



JIMMA UNIVERSIT
SPORT ACADEMY

DEPARTMENT OF SPORT SCIENCE

**THE CORRELATION BETWEEN WORK PERFORMANCE AND JOB
SATISFACTION AMONG EMPLOYEES IN THE YOUTH AND SPORTS
OFFICES OF YEM ZONE IN CENTRAL ETHIOPIA REGIONAL STATE**

BY:

AYNE SIMME

**A THESIS SUBMITTED TO THE DEPARTMENT OF SPORT SCIENCE,
SPORT ACADEMY, JIMMA UNIVERSITY, IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF SPORT
MANAGEMENT**

JUNE, 2024

JIMMA, ETHIOPIA

**JIMMA UNIVERSITY
SPORT ACADEMY
DEPARTMENT OF SPORT SCIENCE**

**THE CORRELATION BETWEEN WORK PERFORMANCE AND JOB
SATISFACTION AMONG EMPLOYEES IN THE YOUTH AND SPORTS
OFFICES OF YEM ZONE IN CENTRAL ETHIOPIA REGIONAL STATE**

BY:

AYNE SIMME

**A THESIS SUBMITTED TO THE DEPARTMENT OF SPORT SCIENCE,
SPORT ACADEMY, JIMMA UNIVERSITY, IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF SPORT
MANAGEMENT**

ADVISOR: WONDIMAGEGN DEMISSIE (PHD)

CO-ADVISOR: JELETA SILESHI (MSC)

**JUNE, 2024
JIMMA, ETHIOPIA**

DECLARATION

I honestly declared that the Thesis study on the correlation between work performance and job satisfaction among employees in Yem zone youth and sport office in central Ethiopia regional state, carried out by under the and supervision of Wondimagegn Demissie (PhD) and Jeleta Sileshi (MSc) demission.

This Thesis is original and not been submitted for the warded of any degree or institutions.

Name: Ayne Simme

Signature -----

Date -----

JIMMA UNIVERSITY
SPORT ACADEMY
DEPARTMENT OF SPORT SCIENCE
BOARD OF EXAMINERS

As a thesis research advisor, we here by certify that we have read and evaluate this thesis prepared under our guidance, prepared by: Ayne Simme H/mariam entitled the correlation between work performance and job satisfaction among employees in Yem zone Youth and Sport Office in Central Ethiopia regional state was commended that could be accepted as fulfilling the thesis requirements for the to be submitted as fulfilling the thesis requirements for the Degree of Master of Specialization in Sport management.

ADVISOR: Wondimagegn Demissie (PhD) signature -----

Co-advisor: Jeleta Sileshi (MSc) signature -----

AS member of the examining board of the final med. sport management Thesis open defense, we certify that we have read and evaluated this thesis prepared by Ayne Simme H/mariam examined the candidate were commented the thesis be accepted as fulfilling the thesis requirement for the Degree of Master in Sport management.

-----	-----	-----
Name of external examiner	Signature	date
-----	-----	-----
Name of internal Examiner	Signature	Date
-----	-----	-----
Name of chairperson	Signature	Date

GRADUATE THESIS OWNERSHIP AGREEMENT

This Thesis is of Jimma University, an institution that award MSc/PhD degree to the graduated student and found its research cost fully or partly. The research work was accomplished under the close support and supervision of the assigned university academic staff. It's therefore strictly forbidden to publish, modify, or communicate to or put at the disposal of the third party the entire document or any part thereof without the common consent of the research supervisor(s) and the graduate students. Disregarding this agreement would lead to accountability according to the Jimma University Research and Publication Misconduct policy article 1.7 of the university Document for “guideline and procedure for research June 2024.”

Ayne Simme

Name of graduate student

Signature

Date

Name of the supervisor

Signature

Date

Name of internal examiner

Signature

Date

Name of external examiner

Signature

Date

BIOGRAPHICAL SKETCH

The author was born on July 27th /1971 E.C in Central Ethiopia Regional State, Yem Zone, Fofa Woreda. He attended his elementary education in Fofa junior (1-8) school, Secondary school education (9-10) in Jimma zone Sekoru secondary school and Asendabo School (11-12). He graduates TTI from Arba Minch teachers training institute in 1990 E.C, Diploma in Physical Education in Summer program from Hossana TTC with GPA 3.74 in 2000 E.C, and First degree in Sport Science in Summer program from Hawassa University with GPA 3.68 in 2009 E.C. and served in teaching for 17 years and Sport office management for 6 years. In 2015 E.C he joined Jimma University to pursue his MSc degree in specialization of Sport management.

ACKNOWLEDGEMENTS

First, I would like to put forward all the glory, honor and thank my God, for all what has done for me. Next my deepest gratitude goes to my major advisor Wondimagegn Demissie (PhD) and co-advisor Jeleta Sileshi (Mr.) for their unreserved professional guidance as well as effort and time they had devoted from the beginning of the proposal preparation to final Thesis. Next my extended deepest gratitude to the University' Sport Science department, academy head and all the staff of Sport science department for all supports commitments, devotions and every contribution to fulfill my thesis work starting from the conception the final Thesis completion.

Moreover, I want to thanks my families specially: my wife Etalem Tibebu, My children Kirubel Ayne and Kalkidan Ayne, my brothers and sisters for the overall effort and support from the beginning to the end of the Thesis work. I thank with great respect to former Yem zone administration Administrator Samuel G/Michael (Mr.) and his cabinet for the devotion to get this chance and supports, I also thank, Yem zone administration office, public service department and their management body, Yem zone Youth and sport office employees and management body, and other individuals and organizations by their any means of contribution.

TABLE OF CONTENTS

Contents	page
ACKNOWLEDGEMENTS.....	ii
TABLE OF CONTENTS.....	i
List of tables.....	iv
List of figures.....	v
ABBREVIATIONS AND ACRONYMS.....	vii
ABSTRACT.....	viii
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
1.1 Background Of the study.....	1
1.2 Statement of the problems.....	4
1.3 Research questions.....	5
1.4. Objectives of the study.....	6
1.4.1. General objective.....	6
1.4.2. Specific objective.....	6
1.6. Delimitation of the study.....	7
1.7. Limitation of the study.....	7
1.8. Definition of operational words.....	8
1.9. Organization of the Study.....	8
CHAPTER TWO.....	9
2. LITERATURE REVIEW OF THE STUDY.....	9
2.1 Historical background of relationship between Employees' Work Performance and job satisfaction.....	9
2.1.1. Scientific Management and Taylorism:.....	9
2.1.2. Systems Theory and Organizational Behavior:.....	10
2.1.3. Quality Management and Total Quality Management (TQM):.....	10
2.1.4. Resource-Based View (RBV) Theory and contingency Theory:.....	10
2.1.5. Employee Motivation and Job Design:.....	11
2.1.6. Organizational Psychology and Motivation Theories:.....	11
2.1.7. Contemporary Approaches:.....	11
2.2. Employees' Work performance and job satisfaction.....	12
2.2.1 Employees work performance.....	12

2.2.2. Job Satisfaction:	16
2.3. The correlation between work performance and job satisfaction among employees.	19
2.4. Conceptual frame work of the study	19
3. RESEARCH METHODOLOGY	20
3.1. The Study area	20
3.2. Study design.....	21
3.3. Source of data	22
3.3.1. Primary data	22
3.3.2. Secondary Data	22
3.4. The population of the study	22
3.5. Sampling techniques and sample size.....	23
3.6. Data collection instruments.....	23
3.6.1. Questionnaire:	23
3.6.2. Interviews:.....	24
3.6.3. Observation	24
3.7. Variables	24
3.7.1. Dependent variable	24
3.7.2. Independent Variables:	24
3.8. Procedure of data collection.....	25
3.9. Method of data analysis	25
3.11. Validity and Reliability test	27
3.11.1. Validity	27
3.11.2. Reliability	27
4. RESULTS AND DISCUSSION.	28
4.1. Demographic background of the respondents,.....	28
4.2 The correlation between work performance and job satisfaction among employees, in youth and in sports offices, in Yem zone.....	31
Level of factor results from leader on employees' work performance indicators	37
4.5. Discussion	45
CHAPTER FIVE	54
SUMMARY, CONCLUSION, AND RECOMENDATION.....	54
5.1. Summary	54
5.2. Conclusion	55

5.3. Recommendation	56
REFERENCES	57
APPENDIXICIS	60

List of tables

Content	page
1. Table 1; the population of the study-----	22
2. Table 2; the sample selection and sampling technique-----	23
3. Table 3: the Demographic distribution of the respondents-----	28
6. Table 4: responses for employees work performance factor questionnaires-----	35
7. Table 5: leaders' response on employees' work performance.....	38
8. Table 6: responses of job satisfaction level and factors by employees-----	41
9. Table 7: Leaders' response in job satisfaction.....	44

List of figures

Content	page
Figure 1: conceptual framework -----	19
Figure 2: Map of the study area -----	21
Figure 3, Sex of respondents-----	29
Figure 4: Age of the respondents-----	29
Figure 5: Education level of the respondents -----	30
Figure 6: Responsibility of the respondents-----	30
Figure 7: Experience of the respondents-----	31

APPENDIXES

Content	page
Appendix: A-----	60
Appendix: B-----	63
Appendix: C-----	66

ABBREVIATIONS AND ACRONYMS

EWP	Employees' work performance
HR	Human Resource
HRM	Human Resource Management
JS	Job Satisfaction
OC	Organizational Culture
RBV	Resource Based View
SM	Sport Management
SPSS	Statistical package for the Social Science
SWOT	Strength, Weakness, Opportunity, Threat
TQM	Total Quality Management
WP	Work Performance

ABSTRACT

The main purpose of the study was to investigate the correlation between work performance and job satisfaction among employees in Yem Zone Youth and Sport offices in Central Ethiopia region. Based on conditions of the study the researcher was employed quantitative and qualitative research approach and cross-sectional research design was adopted. Samples taken 38 employees and 13 management bodies and leaders total 51 participants were taken from each district (woreda,) city administration and zone office and those all taken purposefully as sample technique and sample size. The research methodology was employed a descriptive survey, questionnaires and interviews were the major data collection instruments, used. Data analysis of survey questionnaires gathered from respondents was carried out through the statistical package for SPSS version 27 software was applied. Correlation coefficient, frequency and percentage, and graphs were used to analyze and interpret the collected data. According to the findings the correlation between employees; work performance and job satisfaction indicated weak positive correlation. Training and professional development opportunities, selection and hiring process, leadership styles, time management and organizational cultures partially influenced and tools and resources, salary, work-life balance, career growth opportunities, recognition and reward, and overall work environment were in a great extend affecting the relationship between employees' work performance and job satisfaction.

Keywords: Employees' work performance, Job satisfaction, Sport management, Yem Zone.

CHAPTER ONE

1. INTRODUCTION

1.1 Background Of the study

The management of sport organization has undergone a relatively rapid period of professionalization since 1980s. The study of the correlation between work performance and job satisfaction among employees has its roots in the broader field of organizational behavior and human resource management. Researchers have sought to understand the factors that influence employees' job satisfaction and how it, in turn, affects their work performance. These studies have examined variables such as leadership styles, job design, motivation, organizational culture, and work-life balance. (Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001)

According to Karaman et al., (2020), Organizations have to be strong and resilient to survive against developing technology, changes and increasing competition. Accordingly, these processes faced by organizations directly affect employees. In modern competitive environment, standards must be maintained in order for businesses to survive in the business world. As Cakir and Gozoglu (2019), the way to achieve high productivity in organizations is to show the highest possible performance of employees with the standards. In the global context, sport employees' work performance, and job satisfaction can be influenced by various factors such as organizational culture, leadership styles, work-life balance, recognition and rewards, career development opportunities, and the overall economic, social conditions of a country or region (Brown B. Taylor A. (2021). The factors lead to positive or negative relationship between work performance and job satisfaction.

According to Aflab Hameed Memon (2023), Employee work performance and job satisfaction are critical in current competitive environment to achieve attempted goals. Organizations focus on human resource to improve performance and productivity to compete with this highly competitive world. The employee is a special element in the process of implementing the organization's mission and vision. Employees should meet the performance criteria set by the organization to ensure the quantity and quality of their work.

Effective management practices positively impact employees' work performance and job satisfaction. This can improve positive relationship in between Employees' work performance, and job satisfaction of the employees, managers and the organization. Open communication, collaboration, and empowering employees lead to higher job satisfaction and improved performance outcomes (Kikulis et al., (2015).

According to Johnson (2022), a satisfied employee feels better in the organization perform better. It states that it would be difficult to imagine sports organizations which aim at keeping efficiency without effective human resource programs as the role of human resource management is really important when guaranteeing that sports organization stays and prospers his/her work, but above all feels safe when it comes to his future and work in the enterprise. That is why job satisfaction is such an important element of the work safety and productivity.

