey Questionnaires, 2021

4.4. Inferential Analysis

Inferential statistics was used to make interpretations and forecasts concerning the population of this investigation. Pearson correlation and regression model were used to show relationship on the variables under exploration.

4.1. Correlation Analysis

In addition to descriptive analysis, the researcher used correlation analysis to identify relationship between independent variables, Communication Training and development and working environment and dependent variable, Employee Performance. This analysis included the relationship between variables, their correlation coefficients and their relationship strength.

The study uses Pearson correlation method to conduct correlation analysis. Its coefficient is the most common tool to measure the relationship between variables. It measures the linear dependence between two variables. The coefficient is a value between +1 and -1 inclusive. A value of 1 implies that a linear equation describes the relationship between the two variables perfectly, i.e. the first variable increases in the same proportion as the second one. A value of -1 implies that all data points lies on a line for which if the first variables increases the second have a perfectly proportional decrease. A value of 0 implies that there is no linear correlation between the variables. The other values are a mean term between these results. An important aspect to be considered is that the Pearson correlation coefficient presupposes that

the variables are normally distributed. So, in order to verify if this is valid for the studied sample test for normality was made for each of the variables.

Assumption of normality test was conducted and annexed. The study identified the correlation between independent variables and dependent variables. As it is presented in the following table, correlation matrix calculated by using Pearson correlation indicates that Communication Training and development and working environment and dependent variable, Employee Performance are positively related.

Their relationship is significant at level of 1%. This indicates that working environment in the organization is positively and significantly contributing to the Employee Performance. The correlation coefficient between working environment and Employee Performance is 0.509^{**} and significant at significance level of 1%. This implies that the strategies of working environment management are positively contributing to the Employee Performance.

On the other hand, Training and development is positively and significantly correlated with Employee Performance. The correlation coefficient between Training and development and Employee Performance is 0.861^{**} and significant at significance level of 1%. This implies that the strategies of Training and development management are positively contributing to the Employee Performance.

A good Communication channel is positively and significantly correlated with Employee Performance. The correlation coefficient between level of A good Communication channel and Employee Performance is 0.408^{**} and significant at significance level of 1%. This implies that the strategies of level of a good Communication channel are positively contributing to the Employee Performance

Table 4.10 Correlations

		Working Environment	Communication	Training and development	Employee performance
Working Environment	Pearson Correlation	1	0,137*	0,492**	0.509**
	Sig. (2-tailed)		0,050	0,000	0,000
	N	206	206	206	206
Communication	Pearson Correlation	0,137*	1	0,401**	0,408**
	Sig. (2-tailed)	0,050		0,000	0,000
	N	206	239	206	206
Training and development	Pearson Correlation	0,492**	0,401**	1	0,861**
	Sig. (2-tailed)	0,000	0,000		0,000
	N	206	206	206	206
Employee performance	Pearson Correlation	0,509**	0,408**	0,861**	1
	Sig. (2-tailed)	0,000	0,000	0,000	
	N	206	206	206	206