Work performance refers to the level of effectiveness and productivity with which an individual carries out their job responsibilities. It includes factors such as task accomplishment, quality of work, time management, professional development and training, Recruitment and selection goal setting and achievement, productivity and efficiency, problem solving, decision making and overall job performance (Johnson P., & Smith, M., (2019).

According to Gülduran & Perçin, (2020), work performance is defined as the activity shown by the employee within the importance of the duties in the job description. Work performance is the level of success that an employee performs in Path with all his/her efforts and professional responsibilities to do the given job. If the employee is rewarded when he/she reaches his/her job goal, his/her job satisfaction level increases and influence the effort and success level of the work that will be given to the employee later (Yıldız et al., 2014; Ay & Keleş, 2017)

Job Satisfaction can be termed as “a positive or negative evaluation judgment about a person’s job or job status” or “the degree to which employees’ needs and requests are met at the workplace”. As Keller & Semmes, (2013); Yang et al., (2014); Tekingündüz et al., (2015), Job satisfaction, which is associated with the dimensions of individuals’ love or enjoyment of their work, is affected by both situational and spiritual factors. It also occurs in two forms, and these are internal and external satisfaction. The correlation between work performance and job satisfaction among employees is critical and can vary based on individual and organizational factors. However, different researches have shown that there is a positive correlation between

employees' work performance and job satisfaction implies that higher job satisfaction can lead to improved work performance and vice versa.

Studies on employees work performance have focused on the relationships between emotional intelligence, transformational leadership, self-efficacy and job satisfaction (Bıyık, et al., (2017); Sony & Mekoth, (2016); Mohamad & Jais, (2016).

In many African countries, sports industry plays a significant role in society. However, the sports industry faced several challenges, including limited human and financial resources, infrastructure, and access to training and development. These factors impact sport Employees' work performance, and job satisfaction. Additionally, cultural attitudes towards sports and differing levels of government support can also design the work environment and job satisfaction of sports employees in African countries. Taylor and Francis (2022), tested the Minnesota Satisfaction Questionnaire in Ghana, highlight the roles of employees and organizational weak spots of human resource management (HRM) practices in a typical sub-Saharan African country, and provide an alternative pathway in employee satisfaction and performance outcome.

Ethiopia has a rich sporting culture and has produced successful athletes in various disciplines. However, the sports industry in Ethiopia faced certain challenges related to leadership strategies, trained human resource development, infrastructure, funding, and access to resources. These challenges can impact sport employee work performance, and job satisfaction. Moreover, attitude towards sport industry, careers and employment also influenced the task and life of sports employees in Ethiopia.

According to Samson Girma (2016), in title, the relationship between leadership style and employee job satisfaction study federal and Addis Ababa sport organizational management setting in Ethiopia, studied the relationship between transformational and transactional leadership style with subordinates job satisfaction in federal and Addis Ababa administrative sport organization. Transformational leadership style had positive associated with the all scales of employee job satisfaction except for reward, operating procedure and co-workers. This means transformational leadership style can get satisfaction to the subordinates through increasing salary to the subordinates, giving promotion to the subordinates, supervising subordinates while in working process, giving benefits from the profit of organization, work itself that is creating favorable and conducive working environment. Job satisfaction is determined by

factors such as a goal setting, job design, demographic profile, reward, leadership and individual difference and organizations are grappling with a new organizational climate, with a need for improved productivity and performance.

According to Kelemu Zelalem Berhanu (2023), mediating role of job satisfaction on the relation between staff development and performance: explored that there was a positive relationship between staff development, job satisfaction, and performance. Furthermore, job satisfaction partially mediates the relationship between academic development and employee job performance.

In this point of view in Central Ethiopia Region, Yem Zone Youth and Sport Office employees' work performance indicators such as professional training opportunities, Productivity and efficiency, recruitment and selection, training and professional growth, goal setting, and leadership style focused examine. In case of job satisfaction: work-life balance and salary, career opportunities, recognition and reward, work environment, resource and tools, are critical factors. These can influence the relationship between employee work performance and job satisfaction.

The researcher in this study investigated the relationship between employees' work performance and job satisfaction with using of simply survey. In order to achieve this aim, quantitative and qualitative survey and the cross-sectional design allowed for collecting data to assess the general level of employee work performance and satisfaction. The correlation between employees' work performance and job satisfaction would conduct in employees of a chosen Yem zone Youth and sport offices who were asked to assess and investigate effective employee practices and their factors, level of their work performance and job satisfaction.

1.2 Statement of the problems

Sport organizations focus on human resources to improve performance and job satisfaction as a result of high global competition and a dynamic business environment. In today's competitive environment, employee work performance and job satisfaction are critical to the achievement of the organizations' goal and employees' work life. Employees work performance and job satisfaction are determinant tools that used in sustainable developing and improving employees work-life balance, career opportunities, professional development opportunities, and goal

achievement. Employers greatly benefited from satisfied employees because they are better productive in their organization.

The correlation between work performance and job satisfaction among employees can be positive or negative based on, the variables or factors that can influence employees' performance and satisfaction. When employees are managed well, they tend to perform better in their roles and experience higher levels of job satisfaction.

The researcher selected and prioritized on this title because, there was no any research applied on this issue in Yem zone. As the researchers thought there was no employee satisfaction in the work of sport management offices in Yem zone. Individual and organizational productivity and goal achievement was not satisfactory. There were factors such as tools and resources, work-life balance, salary, rewards and recognition, leadership style, professional development opportunity, recruitment and selection, time management, problem solving and others mainly affecting employees work performance and job satisfaction in Yem zone Youth and Sport office work place. More over there was rare investigation done in Ethiopia Specially in the Sport management context in Correlation between employees' work performance and job satisfaction.

The gap of such studies showing the correlation between employees work performance and job satisfaction and the role of variables of employees work performance in the Ethiopian context makes it necessary to explore further investigation in the factor and the level of factors in employees work performance and job satisfaction indicators and their relationship. Based on the above points three questions were raised to answer the problems. These were, How significant are the relationship between employees' work performance and job satisfaction? What are the factors affecting the relationship between employees' work performance and job satisfaction? In what degree and extent factors influencing employees work performance and job satisfaction?

1.3 Research questions

The research would answer the following important questions in the future investigation.

Is there significant correlation between work performance and job satisfaction among employees?

What are the factors those affecting the relationship between employees' work performance and job satisfaction?

To what degree and extent factors influencing employees work performance and job satisfaction?

1.4. Objectives of the study

The study will focus and based the following objectives.

1.4.1. General objective

The general objective of the study is to investigate the correlation between work performance and job satisfaction among employees in Yem Zone Youth and Sport office in Central Ethiopia Regional state.

1.4.2. Specific objective

The research will have the following specific objectives.

To identify the correlation between work performance and job satisfaction among employees in Youth and Sports offices, in Yem zone.

To examine the factors affecting the correlation between work performance and job satisfaction among employees

To assess the level of factors that, influence the correlation between work performance and job satisfaction among employees

1.5. Significance of the study

The study was focused on the correlation between work performance and job satisfaction among employees particularly in Yem zone Youth and sport office. Therefore, the output of this research has shown to understand main factors of employees work performance and job satisfaction and then used to improve employee work performance and job satisfaction in Yem zone youth and sport office.

The study provided certain necessary information and directions for the sport management bodies, leaders and professionals in proceeding effective management practices.

It used as input to take appropriate measures by concerned bodies and used to create awareness for leaders, it used to practice supportive and motivated leadership strategies to ensure quality based organizational performance and create satisfied and productive employees in the office.

It helps to facilitate for structure formulators, job description designers, organization designers and facilitators of sport management.

It also indicated and stated the positive and negative relationship between employees' work performance and job satisfaction in sport management of mentioned zone youth and sport office and help as a foundation and stepping point for other researcher who want to conduct a comprehensive study related to this title.

1.6. Delimitation of the study

The scope of the study was investigating the correlation between work performance and job satisfaction among employees in Yem zone Youth and Sport offices.

The study was covered Yem zone Youth and sport office, Saja city administration Youth and Sport office, and three woredas' namely Toba, Fofa, Deri Saja zuriya woreda Youth and sport offices in the Zone.

1.7. Limitation of the study

This study has faced challenges such as lack of data coverage and information limitations due to the shortage of a similar type of literature for extent discussion on correlation between work performance and job satisfaction among employees. Some respondent in data collecting process were not giving concern and focus to response for the given questionnaires. This leads to time wastage, moral and potential constraints. The scarcity of resources limited to get relatively accurate information during the adoption of data collection process. Finally, the study was limited only in the zone, very limited resources and time, in fact, it would be fundamental if more sport management offices from nearby zones were included to produce much more reliable data that address all outcome variables of employees, professionals and management bodies participated.

1.8. Definition of operational words

- Sports management: Sport management is any combination of skill related to planning, organizing, directing, controlling, budgeting, leading, and evaluating with the organization or department whose primary service is related to sport.
- Sports organization: Sport organization is an entity comprising multiple people, such as institutions or association that has collective goal and is linked to an external environment.
- Employee: worker who is hired to perform job with being paid for.
- Work performance: Work performance refers to the level of productivity, effectiveness, and quality of work exhibited by employees in their roles within the sport management office
- Job satisfaction: Job satisfaction in a sport management office refers to the degree of contentment, fulfillment, and positive feelings employees experience in their work.
- Effective management: Effective management represents fair and right way of leading in all sides of management process to achieve the goal of the organization.
- Office: office refers to department of youth and sport sector which includes organization, all management bodies, employees, workers, tools and materials...etc.
- Organization: is a planned coordination of a number of people and their activities for the achievement of some specific goals through diversion of labor, and hierarchy of authority.

1.9. Organization of the Study

This study was organized into five chapters. The first chapter deal with the introduction, that comprises the background information, statement problem, questions, objectives, significance, delimitation, limitations and definition of operational words. Chapter two presents a literature review that includes concepts of the correlation between work performance and job satisfaction among employees, and conceptual frameworks. Chapter three introduces the methodology, which includes the study area, source, and methods of data collection and analysis as well. Chapter four shows the result implementation, and discussion of the research outcomes and finally chapter five finalize the study using a conclusion and recommendations

CHAPTER TWO

2. LITERATURE REVIEW OF THE STUDY

2.1 Historical background of relationship between Employees' Work Performance and job satisfaction

The correlation between work performance and job satisfaction among employees has been a topic and content of interest in organizational research for several decades. Management theories and practices have evolved, influencing the understanding of how management approaches and employee performance are bonded. Early research on job satisfaction can be traced back to the Hawthorne Studies conducted in the 1920s and 1930s. These studies, conducted at the Western Electric Hawthorne Works in Chicago, focused on the impact of various workplace factors on employee productivity and satisfaction. The findings from these studies highlighted the importance of social and psychological factors in influencing job satisfaction and work performance.

2.1.1. Scientific Management and Taylorism:

In the early 20th century, Frederick Winslow Taylor introduced scientific management principles, commonly known as Taylorism. Taylor advocated for a scientific approach to management, emphasizing efficiency, standardization, and the division of labor. The focus was on optimizing work processes to increase productivity. This approach viewed employees primarily as cogs in a machine, with little emphasis on their job satisfaction or motivation. In the 1930s and 1940s, the human relations movement emerged as a reaction to Taylorism. Researchers such as Elton Mayo conducted studies at the Hawthorne Works, which highlighted the importance of social and psychological factors in influencing employee performance. The Hawthorne studies emphasized the significance of employee satisfaction, motivation, and interpersonal relationships in enhancing productivity.

According to Tracy Taylor, Alison Doherty and Peter McGraw (2008), the so-called 'best practice' approach that is associated with the work of researchers such as Pfeffer (1998a). This approach can be seen as directly in the tradition of the Harvard approach, discussed in Chapter 1, as it advocates what is essentially a normative approach to HRM. Based on extensive research of

successful organizations, Pfeffer identified seven HRM practices that closely correlated with exceptionally high performing and profitable organizations. In combination these practices led to high-performance work systems that added value to the organizations. The top performing organizations in Pfeffer's study were also in industries which were characterized by intense competitive rivalry.

2.1.2. Systems Theory and Organizational Behavior:

In the mid-20th century, systems theory and organizational behavior gained prominence. Scholars recognized that organizations are complex systems with interdependent parts. This point of view emphasized the role of management in creating a supportive work environment, providing resources, and fostering effective communication and teamwork. The focus was shifted towards understanding the interaction between individuals, groups, and the organizational context in influencing work performance.