Source: Survey Questionnaires, 2021

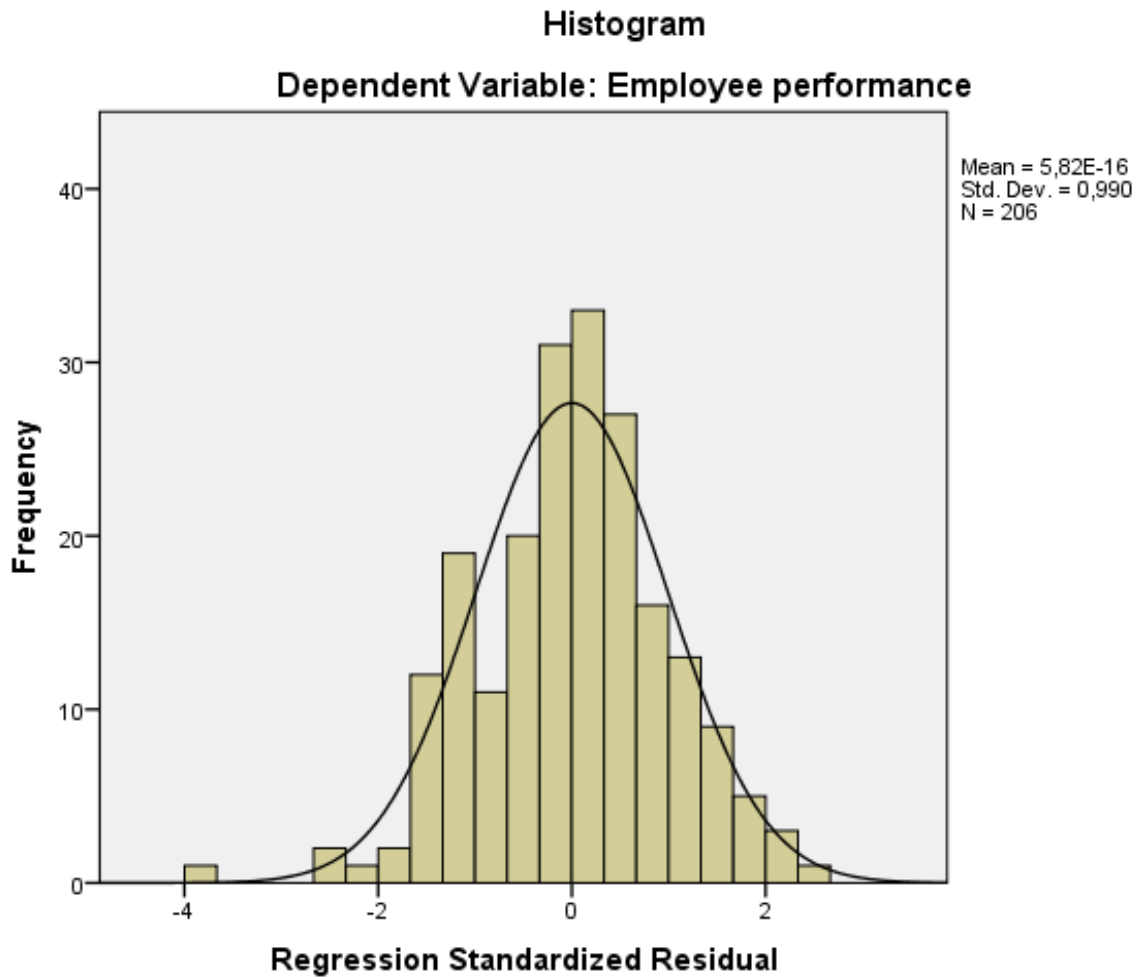
4.4.2. Model Assumption Test

1. Normality of Residuals (Normality Test)

To be sure that the model is a good one, it is important to examine the residuals. According to Darlington, (1968) the differences between the values of the outcome predicted by the model and the values of the outcome observed in the sample are known as residuals. Normality can further be checked through histograms of the standardized residuals (Stevens, 2009). Histograms are bar graphs of the residuals with a super imposed normal curve that show distribution. The residuals should follow a normal distribution about the predicted dependent variable with a mean score of 0 and standard deviation of 1. A mean of 0 indicates the line is in the middle of the points. Once again, some are above and some are below. The normal distribution was shaped like bells it is symmetric, and most points were in the middle, with fewer and fewer farther from the mean. And the bell shape means that most points were close to the line, and there were fewer points farther from the line. The histogram and p-p plot

depicted in figure below shows that, the residuals seem normally distributed and the residuals were distributed with the approximate mean value of 0 and standard deviation of 0.991 which was approximately 1. Thus, the model fulfilled the assumption of normally test.

Figure 4.3 Histogram



Source: Collected from Survey Questionnaires, 2021

2. *Linearity Assumption*

Linearity defines the dependent variable as a linear function of the predictor (independent) variable. Linearity assumption was tested by producing scatter plots of the relationship between each of independent variable and the dependent variable. By visually looking at the scatter plot produced by SPSS, the relationship between each independent variable and the dependent variable found to be linear as shown in figure 4.4 below.