2.1.3. Quality Management and Total Quality Management (TQM):

In the mid-20th century, the focus on management shifted towards quality control and improvement. Quality management approaches, such as Total Quality Management (TQM), emerged as a way to enhance work performance by emphasizing continuous improvement, customer satisfaction, and employee involvement. TQM emphasized the importance of employee empowerment, teamwork, and a culture of quality throughout the organization.

2.1.4. Resource-Based View (RBV) Theory and contingency Theory:

The RBV theory suggests that a firm's sustainable competitive advantage arises from its unique and valuable resources (Popp, N., & Chelladurai, P. 2021). In sport management, this theory focuses on identifying and leveraging the resources that differentiate sports organizations from their competitors. These resources can include tangible assets like stadiums and facilities, intangible assets like brand reputation and intellectual property, and human capital such as skilled employees and talented athletes. By effectively managing and utilizing these resources, sport organizations can gain a competitive edge in the sport industry. In the 1960s and 1970s, contingency theory gained prominence, suggesting that effective management practices depend on various situational factors. This approach recognized that different management styles and strategies may be more effective in different situations or with different employees.

2.1.5. Employee Motivation and Job Design:

The understanding of employee motivation and its impact on work performance has been a significant area of research. Theories such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Locke's Goal-Setting Theory have provided insights into how managers can motivate employees to perform at their best. Additionally, the design of jobs and tasks has been explored to enhance employee satisfaction and performance, with concepts such as job enrichment and job crafting gaining attention.

Theory implies that for the happiest and most productive workforce, it needs to work on improving both motivator and hygiene factors, Hoarer, (2012). To help motivate employees, make sure they feel appreciated and supported. Give plenty of feedback and make sure your employees understand how they can grow and progress through the company. A positive and supportive culture, where respect, open communication, and collaboration are encouraged, can enhance both work performance and job satisfaction.

2.1.6. Organizational Psychology and Motivation Theories:

Organizational psychology has played a significant role in understanding the relationship between management and work performance. Researchers have explored various motivation theories to understand what drives individuals to perform at their best. For example, the Self-Determination Theory by Deci and Ryan emphasizes the importance of autonomy, competence, and relatedness in motivating employees. The Expectancy Theory by Vroom considers how individuals' expectations of rewards and outcomes influence their motivation and performance

2.1.7. Contemporary Approaches:

In recent years, management theories and practices have continued to evolve. Contemporary approaches emphasize the importance of employee engagement, empowerment, and the alignment of individual and organizational goals. Concepts such as transformational leadership, performance management, and employee development have gained attention in research and practice. Organizations recognize the value of creating a positive work culture, promoting work-life balance, and providing opportunities for growth and recognition to enhance employee performance and job satisfaction.

2.2. Employees' Work performance and job satisfaction.

Employee management, work performance, and job satisfaction are critical factors in the success and productivity of sport management organizations. Understanding the relationship between these variables is essential for creating a positive work environment and optimizing employee outcomes.

2.2.1 Employees work performance

Employees' work performance (EWP) refers to the level of productivity, effectiveness, and quality of work exhibited by employees in their roles within the sport management office. Deery M., & Jago L., (2015), revisiting talent management, work-life balance, and retention strategies. It encompasses task completion, meeting goals and targets, problem-solving abilities, decision-making skills, and overall job proficiency. The application of performance management within elite sport has increased significance as factors such as the role delivery, the coordination of sport science and medical support, and the sport organization's vision and culture can profoundly influence performance across multiple generations (Arnold et al.,(2019); FA.S., (2016)).

2.2. 1.1 Effective employees' Management organization

The effective employees' management organization in sport management involves creating a positive work environment, fostering teamwork, and providing leadership and support to employees. Effective leadership plays a crucial role in managing employees in sport management. Different leadership styles, such as transformational, transactional, and servant leadership, can impact employee motivation, satisfaction, and performance. Smith, J., & Johnson, A., (2022), stated the impact of employee management practices on work performance and job satisfaction in sport organizations. The following employee management factors in sport offices will be given attention in the researcher's study in the relationship between employees' management work performance' and job satisfaction.

2.2. 1.2. Leadership styles

According to Davis, M., & Johnson, R., (2020), the relationship between leadership and team dynamics in sports teams and its implications for employee management. It explores how effective leadership styles, such as transformational leadership and servant leadership, can foster positive team dynamics, enhance collaboration, and positively influence work performance and

job satisfaction. P Naidoo, Yoga, Coopoo, & J Suriijilal (2015), explored in perceived leadership style sport administration and relationship with organizational effectiveness stated that, correlations were used to establish the relationship between leadership styles and organizational effectiveness. The results indicated that the most dominant leadership style adopted by sport administrators was transformational. Correlation analysis revealed a positive and significant relationship between transformational leadership style and organizational effectiveness. Therefore, sport administrators should be provided the necessary support in terms of training and resources to develop their leadership style so that both they and the organization benefit.

According to Jill Remford (2023), article of Leadership Styles and Their Influence on Team Dynamics, analyze the intricate relationship between Leadership Styles and Their Influence on Team Dynamics, highlighting the crucial factors and dynamics at play, Leadership is a dynamic force that plays a pivotal role in shaping team dynamics and, consequently, the success of organizations. The interplay between leadership styles, team interactions, and individual behaviors forms the essence of team dynamics. Understanding how leadership influences teamwork is essential for optimizing group performance and achieving common objectives.

2.2.1.3, Organizational culture and climate

Smith, J. & Davis, M. (2021), organizational culture and its influence on employees' work performance, and job satisfaction in sport management organizations. The organizational culture and climate within sport management offices can significantly influence employee experiences, work performance, and job satisfaction. Studies have explored the impact of factors such as teamwork, organizational support, autonomy, and work-life balance on employee outcomes, Johnson, A., & Smith, B. (2023).

A positive and supportive organizational culture, characterized by teamwork, shared goals, and a strong sense of mission, has been associated with higher levels of job satisfaction and work performance. Similarly, an organizational climate that promotes employee well-being, work-life balance, and opportunities for growth and development has been linked to positive employee outcomes. Brown C. & Wilson, D. (2022), investigated the relationship between organizational culture, employee engagement, and work performance in sports teams. Yem zone Youth and Sport office needs study about this point of view because the work culture is influenced by different factors in current sport management process.

2.2.1.4. Time management

Effective time management is essential for maximizing productivity in sport management office. Employees should prioritize tasks, set realistic deadlines, and avoid time-wasting activities. Time management such as the techniques or task batching can be helpful. According to Rui Biscaia, Joao Almedia, and Paulo Pereira (2020), in “Time management strategies for sport managers” in international journal of sport management and marketing offers practical insight into effective time management strategies.

2.2.1.5. Performance appraisal

According to M. Letooane (2019), Employees are the recipients of performance appraisal; how they perceive this system or process within their organization has an impact on the way they feel about it. Perceptions of fairness within performance appraisal systems also tend to have effects on employees’ commitment, job satisfaction therefore, the study examined employees’ perceptions of fairness of performance appraisal practices and their effect on work behaviors with the aim of voicing the silenced opinions of workers from different occupations, to capture the personal experiences of undergoing performance appraisal. Davis, M., & Johnson, R. (2020), examines the impact of employee well-being programs on work performance in professional sports teams. It investigates the effectiveness of interventions such as wellness initiatives, stress management programs, and work-life balance policies in promoting employee well-being and enhancing work performance.

2.2.1.6. Recruitment and selection

The process of recruiting and selecting employees is an important aspect and it involves identifying job requirements, sourcing candidates, conducting interviews, and making hiring decisions. According to Jonson p. & Smith M., (2019), effective recruitment and selection practices help ensure that the right individuals with the necessary skills and qualifications are hired for the organization. In the case of Yem zone the recruitment and selection of employees’ can influence the relations of the employees’ work performance and job satisfaction. The number of hired employee is not based on the job description, because the number of the employee is not fulfilled according to the structure and the place where the employees needed. It affects the relation between employees’ job satisfaction, and work performance.

2.2.1.7. Level of effectiveness and efficiency

Employees' work performance as a level of effectiveness and efficiency with which an employee carries out his/her job responsibilities and tasks in the context of sport management in an office. Employee involvement increases work performance and overall productivity, creates a better and more productive work environment, reduces employee absence and work leaving (Bin Shmailan 2016). The researcher investigated in this view because work performance influences job satisfaction and work performance based on employees' management situations. The work performance factors such as level of leadership style, productivity, training and professional growth, goal setting, recruitment, and problem solving and decision making, will be taken identify and assess in this research Finally, using this, criteria the relationship between employees' work performance and job satisfaction will assess carefully.

2.2.1.8. Problem solving and Decision-making skills

Developing strong problem-solving and decision-making skills is vital for employees in sport management office activities. These skills involve identifying issues, analyzing data and information, generating solution, and making informed decisions. Funk, Ridinger, and Moorman (2019), in the article "Problem Solving and Decision-making in sport management", in journal of sport management explores problem-solving strategies specific to the sport management context. Strategies and techniques such as brainstorming, root cause analysis, SWOT analysis and decision matrix analysis can facilitate effective problem-solving (Brickson et. al., 2021).

2.2.1.9. Training and professional development opportunities

Providing professional development opportunities is vital for career advancement and job satisfaction. Organizations can offer training programs, workshops, conference, and mentoring initiatives to enhance employees' skill and knowledge. Support for continuing education, certification, and industry-specific qualification can also contribute sport organization (Taylor et al. 2018). Investigating in employee training and development programs can enhance productivity and problem-solving skills. Providing opportunities for professional development skill programs can empower employees to take on new challenges and contribute more effectively to the organization). Employee development and training program, and their effects on work performance and job satisfaction in sport management organizations. MacIntosh, E.W.

Doherty, A., & MacLean, J., (2015). But in the absence of continuous professional development program, employees diminished their work performance in case of Yem zone.

2.2.1.10. Goal setting and career planning

Providing employees goal setting and building mission awareness is crucial in employees work performance improvement. Effective goal achievement can lead by commitment and communicated employees. Developing knowledge of goal setting and mission skill building makes productive employee and efficient organization. Having clear career plan and setting meaningful goals can derive performance, motivation, job satisfaction, and career advancement. As Wylleman et al. (2019), employees who actively engage in career planning and goal setting are more likely to take proactive steps toward their desired roles and responsibilities.

2.2.2. Job Satisfaction:

Job satisfaction (JS) is an employee's overall subjective evaluation and emotional response towards their job. It encompasses factors such as fulfillment, contentment, motivation, and happiness derived from one's work. In the sport management office work environment, job satisfaction can be influenced by various factors including supportive management, opportunities for growth and advancement, work-life balance, recognition, and a positive organizational culture. The expertise and leading body, employee competence and remuneration, training opportunities in the office, premises and technical work conditions and relationship between employees are interventions in job satisfaction. According to Abuhashesh et al., (2019), job satisfaction is related to productivity, motivation, work performance and life satisfaction, Therefore, job satisfaction is an essential element motivating employees and encouraging them to achieve better results (Raziq and Maulabakhsh, 2015).

2.2.2.1. Career advancement and opportunity

Providing opportunities for professional development and career advancement is crucial for job satisfaction and work performance in sport management offices. Studies have highlighted the importance of career progression opportunities in enhancing job satisfaction and performance. Chen, L., & Anderson, D. (2022), providing career development in a sport management office positively influences their job satisfaction. But there was no continuous career changes and encouragement in task force.

2.2.2.2. work-life balance

. Employees work-life balance affected by this factor and there was decreased relationship among the employees' work performance and job satisfaction. Maintaining a healthy work-life balance is crucial for employee well-being, job satisfaction and work performance. Thompson, L., & Roberts, S. (2021), explores how factors such as work-life balance, job satisfaction, social support, and physical and mental health influence employee well-being, which in turn affects work performance and job satisfaction. Employees who have a better balance between work and personal life tend to be more satisfied with their job and perform better. Sport management offices often involve demanding schedules, event-driven work, and high-pressure environments. Jackson, E., & Garcia, R. (2022), States that Work-life balance initiatives and their impact on work performance and job satisfaction in sport management. Researcher focused to investigate and will be focused to this factor, because this important issue was not given attention in the task process of Yem zone sport management office.

2.2.2.3. Autonomy and decision-making authority

Granting employees autonomy and decision-making authority within their roles can contribute to higher job satisfaction. When employees feel empowered and trusted, they are more likely to be satisfied with their work. Davis, M., & Johnson, R., (2020), Examines the process of enhancing employee autonomy through job redesign in sports teams. It explores how redefining job roles, providing more decision-making authority, and allowing employees to have greater control over their work processes can increase autonomy, job satisfaction, and work performance.