Figure 4.4 Linearity assumption of Normal p-p plot of regression



Source: Collected from Survey Questionnaires, 2021

3. Reliability Test

Cronbach's alpha reliability test was run on the data collected to determine the reliability of the data. This thesis used Chronbach's alpha to assess the internal consistency of variables in the research instrument. The table below indicates that the reliability test based on each dimension and employed Chronbach's alpha to assess the internal consistency of variables in the research instrument. Chronbach's alpha is a coefficient of reliability used to measure the internal consistency of the scale. According to Cronbach (1951), reliability coefficient of 0.70 is deemed acceptable also the result is greater than 0 .070 and acceptable. Regarding the acceptable value,(Kothari, 2004) recommends that the minimum of 0.70 would be an acceptable level. According to this table, each dimension scale had a coefficient alpha more than 0.70 that indicated a strong reliability and considered adequate to determine reliability

Table 4.11 The Cronbach's alpha values

Reliability Statistics		
Cronbach's Alpha	Result	N of Items
Working environment	0,771	8
Communication	0,886	5
Training and development	0,873	8
Employee performance	0,869	3

Source: SPSS result, 2021

Source: Collected from Survey Questionnaires, 2021

4.4.3. Multiple Regression Analyses

Multiple regression analysis was employed to examine the effect of independent variables over the dependent one. The result also helps us to have overall understanding between the relationship of dependent and independent variables: Below in the table coefficient, standard error, t-value, and p-value for all explanatory variables and the value of R-squared, adjusted R-squared, standard error of regression and F-statistics with p-value analyzed as follow. The regression analysis was undertaken at 5% significance level. The study obtained the model summary statistics as displayed in the following table. The coefficient of determination also known as the R^2 indicates the deviations in the response variable that is as a result of changes in the predictor variables

Table 4.12 Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.871 ^a	0.758	0.753	0.44708
a. Predictors: (Constant), Communication , Working Environment, Training and development				
b. Dependent Variable: Employee performance				

Source: Collected from Survey Questionnaires, 2021

4.4.4. ANOVA

The following table shows the ANOVA results of the multiple regression analysis. The significance value of 0.000 indicates that the regression relationship is significant in predicting the effects of the three building blocks of the independent variables (Communication Training and development and working environment) on dependent variable, Employee Performance. The F-ratio in the ANOVA table tests whether the overall regression model is a good fit for the data. The F value shows 157.3 which are greater than the F critical it shows the model is significant.

The investigator employed t test to determine the significance of each individual variable used in this study as a predictor of the performance of public sectors. The p-value under sig. column was used as an indicator of the significance of the connection between the dependent and the independent variables. At 95% confidence level, a p-value of less than 0.05 was interpreted as a measure of statistical significance. As such, a p-value above 0.05 indicates a statistically insignificant association between the dependent and the independent variables.

Table 4.9 ANOVA

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	125.764	4	31.441	157.300	,000 ^b
	Residual	40.176	201	0.200		
	Total	165,940	205			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant),Communication, Working Environment, Training and Development						

Source: Survey Questionnaires, 2021

4.4.5. Coefficients of Regression Analysis

The study conducted was employed a regression analysis to explain by how much the independent variable explains the dependent variable. To portray the predictable relationship and its effect between the above variables, the study adopted the following linear regression model: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$

$$Y=0.532+0.143X_1+0.101X_2+0.955X_3+ \varepsilon$$

Where Y = employee performance, X_1 is working environment, X_2 is Communication, X_3 is Training and development and ϵ is the error term. β_0 Constant (Y-intercept) and β_1 , β_2 , and β_3 , are regression coefficient of respective variables

Table 4.10 Regression Coefficients between independent and dependent variables

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.532	0.210		2,526	0,012
	Working Environment	0.143	0,049	0,118	2,943	0,004
	Communication	0,101	0,045	0,085	2,232	0,027
	Trainning and Development	0.955	0,063	0,804	15,240	0,000

a. Dependent Variable: Employee performance

Source: Collected from Survey Questionnaires, 2021

As shown from the above equation, which was constructed from the analysis result of above table, when all variables are held at zero (constant), the value of dependent variable would be 0.532. However, holding other factors constant, a unit increase in working environment would lead to a 0.146 increase in dependent variable, a unit increase in Communication would lead to a 0,101increase in the dependent variable, a unit increase in Trainning and Development practice would lead to a 0.955increase in the dependent variable, The discussed regression coefficient results show that three out of the three variables are statistically significant in predicting the organizational performance.

4.5. Qualitative Data Analysis

In order to ensure the reliability of the findings of this study and to better explain the quantitative data, the researcher collected qualitative data from managers of the selected organization, which are purposefully selected by the researcher for this study. The semi-structured interview questions are used to clarify and give more meaning to the quantitative

result. It also enables to get in-depth insight about the practical activities which were practically done by the organization about employee's performance.

These questions were: here first employees were asked about the benefit they got from employee performance management system implementation? Therefore more of them were agreed on that the weakness and the traditional methods were dominated the overall management system and because of this almost all public sector managers were doesn't have a sustainable knowhow about how, when why, where 'to manage the system and the performance management implementation system were very poor.

According to (Decenzo 2010) performance management system implementation have its own advantage to motivate employee's performance as well as to the organization; so it involves a continuous process in which managers and staff work together to plan, monitor and review goals and individual contributions to the agency. A well implemented performance management program improves the performance of individuals, teams, and the agency. Manager's sets goals with employees, monitor their performance, give regular feedback, and conduct performance reviews. Using regular feedback, employees can better understand what skills they need to develop. Performance feedback also fulfills a basic human need to be recognized and valued, which leads to higher self-esteem and motivation for optimal performance.

Next employees were asked about the major challenges they faced as a result of Employee Performance System implementation in the organization; here also the same is true with the above response as a challenge they were listing; skills of management related challenges , challenges related to motivation and Training and development related challenges this one is done based on an informal network chained in the public sectors. Almost all organizations were following the traditional performance management system. However, performance management was a continuous and a value of day today activities based of the alignment of the strategy of the organization but they focus twice a year without comparing the overall strategy towards the actual performance in general. The other one working throughout informal network is still dominating the public sectors. On the other way there is no an attractive payment in the public sectors and it is not the same which means there is sectorial difference towards payments. So these are the main challenges which affect highly employee performance in public sectors. Therefore the researchers findings shows that still public organizations were encountered by traditional systems and these have a great impact towards

employees performance .thus public sector managers expected know their employee's strengths and weaknesses through a continuous performance management system; because it can enables managers to better understand their employees' skill sets and proficiency levels. Through improved employee observation, managers master understanding of an individual's strengths and weaknesses. The manager and the employee can offer each other feedback and address concerns, creating a transparent work environment. Managers can also get a sense of how to motivate employees, from leading by example to fair allocation of work. So these are the best way to build the performance of employees. Therefore these direction leads to more employee engagement. If they are satisfied with their performance management system, employees are more motivated and less likely to leave the organization. Engaged employees are more involved, committed, passionate, and empowered. These feelings lead to employees going the extra mile in supporting the agency's mission.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

INTRODUCTION

This research had an aim of investigating factors affecting employee performance: a case of Jimma zone public service Sectors. This was done by investigating the relationship between each determinant factors and employees performance using correlation analysis and regression analysis to determine the extent of change in employees' performance due to the selected factors. Hence, this chapter provides the summary of findings with respect to the study objectives, conclusions, recommendations, limitations of the study and suggestions for future research

Add here

5.1. Summary of Major Finding

The main objective of this study was to investigate factors affecting employee performance: a case of Jimma zone public service Sectors. In Jimma zone there are around 25 public sectors which have more 1200 permanent employee and from which 206 sample respondents has been selected. Out of 206 distributed questionnaires the whole 206 questionnaires has been filled and collected effectively therefore the collection rate was 100%.

The semi-structured interview questions are used to clarify and give more meaning to the quantitative result. It also enables to get in-depth insight about the practical activities which were practically done by the organization about employee's performance.