2.2.2.4. Recognition and reward

Recognizing and rewarding employees for their performance and accomplishments can positively impact job satisfaction. This can be done through formal recognition programs, performance-based bonuses, promotions including monetary rewards, public recognition, work-life balance, career development, autonomy or other forms of acknowledgement. Johnson, A., & Smith, B., (2023), investigated the impact of intrinsic and extrinsic motivation on performance in sports organizations. It explores that how different motivational factors, such as autonomy, mastery, rewards, and recognition, influence employee motivation and subsequently affect work

performance and job satisfaction. Recognized employees often feel valued and motivated to continue performing at a high level. Recognizing employees' contributions and providing rewards and incentives can boost job satisfaction. Higher job satisfaction levels are often associated with increased motivation, engagement, and commitment to the organization.

2.2.2.5. Impact of management

As Smith, J., & Johnson, A. (2022), there is impact of employee management practices on work performance and job satisfaction in sport organizations. Effective employee management practices that prioritize job satisfaction and work performance contribute to increased productivity and improved quality of work. In this point of view, the relationship between employee management, work performance, and job satisfaction has an impact on the organization's reputation (Brown, R., & Taylor, M. 2021).

2.2.2.6. Job demands and resources:

The balance between job demands and job resources is important for job satisfaction. Job demands refer to the physical, psychological, and emotional requirements of the job, while job resources encompass the support, tools, and opportunities available to employees to meet those demands. When employees perceive a balance between their job demands and available resources, it positively influences their job satisfaction. Bakker, A. B., & Demerouti, E. (2018), in a sport management office, ensuring that employees have the necessary resources to effectively meet their job demands can contribute to higher levels of job satisfaction and well-being

2.2.2.7. Salary

Achieving a healthy work-life balance is crucial for job satisfaction. Balanced gross salary that earned from work is determinant issue for personal life balance, personal effort quality, motivation and job satisfaction. Incentives like, salary growth and changes based current situations of life is very important.

2.3. The correlation between work performance and job satisfaction among employees.

Employees work performance and job satisfaction can be correlate each other, because these two variables are un-separable. The relationship may be positive or negative or zero based on the phenomena of fulfillment of the factors of each variable. If the performance indicators of employees and job satisfaction level increase, the relationship leads strong positive and if decrease the correlation also diminish.

In the context of the Yem zone Youth and Sport office, it needs studies to identify how individual and organizational work performance and job satisfaction elements contribute to influence in the relationship between employees' work performance and job satisfaction. Work performance factors can influence both individual and team job satisfaction. If performance of all individual effective, the performance of the organization be fruitful, and job is can also satisfied. Job satisfaction can be evaluated both in individual employee and managers or based on organization.

2.4. Conceptual frame work of the study

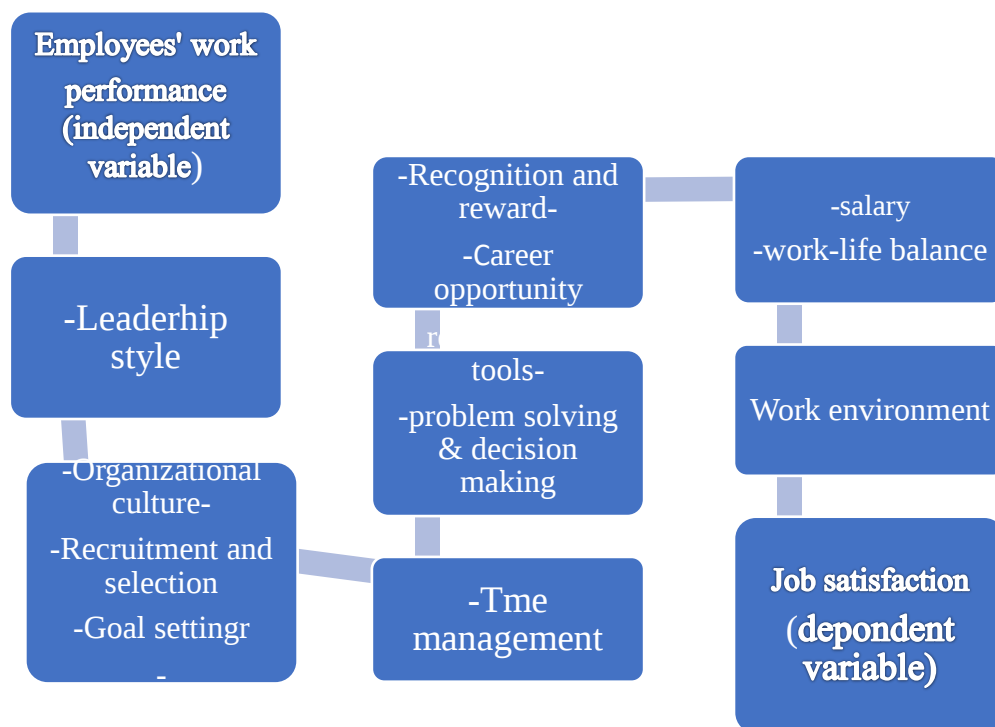


Figure 1: conceptual framework of the study.

CHAPTER THREE

3. RESEARCH METHODOLOGY

Materials and methods of research for the correlation between work performance and job satisfaction among employees in sport management office depended on the specific research design and objectives. This part of the study contains the methodological approach to the investigation and the methods required in data collection. The section starts using describing the study design and study area followed by other technique and processes including data analysis, discussing source and types of data collection techniques as well as the method of data analysis.

3.1. The Study area

The study will conduct in Central Ethiopia region, in Yem Zone. It is located on the North west part of the National Regional State that is founds at a distance 243 Km far from Addis Ababa, 186 KM from Hossana, and 112 KM far from Jimma. Its Astronomical location lies 80 0; 27; centigrade and 70 37 centigrade North Latitude and 370 24.24 East and 300 36; 54; Longitude. This Zone covers about 742.5 km² and divided into 3 woredas 1 City administration. The administrative seat capital is Saja. The number of employees in the zone male 1172, and female 634 total 1806. It has a total human population of 105332, (male 52892 female 52462). (YSWOARD2015). The agro-ecology of the Yem Zone is Dega 18.38%, Woyinadega 57.65 % and Kolla 23.9% climate. The altitude of the Zone ranges from 350m to 2939m. above sea level. Length of growing period varies from 75 to 90 days and rainfall of the area ranges from 801 to1400mm. The mean annual rainfall is about 1100 mm. The main rainy season in the area occurs in summer is June to August (YSWOANRD, 2016 G.C). Yem Zone is also located in the central Ethiopia is found within an altitude of 2939 meters above sea level and having temperature ranges from 120 to 300 centigrade sea level.

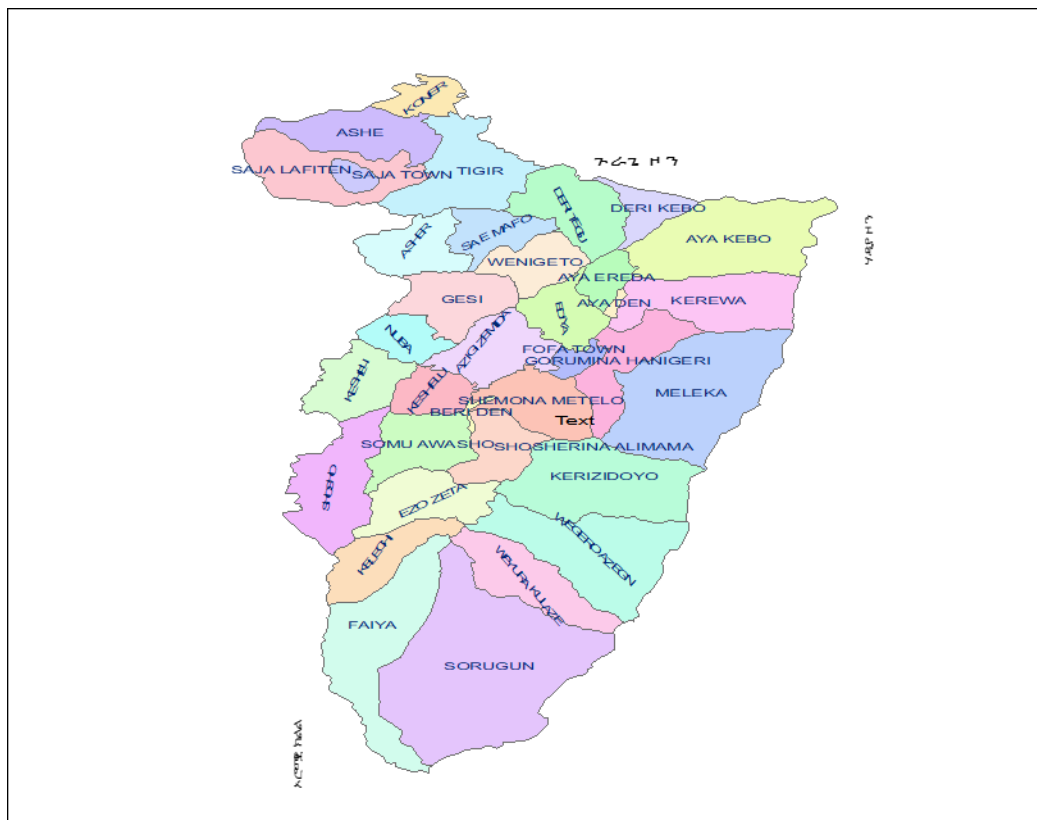


Figure 2: Map of study area

(Source: Yem Zone Agriculture (Produced by Yem Zone Finance and Economic Development office Physical planning development, (GIS center 2016G.C.).

3.2. Study design

In this study mixed research method was employed. The descriptive survey and Cross-sectional study design were chosen valuable for examining the prevalence, distribution, and relationships between variables in a population at a given time with cross-sectional research design was adopted. In order to achieve the purpose of the study quantitative research method was used because it is structure in nature and the data interpreted in statistical form using questionnaire. In qualitative approach interview was chosen to fulfill the gaps of the quantitative approach. Conducting interviews with census selected employees and leaders allows for in-depth exploration of their experiences and perspectives, then analysis in content.

3.3. Source of data

The Qualitative and Quantitative data and both primary and secondary data sources were used in this study.

3.3.1. Primary data

Primary data source was employed and gathered raw data at sources. In this research process original data was collected from selected employees and leaders by the researcher in quantitative and qualitative approach. The primary source of data was collected through closed-ended questionnaire and interview taken open-ended from purposively taken for leading bodies of the offices.

3.3.2. Secondary Data

The secondary data sources are used as supplementary for the primary data collection, those are access performance records or evaluations of specific events, or initiatives, journals, books, records and other important materials.

3.4. The population of the study

The population of this study were taken in census, whole structured levels of administrative in the zone, employees and the sport professionals and leaders from the given offices those were Deri Zuriya Woreda, Fofa Woreda Toba Woreda, Saja City Administration Office and Yem Zone Office, from Sport sectors total of (male 25 female 13 totally 38) employees, managers and leaders (male 11 female 2 total 13) totally 51 sample population were selected and participated in this specific research.

Table 1; the population of the study

No	Sites	Employees			Managers and leaders			total		
		Male	Female	total	Male	Female	Total	Male	female	total
1	Yem zone office	7	4	11	3	-	3	10	4	14
2	Saja city administration	4	2	6	2	2	4	6	4	10
3	Deri Saja Zuriya	5	2	7	2	-	2	7	2	9
4	Fofa woreda	5	3	8	2	-	2	7	3	10
5	Toba woreda	4	2	6	2	-	2	6	2	8
Total		25	13	38	11	2	13	36	15	51

3.5. Sampling techniques and sample size

For this research the researcher was used non-probability sampling which is purposive technique. The Purposive sampling technique was adopted, because the researcher focused to investigate on sport sector employees and taken five structure administrative offices (Yem Zone, Saja city administration, Deri Saja Zuriya woreda Fofa woreda and Toba woreda) and target population employees, and leaders from those offices were respondents. Therefore, based on the causes of less target population number of the study, purposively all sport sector employees and all leaders from both sectors were taken and no any other technique was employed to take sample for this study. So, employees' male 25 female 13 totally 38, managers and leaders male 11 female 2 total 13 in general 51 participants were the sample of the study.