These questions were: here first employees were asked about the benefit they got from employee performance management system implementation? Therefore more of them were agreed on that the weakness and the traditional methods were dominated the overall management system and because of this almost all public sector managers were doesn't have a sustainable knowhow about how, when why, where 'to manage the system and the performance management implementation system were very poor.

As shown from the above equation, which was constructed from the analysis result of above table, when all variables are held at zero (constant), the value of dependent variable would be 0.532. However, holding other factors constant, a unit increase in working environment would

lead to a 0.146 increase in dependent variable, a unit increase in Communication would lead to a 0,101increase in the dependent variable, a unit increase in Training and Development practice would lead to a 0.955increase in the dependent variable, The discussed regression coefficient results show that three out of the three variables are statistically significant in predicting the organizational performance.

5.2. Conclusions

As we know that, employee performance is supposed to be one of the most important factors affecting the overall organization performance and the success of the organization in the competitive market nowadays.

The main purpose of this thesis is to analyze the factors affecting employee performance in Jimma zone public service sectors. Through the overall data analysis mentioned in chapter four, the researcher listed out the general conclusions:

Firstly, there are different main factors affecting employee performance at public service sectors including

Challenges related to organizational climate, communication and training and development influences employee's performance levels: so management support is an important condition for Employees performance improvement.

Working environment: As it is known employees are very important assets to the formulation of any organization. A good organization is one which takes care of its employees. This is often done by paying attention to their workplace environment. This is because the employees spend substantial part of the time of their lives at the workplace while carrying out their work. Hence, workplace environment influences their cognitive and emotional states, concentration, behavior, actions, and abilities.

Therefore with flexible work schedules, employers experience benefits as well. Giving up some control of work schedules gives increased employee morale, engagement, and commitment to the organization. The option also reduces employee turnover, absenteeism, and tardiness by allowing workers to flex hours around home and family obligations. The flow of projects and work may increase as employees are able to work when they accomplish most, feel freshest, and enjoy working.

Workplace environment can be anything which exists around the employees where they work and which affect how they carry out their work. It consists of both external and internal conditions which can influence the working spirit and hence, reflect in their performance at work. There exists a strong interaction between employees' performance and physical workplace environment. The physical environment at work is critical to employees' performance, satisfaction, social relations and health. The environmental conditions at the workplace are important factors which has an influence on the employees' morale and job satisfaction and hence their performance.

These managements are not aware that the lower productivity and unable to fulfill the urge to increase productivity is because of the malfunctioning of workplace environment. The type of work environment in which employees operate determines the way how they perform. Effective workplace environment raises the bar of what is expected from the employees without necessarily giving them extra means or resources to handle this.

Communication: Enhances team building: Team members need to trust each other if they are to work effectively together. Solid communication ground rules will help to build that trust and bring a team closer together. If there are clear guidelines on what is and what is not an acceptable way to communicate then all employees will know how to behave and how to blend as a team.

There is a gap between employees and public sector leaders. So overcoming the problems will the best way for any public organization and good communication is one of the best ways to ensure everyone is on the same page. As well as helping to avoid conflict, effective communication will make sure all employees understand organizational policies on performance reviews and promotion. This, in turn, will ensure that minority workers will not feel like they've been overlooked or treated differently.

Keeping employees updated on work being done across an organization can make it easier for departments to collaborate and cooperate together on projects. Good internal communications where projects and achievements are recognized and highlighted means all departments have a better overview of what other departments are doing, and importantly, how they could potentially work together on future projects or developments.

Companies that communicate well with their clients from the beginning of the relationship are in a good position to retain that client. Customers value an open and transparent

relationship where they are kept up to date on any changes to their contract or relationship and where they feel their business is valued. Being able to effectively deal with concerns or issues clients have also come down to having the right communication strategy in place.

A company that has a reputation for being good at communicating internally and with clients ultimately portrays a good public impression. These companies are showing they have nothing to hide and they are open and transparent in all aspects of their business. This can have a positive knock-on effect on recruitment, investment and company growth

Finally the public service minister as well the concerned bodies will be expected to consider the above listed advantages of increasing the communication channels with employees and deeply understand the problem and working towards the problem jointly with other stakeholders

Training and development: regarding training and development, public service organization were losing many points in case of the capacity building system of employees as well as the organization as a whole as first even respondents have positive attitude, there was a wide gap in case a true need assessment and the training place and time also very weak in case developing the performance of employees

Therefore, regarding training and development, public service organization were losing many points in case of the capacity building system of employees as well as the organization as a whole as first even respondents have positive attitude, there was a wide gap in case a true need assessment and the training place and time also very weak in case developing the performance of employees. Finally the given training by itself have strategically failed because it was not aligned with the strategy in general and because of this employees performance was under question so they can't compete to other organization

Public organization were missing need assessment system and giving the training based on traditional method. However training may be needed when there is a gap between the desired performance, and the current performance, and the reason for that gap is lack of skill or knowledge. Training may only be able to resolve part of the problem. Thus public organizations were expected to analyze the problem and find out whether training will be able to resolve it. If training is necessary, public sectors also need to define the objective of the training and how it will help the staff member(s) become more effective.

Finally the given training by itself have strategically failed because it was not aligned with the strategy in general and because of this employees performance was under question so they can't compete to other organization

5.3. Recommendations

According to the above findings of three main factors affecting employee performance at public sectors were through improving employees' performance through improving factors affecting their performance should be considered and public sectors management levels better to consider the following recommendations:

Training: the first measure expected from the public organization will make a need assessment and Avoid face-to-face training on weekends or after-hours, and limit travel requirements for training. So avoiding the traditional training methods have its own economic advantage towards the organization as well as improves employee's performance.

Employee training and development increase job satisfaction and morale; there are many advantages of training and development for an organization, but the benefits of employee training and development also impact employee career growth as well. When employees sense that their employer is helping them to improve their skills and knowledge base, they feel motivated, and this increases their job satisfaction and morale. There public organization expected to wear this idea and working jointly towards the continuous improvement of employees performance.

Tanning lower employee turnover is one of the main benefits of training to employers; getting an opportunity to learn new skills and gain knowledge is why training is important for employees. Still, for an organization, employee training is worth the investment because it translates into decreased employee turnover. Continuous employee training and development, experts agree, is the key to retaining skilled employees, which saves thousands of dollars. so these is an important concept especially for developing countries like Ethiopia and public service organizations will better to follow and pay attention to this idea.

Better to motivate its employees through rewards by rewarding for whom improve him/herself to qualify for the job requirements, who are complying with the company's directions

and make them as a visible model for others.

Taking action towards informal networks and traditional methods because it affects the overall environment of the employees as well as the organizations mission itself so using both formal and informal rewards-recognition, praise and special assignments that must be managed to ensure they consistently support the desired new behaviors. In addition, the company better to build the trust within the organization to believe that the effort will lead to a reward.

5.4. Suggestion for Further Research

The study was limited to employee's performance only due to different constraints. However when the researchers tries to do this paper so many problems which needs a better assessment were raised ; therefore the future researches should examine beyond employees performance what is the impact of employees performance towards the organization as well as to the country ; which means what we loose from these assignment. On the other way the researcher was limited to three factors or variables which affect performance of an employee but the future researchers may focus on different variables or combination of those variables included in this study. The study was conducted in the service industry sector limiting its scope. The future researches may examine the determinant factors on employees' performance on other sectors and may compare different sectors as well.

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APPENDIX – 1-
JIMMA UNIVERSITY
DEPARTMENT OF MANAGEMENT MASTERS IN PUBLIC
MANAGEMENT
RESEARCH QUESTIONNAIRES

Research Topic: assessing Factors Affecting Employees' Performance

Researcher Name: Jelaludin Abafoggi

Dear sir/madam

I am a post graduate student of public management in Jijmma University department of management. Currently, I am undertaking a research entitled assessing Factors Affecting Employees' Performance. You are one of the respondents selected to participate on this study. Please assist me in giving correct and complete information to present a representative finding on the current status of the factors affecting employees' performance in public service sectors. Your participation is entirely voluntary and the questionnaire is completely anonymous. Finally, I confirm you that the information that you share me will be kept confidential and only used for the academic purpose. No individual's responses will be identified as such and the identity of persons responding will not be published or released to anyone. All information will be used for academic purposes only.