Table 2: the sample selection and sampling technique

No	Sites	Employees			Managers and leaders			total		
		Male	Female	total	Male	Female	Total	Male	female	total
1	Yem zone office	7	4	11	3	-	3	10	4	14
2	Saja city administration	4	2	6	2	2	4	6	4	10
3	Deri Saja Zuriya	5	2	7	2	-	2	7	2	9
4	Fofa woreda	5	3	8	2	-	2	7	3	10
5	Toba woreda	4	2	6	2	-	2	6	2	8
Total		25	13	38	11	2	13	36	15	51

3.6. Data collection instruments

Data for study the relationship between employees' work performance, and job satisfaction in Youth and sport office, sport management, researcher was collected using a combination of quantitative and qualitative data collection methods. To obtain reliable information from research participant, questionnaire and interview was used as tool for data collection from the sample population.

3.6.1. Questionnaire:

The researcher used questionnaire based surveys to collect self-report data from employees, managers and leaders. The researcher used closed-ended questions to gathered the necessary data. These questionnaires typically aimed to gather feedback and assess various aspects of

employee performance, satisfaction, and engagement within the specific context of sport management work places.

3.6.2. Interviews:

In qualitative approach interview was chosen to fulfill the gaps of the quantitative approach. Conducting interviews with purposively selected leaders allows for in-depth exploration of their experiences and perspectives. The office leaders were participated in this interview. Semi-structured interviews were used to gather information. Interviews provided rich insights into the nuances of employees' work performance, and job satisfaction, allowing for a deeper understanding of the relationships conduct individual interviews with sport management leaders.

3.6.3. Observation

To collect data using observation, the researcher needed plan, prepared checklists to conduct and analyze the observation. The observation took place on features of participants, characteristics, particular perceptions and experience of employees and leaders in five offices Yem zone youth and sport, Toba, Fofa, Deri Saja Zuria Woreda and Saja City administration.

3.7. Variables

To make use of descriptive analysis to address some of the objectives of the study the research utilizes two-variable cohorts, dependent and independent variables show the relationship between dependent and independent variables' epigrammatic definitions.

3.7.1. Dependent variable

The dependent variable is the outcome or response variable that the researcher interested in understanding or predicting. In this case, job satisfaction was considered as the dependent variable. Job satisfaction refers to the level of contentment or fulfillment that employees experience in their work environment. It could be measured using various scales or surveys that assess employees' overall satisfaction with their job, including factors such as their level of engagement, motivation, and happiness at work.

3.7.2. Independent Variables:

The independent variables were the factors or variables that were believed to have an influence on the dependent variable. Work performance refers to the level of productivity, effectiveness, and problem solving, decision making, developing profession, efficiency and goal setting with

which employees carry out their job tasks and responsibilities. It could be assessed using objective measures subjective evaluations (e.g., performance appraisals, supervisor ratings). The mediator of independent variable was estimated that if performance was effective the job satisfaction level would be high. If it was not effective job satisfaction might be low. Then the relationship between employee work performance and job satisfaction also affected based on the variables influence.

3.8. Procedure of data collection

The researcher was prepared the questionnaire and interview checklists in English; then was translating the language preferable for the respondents' clear way which is Amharic. The necessary editions were taken and the questionnaire designed for the employees would be administered to them in their office. With tools mentioned above, the researcher was prepared and built the bases of review literature and required data which collected. Before handing over and utilizing of the tools to collect data, they were approved accordingly, corrections and recommendations had done. The researcher was made research objectives brief to all sample respondents through the questionnaire and interview of offices employees and management bodies. Then the questionnaire was described to the employees, and leaders. Finally, the data collected from genuine respondents were interpreted and recommended based on the study's findings.

Interviews prepared in check-list were taken with important edition, spaces to write the descriptions and explanations of the practitioner leaders. The individual interviews taken place in face to face practice.

3.9. Method of data analysis

The survey questionnaires gathered from respondents were carried out through descriptive statistical analysis using the statistical package for SPSS version 27 software. For qualitative research thematic analysis method was adopted. A spearman's correlation coefficient and frequency and percentage, were used according to the specific objectives of this study. Data was gathered through surveys, questionnaires and interviews would be identified the variables relevant to the objective. In this case, the variables could include employees' work performance indicators, job satisfaction levels, and potential work performance factors. It was organized and

the collected data changed into a tabular format. Each row should represent a participant and each column should represent a variable.

The frequency of each variable can calculate in the dataset. The frequencies, could calculated the percentage distribution of each variable. Divide the frequency of each level by the total number of observations and multiply by 100 to get the percentage. The researcher was analyzed the frequency and percentage results to identify the work performance factors that have the highest or lowest impact on the relationship between employee management, work performance, and job satisfaction. Then look for patterns, trends, and relationships between variables.

To calculate the Spearman correlation coefficient to identify the relationship between sports employees' work performance and job satisfaction in Youth and Sports offices, Apply the formula to calculate the Spearman correlation coefficient: $p = 1 - ((6 * \text{sum of (square of differences in ranks)}) / (n * (n^2 - 1)))$ where: p is the Spearman correlation coefficient n is the number of observations. Interpret the Spearman correlation coefficient. If the value is close to +1, it indicates a strong positive correlation. The value is close to -1, it indicates a strong negative correlation. If the value is close to 0, it indicates no or weak correlation between work performance and job satisfaction. The Spearman correlation coefficient, also known as Spearman's rank correlation coefficient, is a statistical measure that assesses the strength and direction of the monotonic relationship between two variables. It is a non-parametric measure, meaning it does not assume any specific distribution for the data.

Interviews analyzed with content analysis in which quantifying data by counting the frequency of specific terms or concepts and organizing them.

3.10. Ethical consideration

Ethical consideration was governed by the research code of ethics in maintaining privacy and confidentiality and other related values. The researcher promised to the participants of the study that the information which was collected from the respondents should not be transferred to the third person in candid or it will not exploit for under taking other than the purpose research study and no one will be forced to take part in this research.

3.11. Validity and Reliability test

3.11.1. Validity

Prior to conducting the research, a pilot study was undertaken in order to test out the procedure and check questions. Before the actual data collection, the instruments were given to colleagues and expertise employees so as to get valuable comments and criticism on the strength and weakness of the items. A pilot study of 30% of population involved from the zone office and others outside the office management. The purpose of the pilot was shortcomings in the face validity in terms of structure questionnaires in relation to their level of understanding. Content validity determined the appropriateness of the questions in relation to coverage and full representation.

3.11.2. Reliability

To ensure its reliability, the researcher took the internal consistency test to check the standards. The standard scale of the spearman's correlation coefficient which measured in between 1to-1 was used. This implies strong positive to zero and strong negative relationship in between work performance and job satisfaction.

CHAPTER FOUR

4. RESULTS AND DISCUSSION.

This part was consists and organized three questions and specific objectives sought in the correlation between work performance and job satisfaction among employees, Factors affecting the relations and the level of factors that affecting employees work performance and job satisfaction Yem zone. The section consists of the demographic background description or sample participants characteristics, and outcome variables are analyzed with appropriate statistical tools such as frequency and percentages, spearman's correlation coefficient and content analysis, content analysis and the next sub-section is discussion which is judgment of results, score matching, analysis and results presented in detail.

4.1. Demographic background of the respondents,

This class has described the participant characteristics that stated the information on demographic, and educational level characteristics which is assumed that either positive affect, negative affect, or no any influence on the relationship between employees' work performance and job satisfaction.

Table, 3: demographic background of the participants.

Item		Frequency	Percentage
Gender	Male	36	70.6
	Female	15	29.4
	Total	51	100.0
Age	Less than 35	31	60.7
	36-45	18	35.3
	46-60	2	3.9
	Total	51	100.0
Education	MSc	6	11.2
	Degree	40	78.4
	Diploma	5	9.8
	Total	51	100.0
Position /responsibility	Head	8	15.7
	Team leader	13	25.5
	HRM	1	2
	Officer	20	39.2
	Junior officer	9	17.6

	Total	51	100.0
Experience	Less than 1	7	13.7
	1-5 years	10	19.6
	6-15 years	19	37.3
	16-25 years	11	21.6
	More than 25	4	7.8
	Total	51	100.0

In below table 2, the sex, age, education level, responsibility and experience of the respondents' characteristics were described. In case of sex 36(70.6%) male and 15 (29.4%) female totally 100 percent valid compared with the total number of sample selected employee participants.

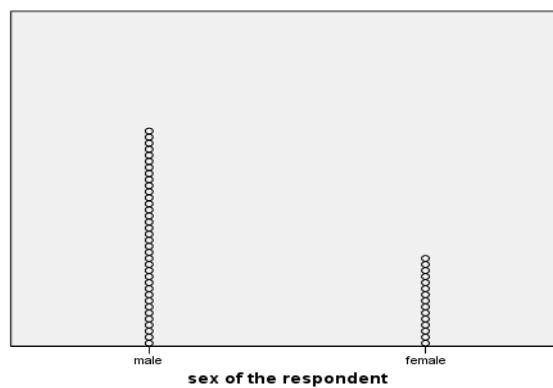


Figure 3: Sex of the respondents

The age of the respondents below 35 years indicates 31(60.8%), 36-45 years old 18(35.3%), 46-60 years 2(3.9%). Based on this information most respondents are aged below 60. It is 100 percent valid when comparing with the previous number of the respondents.

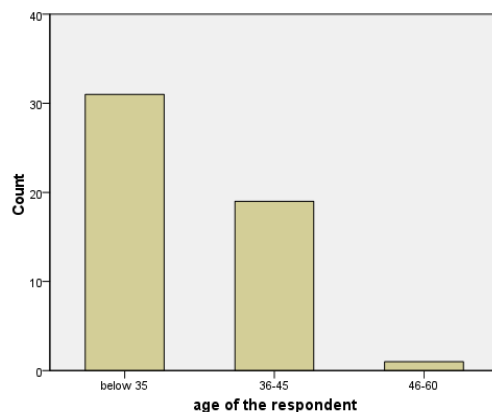


Figure 4: Age of the respondents

The other demographic data is that of the education level of the employee participants in which masters 6(11.8%), first degree 40(78.4%) and diploma 5(9.8%). This indicates most of the employees of the office are first degree holders.

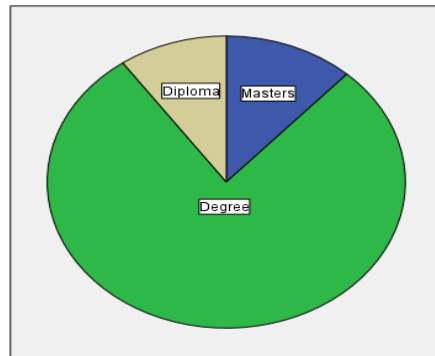


Figure 5: Education level of the respondents

The responsibility and position of the participants also mentioned below of the table. The head of the office 8(15.7%), Expert 13(25.5%), Human resource manager 1(2%), Senior officer 20(39.2%) and Officer 9(17.6%). In this point of view, the number and percentage of the respondents were valid.

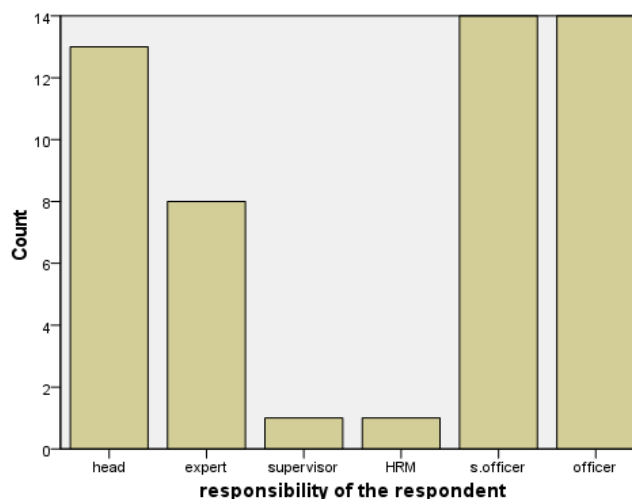


Figure 6: Responsibility of the respondents

The next demography is the experience of the participants which indicates how long the employee works in the mentioned office. Based on the evidence of the table 7(13.7%) are served for less than 1 year, 10(19.6) for 1-5 years, 19(37.3) 6-15 years, 11(21.6) for 16-25 years and 4(7.8) respondents worked for more than 25 years. According to this information most of the respondents are youngsters. The frequency and percentage of the respondents were valid to the previous sample of this study.