Thank you in advance for your kind cooperation and dedicating your time.

Instructions

- For Likert scale type statements indicate your answers with a check mark (√) in the appropriate box.

Note: Questionnaires are prepared only for employee who has one year and above length of service; and employees who are non- managerial position

SECTION A: GENERAL INFORMATION (DEMOGRAPHIC DATA)

Fill in the blanks provided by a means of a cross (√) by indicating your correct choice.

1. Gender:

a) Male

b) Female

2. Age

- a) Less than
 - b) 25- 30
 - c) 31- 35
 - d) 36 - 40
 - e) Above 41
- c) Level of education
- a) Diploma
 - b) Bachelor Degree
 - c) Master
 - d) PhD
 - e) Other sate here _____
- d) Marital Status
- a) Single
 - b) Married
 - c) Divorce
 - d) Widowed
- e) Year of service you have work in public sector?
- a) 1 – 4 years
 - b) 5 – 9 years
 - c) 10 – 20 years
 - d) Above 20 years
- f) Current Position
- A. Head
 - B. Vice
 - C. Process owner
 - D. Officer
 - E. IT related professional

SECTION B: JOB RELATED QUESTIONS

Indicate with a \surd in the appropriate answer box, according to the following code definitions:

Please rate your response as follows:

1= Strongly Disagree (SD) 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)

No	Statement	1	2	3	4	5
A	Working Environment					
1	Office facilities and resources are sufficient to exercise the work effectively in the organizations					
2	The physical layout of the organization is comfortable and convenient to perform the work effectively					
3	The organizations has flexible working hours					
4	There is a good culture of cooperation between or among employees					
5	Manuals, procedures and job standards of the organizations are attractive to perform day to day activities					
6	The management of the organizations provides all possible supports (technical and financial) towards their employees					
7	The organizational culture is suitable for performing in good manner					
8	The Working environment is safe for employees of the organization.					
B	Communication					
9	People in this organization are encouraged to be really open and honest with each other.					
10	People in this organization freely exchange information and opinion.					
11	You are kept informed about how well organizational goals and objectives are being met.					
12	Your organization succeeds in rewarding and praising good performance.					
13	Your receive information from the sources that you prefer (Example: from your superior, department meetings, co-workers, newsletters)					
C	Training and development					

14	Employees were participate in identifying their training needs in their organization					
15	In-service/on-the job training adequately addresses the skill gaps					
16	The necessary training is given to ensure job effectiveness					
17	The training place and time is suitable to meet the existed skill gap					
18	The training given is parallel to the job assigned to the organization					
19	The organization conducts proper training evaluation before and after the training					
20	The organization follows employee's performance after training					
21	The organization evaluate employee's performance after training was given					
22	There is fragmentation of training function					
D	Challenges					
23	The sky rocketing price of living affects employee performance in the organizations					
24	Social relationship affects employee performance					
25	Social service (health, education, housing and other infrastructural) services were impacted employees performance.					
	Employee performance					
	I well understand and adhere to policies and procedures of the organization					
	I develop logical and creative solution to problems					
	I effectively use resources including time and materials					

1. How can you perceive workplace environment and productivity of employees?

2. What is the advantage of training for in case building employees performance?

Interview Questions

Jimma University College of Business and Economics Department of management

Researcher/Student Name: Jelaludin Abafoggi

Leading Questions for Selected Interviewees

The researcher is currently conducting research thesis for the purpose of fulfilling requirements of Master of Art Degree in public Management at Jimma University. The following questions will ask about Employee Performance Management System implemented in public organizations and you are selected because of your role and closeness to the subject. Your responses will be kept confidential and used for academic purpose only. Thank you for participating in this interview!

- 4.2.2.1. What are the major benefits gained for the employee performance management system implementation?
- 4.2.2.2. What are the major challenges you faced as a result of Employee Performance System implementation in the organization?
- 4.2.2.3. Is there any manual or rule being used to standardize the employee performance in the organizations?

The end!