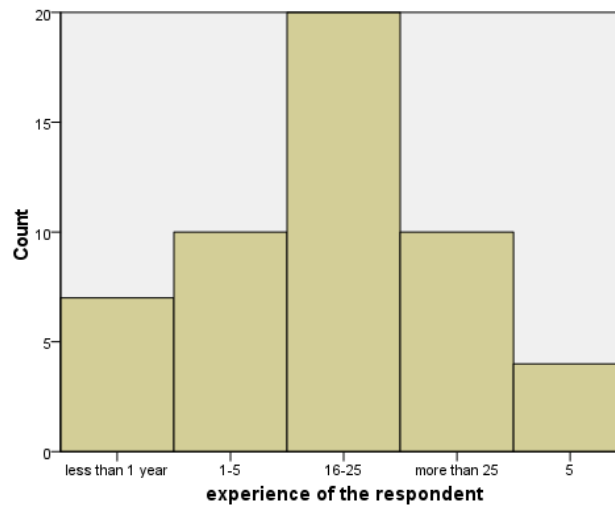


Figure 7: the experience of respondents

4.2 The correlation between work performance and job satisfaction among employees, in youth and in sports offices, in Yem zone

The relationship between employees' work performance and job satisfaction can be calculated used spearman correlation coefficient. The result of spearman's correlation coefficient $p=1-6\sum di^2/n(n^2-1)$ or, $rS=1-6\sum di^2/n(n^2-1)$ ranges between -1 and 1. A positive value close 1 indicates a strong positive correlation, means higher work performance is associated with higher satisfaction. A negative value close to -1 indicates a strong negative correlation, implying that higher work performance is associated with lower job satisfaction. A correlation coefficient close to 0 indicates no significant correlation between employees' work performance and job satisfaction.

Below pair of variables from employee work performance and job satisfaction calculated using the above spearman correlation coefficient formula. The response was given by the employee participants. Let's calculate the Spearman correlation coefficient (r_s) for the data employees provided:

Performance and Job Satisfaction pairs:

- Leadership paired with incentives= (69, 25)
- Training paired to recognition= (73, 65)
- Skill tied with salary= (84, 21)
- Work quality with salary= (73, 21)
- Efficiency tied with incentive= (73, 21)
- Time management paired with career opportunity= (60, 18)
- Goal achievement tied to career= (73, 18)
- Productivity tied with work-life balance= (84, 15)
- Problem solving paired with resource (71,13)
- Recruitment paired to happy= (61, 38)
- Fair recruitment paired with communication (69,46)
- Effective management tied to career growth opportunity (84,15)

Work performance: 61, 60, 69, 69, 71, 73, 73, 73, 73, 84, 84, 84,

Ranks: 1, 2, 3.5, 3.5, 5, 6.5, 6.5, 6.5, 6.5, 10.5, 10.5, 10.5.

Job satisfaction: 13, 15, 15, 18, 18, 21, 21, 21, 25, 38, 46, 56.

Ranks: 1, 2.5, 2.5, 4.5, 4.5, 6.5, 6.5, 6.5, 9, 10, 11, 12.

Calculation of the differences in ranks

- $2.5 - 1 = 1.5$
- $2.5 - 2 = 0.5$
- $3.5 - 2.5 = 1$
- $3.5 - 6.5 = -3$
- $5 - 4.5 = 0.5$

- $6.5-6.5=0$
- $6.5-6.5=0$
- $6.5-6.5=0$
- $6.5-9=-2.5$
- $10.5-10=0.5$
- $10.5-11=-0.5$
- $10.5-12=-1.5$

Plugging into formula:

$$r_s = 1 - (6 * \sum d^2) / (n * (n^2 - 1))$$

$$r_s = 1 - (6 * 21.75) / (12 * (12^2 - 1))$$

$$r_s = 1 - (130.5) / (12 * 143)$$

$$r_s = 1 - 0.7623$$

$$r_s = 0.2377$$

Therefore the correlation coefficient for the given data point is **0.2377**

. 4.3. The factors those affecting the correlation between employees' work performance and job satisfaction

Factors are variables which can affect employees work performances and job satisfactions and these can influence the relationship between employees' work performance and job satisfaction levels. The factors happen from both variables. From the employees' work performance side, leaders' knowledge. Training and professional, recruitment and selection process, problem solving and decision making, setting goals and achievement, time management, organizational culture, communication and feedbacks, efficiency and others taken as the factors which can influence the correlation between employees work performance and job satisfaction.

In case of job satisfaction there highly influential factors that can hinder or affect the relationship between employees work performance and job satisfaction. Employees were not satisfied in most issues which are tools and resource allocations, work-life balance and personal life level, career opportunities, recognition and rewards, salary, leadership style, happy level of employees, better role opportunities from effectiveness and efficiency.

Based on the interviews leaders sated and strengthen the above mentioned points and stressed structural and design cased like the immediate changes of office organization, such as youth and sport, sport commission and culture tourism.

Observationally, the efficiency of the employees is not high, time management culture, resources, attitude towards work, work environments were great factors.

4.4. The level of factors affecting the correlation between work performance and job satisfaction among employees

There are two types level of factor that affects the correlation between employees' work performance and job satisfaction. These are work performance factors and job satisfaction factors

Level of employees' work performance in relationship between employees work performance and job satisfaction

Employee, practitioners response replied for questionnaires analyzed as follows:

Leaders are knowledgeable about the employees work, for this statement participants answered strongly agree 2(5.3%), disagree 4(10.5%), neutral 11(29%), agree 11(28.9%), strongly agree 10(26.3%). the large number of the participant are neutral to judge.

Leaders offer the training and professional development opportunities. For this statement respondent replied as strongly disagree 3 (7.9), disagree 11(28.9), Neutral 10(26.3), agree 6(15.8), and strongly agree 8(21.1). Employees pay careful attention to detail in their work. It implies, 1(2.6%) strongly disagree, 1(2.6%) disagree, 4(10.6 %) neutral, 22(57.9) agree and 10(26.3%) strongly agree..

Employees actively seek feedback to improve the quality of their work. For this strongly disagree 1(2.6), disagree 3(7.9), Neutral 6(15.8), agree 14(36.8), strongly agree 14(36.8). In this agree and strongly agree represents a total of 73.6 %. Employees efficiently perform in their work office. In this 2(5.3%) strongly disagree, 3(7.9%) disagree, 5(13.2%) neutral, 16(42.1%)

agree and 12(31.6%) strongly agree. They actively contribute to setting challenges and achieve goals. The participants respond that, strongly disagree 1(2.6%), disagree 1(2.6%), neutral 6(15.8), agree 19(50.6%), and strongly agree 11(28.0%).

Employees practice productive measures to achieve the organizational goal. The response replies 2(5.3%) strongly disagree, 1(2.6%) disagree, 3(7.9%) neutral, 22(57.9%) agreed with idea and 10(26.3) of them also strongly agreed too. Effective manage time to ensure efficient completion of tasks. In this, 2(5.3%) strongly disagree and 4(10.5%) disagree, 9(23.7%) neutral, 13(34.2%) agree, and 10(26.3%) strongly agree.

Employees have full of confidence to problem solving and to make decision, is the other questionnaire and respondents 1(2.6%) strongly disagree, 4(10.5%) disagree, 6(15.8%) neutral, 14(36.9%) agree and 13(34.2%) strongly agree. Based on these evidences agree and strongly agree contains high values..

The office effectively assesses candidates' qualification during the hiring process. In this case, 9(23.7%) disagree, 6(15.8) neutral, 17(44.7) agree, and 6(15.8%) strongly agree. Office utilizes appropriate selection methods to identify the best- fit candidates. This indicates disagree 6(15.8%), neutral 10(26.3%), agree 11(28.9%), and strongly agree 11(28.9%).

The department ensured a fair and un-baized hiring process. Practitioners reply strongly disagree 3(7.9%), disagree 5(13.2%), neutral 8(21.0%), agree 12(31.6%), and strongly agree 10(26.3%).

Table 4: Responses of employee respondents for level of EWP factor questionnaires

Item	Scale	Frequency	Percent
My leader is knowledgeable about my work	strongly disagree	2	5.3
	Disagree	4	10.5
	Neutral	11	28.9
	Agree	11	29.0
	strongly agree	10	26.3
	Total	38	100.0
My leader offers me training and professional	strongly disagree	1	2.63
	Disagree	3	7.89
	Neutral	6	15.79

development opportunities	Agree	14	36.84
	strongly agree	14	36.84
	Total	38	100.0
I pay careful attention to detail in my work.	strongly disagree	1	2.6
	Disagree	1	2.6
	Neutral	4	10.6
	Agree	22	57.9
	strongly agree	10	26.3
	Total	38	100.0
I effectively seek feedback to improve the quality of my work.	strongly disagree	1	2.6
	Disagree	3	7.9
	Neutral	6	15.9
	Agree	14	36.8
	Strongly agree	14	36.8
	Total	38	100.0
I efficiently perform in my work office.	strongly disagree	2	5.3
	Disagree	3	7.9
	Neutral	5	13.1
	Agree	16	42.1
	strongly agree	12	31.6
	Total	38	100.0
I actively contribute to setting challenges available job goals.	strongly disagree	1	2.6
	Disagree	1	2.6
	Neutral	6	15.9
	Agree	19	50.0
	strongly agree	11	28.9
	Total	38	100.0
I practice productive measures to achieve the organizational goals.	strongly disagree	2	5.3
	Disagree	1	2.6
	Neutral	3	7.9
	Agree	22	57.9
	strongly agree	10	26.3
	Total	38	100.0

I effectively manage my time to ensure efficient completion of tasks.	strongly disagree	2	5.3
	Disagree	4	10.5
	Neutral	9	23.7
	Agree	13	34.2
	strongly agree	10	26.3
	Total	38	100.0
I have full of confidence to problem solving and to make decision	strongly disagree	1	2.6
	Disagree	4	10.5
	Neutral	6	15.9
	Agree	14	36.8
	strongly agree	13	34.2
	Total	38	100.0
My office effectively assesses candidate qualification during the hiring process	Disagree	9	23.7
	Neutral	6	15.8
	Agree	17	44.7
	strongly agree	6	15.8
	Total	38	100;0
My office utilizes appropriate selection methods to identify the best-fit candidates	Disagree	6	15.9
	Neutral	10	26.3
	Agree	11	28.9
	strongly agree	11	28.9
	Total	38	100.0
My department ensure a fair and un-baized hiring process	strongly disagree	3	7.9
	Disagree	5	13.2
	Neutral	8	21.0
	Agree	12	31.6
	strongly agree	10	26.3
	Total	38	100.0

Level of factor results from leader on employees' work performance indicators

Employees effectively manage employees of the office organization, the alternatives strongly disagree, disagree, neutral, agree and strongly agree were given for respondents. 1(7.7%) not can decide 9(69.2%) agree and 2(15.4%) strongly agree,

The organization clearly conveys the mission to its employees, 3(23.1) of them disagree, 1(7.7%) answered neutral, 8(61.5%) respondents given agree, and 1(7.7%) of them response strongly agree.

The office clearly, convey the mission to its clients, strongly disagree alternative, 2(15.4%) disagree, 3(23.1%) neutral, 7(53.8%) agree and 1(7.7%) strongly agree.

Employees strongly assess candidates' qualifications during the hiring process. For this questionnaire practitioners indicate no answer on strongly disagree alternative and 3(23.1%) disagree, 1(7.7%) neutral, 5(38.5%) agree and 4(30.8%) strongly agree. In this strongly agree and agree contains large percentage.

The selected and hired employees are productive in my office. For this 3(23.1%) disagree, 2(15.4%) neutral, 4(30.8%) agree and 3(23.1%) strongly agree. This indicates that agree and strongly agree have better support than others.

Leaders ensure that employees have continues training and professional development programs to improve their ability. From this, 6(46.1%) disagree, 4(30.8%) neutral, 2(15.4%) agree, 1(7.7%) strongly agree. This reflects that leaders have to give emphasis for up-dating programs. According to these assumptions there is no sufficient satisfaction in continues training and professional development programs

Based on interviews are the employees' work performance indicators that affected job satisfaction are, awareness in goal setting and mission, problem solving, decision making, leadership support and supervision, facilities equipment and budget, training and professional development opportunities, efficiency level and effectiveness, recruitment and selection, productivity, work quality and sustainability, time management, knowledge and skill, commitment and coordination, shortage of manpower are raised by participants respectively from the highest rank response of list to the lowest one

Table 5: leaders' response on employees' work performance

<i>No</i>	<i>Item</i>	<i>Scale</i>	<i>Frequency</i>	<i>Percent</i>
1	I effectively manage employees of the office organization	Disagree	1	7.7
		Neutral	1	7.7
		Agree	9	69.2
		strongly agree	2	15.4
		Total	13	100.0

2	Our organization clearly convey its mission to its employees	Disagree	3	23.1
		Neutral	1	7.7
		Agree	8	61.5
		strongly agree	1	7.7
		Total	13	100.0
3	The office, clearly convey the mission to its clients.	Disagree	2	15.4
		Neutral	3	23.1
		Agree	7	53.8
		strongly agree	1	7.7
		Total	13	100.0
4	I strongly assess candidates' qualification during the hiring process.	Disagree	3	23.0
		Neutral	1	7.7
		Agree	5	38.5
		strongly agree	4	30.8
		Total	13	100.0
5	The selected and hired employees are productive in my office.	Strongly disagree	1	7.7
		Disagree	3	23.0
		Neutral	2	15.4
		Agree	4	30.8
		strongly agree	3	23.1
		Total	13	100.0
6	I ensure that employees have continues training and professional development programs to improve their ability.	Disagree	6	46.1
		Neutral	4	30.8
		Agree	2	15.4
		Strongly agree	1	7.7
		Total	13	100.0

Level of job satisfaction factors in the correlation between work performance and job satisfaction among employees

There are employees' job satisfaction questionnaires which distributed to selected respondents. The following responses were given to generalize the results of each factor.

Employees celebrate and recognize goal achievement within the team. For this 7(18.4%) not at all satisfied, 9(23.7%) to a small extent satisfied, 9(23.7%) a moderate extent satisfied, 7(18.4%) to a large extent satisfied, and 6(15.5%) to a very large extent satisfied.

They receive the right amount of recognition and reward for my work. The result shows that 9(23.7%) not at all satisfied, 7(18.4%) to a small extent satisfied, 5(13.2%) a moderate extent satisfied, 14(36.8%) to a large extent satisfied and 3(7.9%) to a very large extent satisfied.

They get public and client recognition for their performance and achievement. The result replied as 2(5.3%) not at all satisfied, 1(2.6%) to a small extent satisfied, 3(7.9%) a moderate extent satisfied, 24(63.2%) to a large extent satisfied, and 8(21.1%) to a very large extent satisfied

Salary compared to the work employees perform, 18(47.4%) not at all satisfied, 8(21.1%) to a small extent satisfied 8(21.1%) to a moderate extent satisfied 1(2.6%) to a large extent satisfied and 3(7.9%), to a very large extent satisfied and compared to other external comparable groups 20(52.6%) not at all satisfied, 6(15.8%) to a small extent satisfied 6(15.8%) to a moderate extent satisfied and 6(15.8%) to a large extent satisfied.

Employees spent quality of life time due to improved work-life balance. For this 23(60.1%), to a small extent satisfied 9(23.7%), a moderate extent satisfied 5(13.2%), to a large extent satisfied is 1(2.6%), and no one replied for alternative to a very large extent satisfied. The largest percentage which is 60.1% represents not at all satisfied and 23.7% a very small extent satisfied. They were happy, in case of applied bonus, incentives and salary growth. In this point of view the results indicated that 24(63.2%) not at all satisfied, 5(13.2%) to a small extent satisfied, 6(18.5%) to a moderate extent satisfied, 2(5.3%) to a large extent satisfied and no one gave answer for the next alternative.

The training helped them advance in their career advancement. For this employees who, not at all satisfied 14(36.8%), to a small extent satisfied 16(42.13%), to a moderate extent satisfied 1(2.6%), to a large extent satisfied 2(5.3%), and to a very large extent satisfied 5(13.2%)..

Employees have chance to change in continues career development. The result indicated that not 15(39.5%) at all satisfied, 10(26.3%) to a small extent satisfied 6(15.8%), to a moderate extent satisfied 3(7.9%) to a very large extent satisfied and 4(10.5 to a very large extent satisfied.

The next employees have new and better job roles from career growth chances. For this, 5(13.5) not at all satisfied, 12(31.6%) to a small extent satisfied, 5(13.2%) a moderate extent satisfied, 4(10.5%) to a large extent satisfy, and 2(5.3%) to very large extent satisfied.

Employees have enough tools and resources they needed to do their job. The practitioners of 27(71.1%) not at all satisfied, 6(15.8%) to a small extent satisfied, 5(13.2) to a moderate extent satisfied and no one can reply to a large extent satisfied and to a very large extent satisfied.

In addition results of interviews implies the most critical sport employees' job satisfaction factors were career advancement, work-life balance, salary, recognition, better work chance, Incentives like rewards and bonus.

Table 6: Responses on JS level and factors by employee respondents

No	Item	Scale	Frequency	Percent
1	I celebrate and recognize goal achievement with the team.	not at all satisfied	2	5.3
		to a small extent satisfied	1	2.6
		a moderate extent satisfied	3	7.9
		to a large extent satisfied	24	63.2
		to a very large extent satisfied	8	21.0
		Total	38	100.0
2	I receive right amount of recognition and reward for my work.	not at all satisfied	7	18.4
		to a small extent satisfied	9	23.7
		a moderate extent satisfied	9	23.7
		to a large extent satisfied	7	18.4
		to a very large extent satisfied	6	15.8
		Total	38	100.0
3	I got public and client recognition for my performance and achievement	not at all satisfied	9	23.7
		to a small extent satisfied	7	18.4
		a moderate extent satisfied	5	13.2
		to a large extent satisfied	14	36.8
		to a very large extent satisfied	3	7.9
		Total	38	100.0
4	My salary compared to the work I perform	not at all satisfied	18	47.4
		to a small extent satisfied	8	21.05
		a moderate extent satisfied	8	21.05
		to a large extent satisfied	1	2.6
		to a very large extent satisfied	3	7.9
		Total	38	100.0
5.	My salary compared to other external	not at all satisfied	20	52.6
		to a small extent satisfied	6	15.8

	comparable groups.	a moderate extent satisfied	6	15.8
		to a large extent satisfied	6	15.8
		Total	38	100.0
6	I spent quality of life time due to improved work-life balance.	not at all satisfied	23	60.5
		to a small extent satisfied	9	23.7
		a moderate extent satisfied	5	13.2
		to a large extent satisfied	1	2.6
		Total	38	100.0
7	I am happy, in case of applied bonus, better incentive and salary growth.		1	2.63
		not at all satisfied	24	63.16
		to a small extent satisfied	5	13.16
		a moderate extent satisfied	6	15.79
		to a large extent satisfied	2	5.26
		Total	38	100.0
8	Training helped me advance in my career growth.	not at all satisfied	14	36.8
		to a small extent satisfied	16	42.1
		a moderate extent satisfied	1	2.6
		to a large extent satisfied	2	5.3
		to a very large extent satisfied	5	13.2
		Total	38	100.0
9	I have chance to change in continues career development	not at all satisfied	15	39.5
		to a small extent satisfied	10	26.3
		a moderate extent satisfied	6	15.8
		to a large extent satisfied	3	7.9
		to a very large extent satisfied	4	10.5
		Total	38	100.0
10	I have new and better job roles from career growth chances.	not at all satisfied	15	39.5
		to a small extent satisfied	12	31.57
		a moderate extent satisfied	5	13.15
		to a large extent satisfied	4	10.52
		to a very large extent satisfied	2	5.26
		Total	38	100.0
11	I have enough tools	not at all satisfied	27	71.05

	and resources I needed to do my job.	to a small extent satisfied	6	15.79
		a moderate extent satisfied	5	13.16
		Total	38	100.0

Source: from own analysis

Analysis of leader, practitioners for level of employee job satisfaction factors

There is strong team commitment and spirit in the office management to enhance satisfaction. 2 (15.4%), to a small extent satisfied 7(53.8%) a moderate extent satisfied, 3(23.1%) to a large extent satisfied and 1(7.7%). to a very large extent satisfied

Leaders ensure personal quality life time of the employees in the office management. For this questionnaire participants responded 1(7.7%) are replied not at all satisfied, 3(23.1%) to a small extent satisfied, 8(61.5%) to a large extent satisfied and 1(7.7%) to a very large extent satisfied.

There is continuous employees' career growth in our office. For this questionnaire participants responded 2(15.4%), as, not at all satisfied 6(46.2%) to a small extent satisfied, 4(30.8%), to a large extent satisfied and 1(7.7%) to a very large extent

Employees are getting better job roles in career growth is prepared for participant employees and leaders. In this 5(38.5%) to a small extent satisfied 2(15.4%) a moderate extent satisfied 5(38.5%), to a large extent satisfied and 1(7.7%) to a very large extent satisfied. According to the above point of view there is gap in career issues.

There is better recognition and reward for employees in our office. For this 1(7.7%) to a small extent satisfied 2(15.4%) to a moderate extent satisfied 6(46.2%) to a large extent satisfied and 4(30.8%) to a very large extent satisfied

The public and clients recognize well for our management effective work, 2(15.4%) to a small extent satisfied, 2(15.4%) a moderate extent satisfied, 8(61.5%), to a large extent satisfied and 1(7.7%) to a very large extent satisfied. The public and clients' satisfaction leads to management recognition in several organizations. For this result the cumulative of 61.5% implies public and client better satisfaction for the sports management office is low.

Table 7: Leaders' response on level of job satisfaction factors

No	Item	Scale	Frequency	Percentage
1	I am sure that employees are happy, in case of applied better incentive and salary growth.	a moderate extent satisfied	8	61.5
		to a large extent satisfied	5	38.5
		Total	13	100.0
2	The engagement style of the office enhancing and satisfying employees' need.	In a small extent satisfied	2	15.4
		a moderate extent satisfied	7	53.8
		to a large extent satisfied	4	30.8
		Total	13	100.0
3	There is good communication and feedback from leaders to employees in the office	In a small extent satisfied	1	7.7
		a moderate extent satisfied	6	46.1
		to a large extent satisfied	6	46.1
		Total	13	100.0
4	There is strong team commitment and spirit in my office management to enhance satisfaction	to a small extent satisfied	2	15.4
		a moderate extent satisfied	7	53.8
		to a large extent satisfied	3	23.1
		to a very large extent satisfied	1	7.7
		Total	13	100.0
5	I ensure personal quality life time of the employees in the office management.	In a moderate extent satisfied	1	7.7
		to a large extent satisfied	8	61.5
		to a very large extent satisfied	1	7.7
		Total	13	100.0
6	There is continues employees career growth in our office	not at all satisfied	2	15.4
		to a small extent satisfied	6	46.1
		to a large extent satisfied	4	30.8
		to a very large extent satisfied	1	7.7
		Total	13	100.0
7	Employees are getting	to a small extent satisfied	5	38.5

	better job roles in career growth.	a moderate extent satisfied	2	15.4
		to a large extent satisfied	5	38.5
		to a very large extent satisfied	1	7.7
		Total	13	100.0
8	There is better recognition and reward for employees in our office.	to a small extent satisfied	1	7.7
		a moderate extent satisfied	2	15.4
		to a large extent satisfied	6	46.1
		to a very large extent satisfied	4	30.8
		Total	13	100.0
9	The public and client recognize well for our management effective work ad job satisfaction.	to a small extent satisfied	2	15.4
		a moderate extent satisfied	2	15.4
		to a large extent satisfied	8	61.5
		to a very large extent satisfied	1	7.7
		Total	13	100.0

According to interviews leaders expressed, there are several factors that affected the work environment. These main factors mentioned were, attitude towards sport, Structural and design changes, Work culture of the organization, insufficient work place (class) and sites, Attitude towards leaders and management qualities, time management culture, access of technology, facilities, tools, and furniture, work-life balance, career growth chances and other incentives. In observation the researcher assumed job satisfaction level. In this the general job satisfaction level in medium extent satisfied. The interest of the employees among their work was not high, but moderate.

4.5. Discussion

This research is aimed to investigate the correlation between work performance and job satisfaction among employees in Yem Zone Youth and Sports office, in Central Ethiopian regional state. In the research the three critical points are taken emphasis to study. The relationship between employees work performance and job satisfaction in Youth and Sports offices, in Yem zone, the factors affecting the correlation between work performance and job satisfaction among employees and the level of factors that, influence the relationship between employees' work performance and job satisfaction. The study developed to identify and assess the significant relationship between employees' work performance and job satisfaction, potential

factors in employee work performance criteria and job satisfaction, moreover, level of the factors and variables. The research focused the demographical background of participants found general information of the respondents, sex, age, education level, experience and responsibilities of the practitioners expressed. Next to that the relationship of the two variables, expressed factors and their level was discussed.

The correlation between work performance and job satisfaction among employees in Youth and Sports offices, in Yem zone,

In the concept of the correlation the two elements (employees' work performance and job satisfaction) tying based on their factors affecting them positively or negatively. Several studies have examined the relationship between employee work performance and job satisfaction using the Spearman correlation coefficient. The pair of variables from employee work performance and job satisfaction calculated using the spearman correlation coefficient formulas were discussed as follows. Leadership style from work performance, and recognition and reward from job satisfaction variables tied each other the result indicated positive relationship between two variables, it lies between -1 and +1. Since +1 refers strong positive correlation result and -1 represents strong negative correlation. According to Smith et al. (2021), the relationship employee work performance and job satisfaction in the sport management industry has examined a weak positive correlation ($r_s = 0.24$, $P < 0.05$) between these two variables in sample to 150 sport management employees. The authors noted that while job satisfaction was better work performance, the strength of the relationship was modest.

Another study Wilson and Ramirez (2019) reported weak positive spearman correlation coefficient ($r_s = 0.31$, $p < 0.01$) between job satisfaction and work performance in 120 sport management professionals.

The correlated between time management with and career advancement results positive relationship in between them. The correlation process was in between skill and knowledge with salary earned by the employees in the office. Acquiring ongoing training and have access to professional improvement opportunities leads new skill and knowledge. Better salary payments encourage employees to work hard. Goal setting is another work performance variable and factor participants gave the Licker scale result for goal setting and mission achievement. Career advancement is also very purposeful issue, if it effectively practiced in the office structure.

Having a clear career plan and setting meaningful goals can drive motivation, job satisfaction, and career advancement and employees who actively engage in career planning and goal setting are more likely to take proactive steps towards their desired roles and responsibilities, (Wylleman et al., 2019) In point of view, goal setting and career growth correlated.

The other important correlation was in between problem solving and decision making with tools and resource allocation. The correlation outcome show positive relationship of both variables. Another attachment was pay careful work place with chance to new job role, recruitment and selection with personal work-life balance, work quality and salary comparable to other groups, salary of the employee compared to other offices that implies parallel or not was a question Effective leadership and supportive management correlated with happiness, incentive, and bonus implied the result positive bonding. The productivity and work-life balance correlation outcome indicates positive in nature. Continues training chances and professional development opportunities bonded with recognition and reward gave us positive relationship.

In case of the leader's: management style attach with different levels and types of incentives. Supportive leaders motivated employees to enhancing them for future mission. In this, employees enhance themselves to achieve their objectives and goals. Management style related with incentives like bonus and rewards which bonded positively, goal and missions tied with engagements which given positive correlated each other. Candidate assessment performance correlated with communication, employee selection with commitment, output productivity with work-life balance, Opportunity of training compared with better job role chances and others correlated and resulted positive relationship.

Generally, the responses replied by employees calculated by the spearman's correlation coefficient examined the factors and variables of both employees' work performance and job satisfaction. The common finding across these studies is that while there is a positive relationship between employee job satisfaction and work performance, the strength of the correlation is weak, typically in the range of 0.27 to 0.35 based on spearman correlation coefficient.

The factors affecting the correlation between work performance and job satisfaction among employees

The employees' work performance and job satisfaction variables were broadly manifested. Different factors and detailed variables were examined by the respondents and those analyzed under tables. There are employees' work performance indicators, and job satisfaction determinate issues which are criteria and critical concerns in the correlation and bonding of the two variables. According to Kim et al, (2017), the impact of leadership on employees' job satisfaction in professional sports organization explores the relationship between leadership and employee job satisfaction in sports organization. Leader knowledge, strategies and leadership style are crucial. The recruitment and selection, and knowledge about the organization are another employees work performance factors. Positive work environments and supports organizational culture can significantly influence job satisfaction and career development. According to the theory and practice of (schein and Slawinski (2020)), provided insights into managing organizational culture in the sport industry and its impact on employee satisfaction and performance. Leaders' awareness about the work, training and professional development opportunities, organizational culture, paying attention to detail in the work, and goals improve the productivity of the individual and offices. According to Kelidbari et al., (2011), employee efficiency and performance has always been an important issue for organization managers. The way to achieve high productivity in organizations is to show the highest possible performance of employees with in the standards (Cakir & Gozoglu, 2019). The way of actively seek feedback, improve quality work, effectively managing time to ensure efficient completion of the organizational goals, full of confidence to solve problems and making decision were important factors and tools for the relationship between employee performance and job satisfaction. Structural and design factors influence performance and job satisfaction. Lack of stability in structure in sports management, specially immediate cycling changes and designing problem like culture, tourism and sport, sport commission, youth and sport are affecting sport organization in human resource, material, psychological, career opportunities and over all motivations and affect negatively of the employees and the organization.

According to the result of response analysis the most critical factors in job satisfaction were expressed as follows: tools and resources, work-life balance, happy life in case of applied

incentives, spent quality life time, salary compared with external comparable groups moreover with the work employee performing, training and professional development opportunities, career growth opportunities, better job with compare of achievement, and recognition and rewards. The factors needed attentive concern to fulfill and improve to overcome negative impacts build positive bonding in between employees' work performance and job satisfaction. According to Yildiz et al., (2014), Ay & Keles, (2017), if employee is rewarded when he/she reaches his/her job goal, his/her job satisfaction level increase and affects the effort and success level of the work which will be given to the employee later. Happy and satisfied employee performs better his duties, becomes more responsible, feel part of the enterprise, (CZOTO 2020).

The level of factors affecting the correlation between work performance and job satisfaction among employees

The level of the factors in employees' work performance and job satisfaction can be identify and assess using liker scale process. Frequency and percentages can imply the level that shown how critical for work performance and job satisfaction as variable and factor.

The leader knowledge about the employee's works and responsibility was taken as the first issue given for respondents. In this about 55% indicates strongly agree and agree in sum that the leader has knowledge about his/her employee's work. But about 29% were not decided on this statement, means they were neutral to judge, and remain were disagree. Leadership style and strategies are crucial for most of activities in the organizational management were vital to promote positive work environment, in order to achieve goals.

To foster job satisfaction and maximize employees' work performance the organization should focus on training and professional development facilitating opportunities. Continues training and professional development opportunities are very important for both performance improvement and job satisfaction. Leaders offering training and professional development opportunities questionnaire, about 28.9% disagree and 26.3% neutral to decide on the idea. Based on the above estimations the level percentage of the scales shown that leaders were knowledgeable, but not that much effective and they were not efficient to made opportunities to improve employees' capacity level and not creating chances to up-dating professional qualities. Paylor et al. (2018), the article "professional development in sport industry, review and synthesis of existing

Research” in the European sport management quarterly provides an overview of professional development practices in the sport industry.

As the result of the research most of the employees were paying attention to detail in their work and were actively seek feedback to improve the quality of their duties. About 84% employees were paying attention to perform their duties. The level of effectively managing time to ensure efficient completion of tasks 60.5% and 23.7% cannot decide their time management performance and actively contributed to setting challenges and tried to achieve goals of their mission. Employees were practicing productive measures to achieve the organizational goals to improve the productivity of their office. But still some of them were below average in those responsibilities. Regular performance feedback and evaluations are essential for employees understand their strengths and areas of improvement, enabling them to achieve goals and make progress in their careers. (Hoye et al. 2017),

Employees had full of confidence level to solve problems and making decision to strength their potential. Developing problem solving and decision-making skills is vital for employees in sport management offices. The skill involved identifying issues, analyzing data, generating solution, and making informed decisions (Funk, Ridinger, and Moorman (2019). Organizations focus on progressive thinking; assess candidates’ qualifications during selecting and hiring process and contribute to utilize appropriate selection methods to identify the best-fit candidates to put correct man power at correct position. In this 57% were decided and ensured a fair and unbiased hiring process. But 26.3% were not decided and 15.9% disagree. This implies the recruitment process has its weaknesses and negatively impact on performance and satisfaction level.

Generally, in employees’ work performance variable most factors affecting the performance positively. But there were some factors negatively influencing. There were unfulfilled criteria in the sport management. Specially, supportive leadership is critical and needs emphasis to improve the styles and strategies of leading. More over time management culture, time management and candidate assessment and hiring process needs relatively significant commitment to build up essential employee intention and better productivity.

Job satisfaction is determinant impact in organizational development and to achieve missions as predict to reach goals. Planned engagements and motivations, work-life balance, career growth advancements, recognition and rewards, salary growth, resource allocations, communication

channels and commitment, and work environments were compelled and very critical issues in job satisfaction variable in this view of study. Since job satisfaction is dependent variable in which there were several factors influencing it.

Recognition and reward were sensitive tools to up-grade individual's motives to work hard and make prepare them for further missions. In this research most of the participants evidence states that, there was limited level celebration and recognized goal achievement with in the team. They received low amount of recognition and reward for their work completion. They got relatively better recognition from public and clients than their office or the organization.

Salary is critical for every employee to survive him/herself and perform the duties effectively and efficiently. Good salary leads enhancing and motivating practitioners, and foster satisfaction on the employees' job completion. Salary employees earned compared to the work they were performed very low and 68.8% participants not at all satisfied and 21.1% were satisfied in small extent. This implies job satisfaction highly affected by salary negatively. More over the salary compared with other external comparable groups, it was deviant issue and less in amount. In this 68.4% were not at all satisfied and to a small extent satisfied among the amount of salary they were earning. This implies that there is no satisfaction in salary and it contributed negative level influence on job satisfaction.

Quality life time can improve performance and it leads to efficient job outcome. There was questionnaire that employees were not spent quality life time and not improved work-life balance. Most likely 76.4% decided they were not at all spent quality life time in their work experience. The level of factor is negative and high. Quality-life of employee could harmony in work place to build the attitude of the employee to work hard. Difficult work life balance can influence critically on performance indicators and job satisfaction level. Achieving healthy work-life balance is crucial for job satisfaction and career opportunities. Organizations should strive to promote work-life balance by encouraging flexible work environments, flexible work arrangements, supportive employee management, and motivate their personal life-hood. Humus et al. (2020),

The other important point was happiness of employees in case of applied bonus, salary growth opportunities and overall incentives. Based on this statement 63.2% were not at all satisfied and 13.2% in a small extent satisfied. Most of them were not happy, because there was no chance to

getting bonus and any other incentives motivate to lead happy. This shown that the motivation and engagement opportunities were weak. Pleasant employees can overcome challenges and participate actively in the organization's responsibilities. They might be responsible to contribute in the office technical and innovative process. They can be creative to improve the level of the organization's capacity, make consistency, Develop loyalty in the office management. In this perspective, employees themselves can live in better situations and positive work environment.

Training and professional development opportunities served as assets and criteria in employees' career advancement. Training helped me advance in my career was a questionnaire as data statement for the respondents and, 36.8 % respondents were not satisfied at all, 42.1% had in a small extent satisfied and 26% were a moderate extent satisfied. Based on these evidences there was no capacity building chance, or a little bit continues training and professional capacity building programs were prepared to improve level profession and career advancement. According to (Fink and Pastore 2018), provides insights into career development initiatives and skill building programs in the sport industry: sport employees who receive ongoing training and have access to professional development opportunities tend to have higher job satisfaction. In order to add values in developing opportunities of career improvement, organization's management bodies should have to take responsibilities to facilitate training opportunities.

Chances to change in continues career development transition was critical issue in this research result. Respondents replied that there was no at all satisfaction in career changing chances that, 39.5% of the ensured this and 26.3% of them stated there was a small extent satisfaction about significant concern. In other cases, 39.5% practitioners respond, there was no at all new and better job role from career advancement and 31.6% stated they were a small extent satisfied in better job role growth chances. Having a clear career plan and setting meaning full goals can drive motivation, job satisfaction and career advancement. Employees who actively engage in career planning and goal setting are more likely to take proactively step towards their desired roles and responsibilities. (Wylleman et al, 2019), in the book "career transition in sport: international perspectives" explored career transitions and planning in the sport industry, offering insights into effective career development strategies.

Tools and resources were determinant concerns in sport management organization. Without allocation of resource working is meaningless. Fulfilling technological uses, infrastructures,

facilities, furniture and equipment is essential to satisfy job success and improving performance. In this research questionnaire, I have enough tools and resources needed to do my job, was presented. So that 71.1% respondents replied not at all satisfied, and 15.8% of them stated in a small extent they were satisfied. This shown the issue was the most critical issue which affected job satisfaction. So, it needs strong emphasis to change the phenomena to improve the job satisfaction scale of the office management.

The work environment hinders performance or job satisfaction. According to the respondents, there are several factors that affected the work environment. These are main factors mentioned by the participants, such as attitude towards sport, Structural and design changes, Work culture of the organization, insufficient work place (class) and sites, negative work environment, Attitude towards leaders and management status, time management culture, access of technology, facilities, tools, and furniture. Based on the above findings attitude of the top leaders and management bodies was not that much positive. Most of the attentions and focuses were on other organizations rather than sport organization. The thought, weaken the capacity of Youth and sport management office. Structural changes like were Culture, Tourism and Sport; Youth and sport; sport commission and other. There was no stabled structure and design to strengthen the management organization made human resource, material, facilities, budget, technological and moral declaration leads general negative work environment factors in the process.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMENDATION

5.1. Summary

The general objective of this study was to investigate the correlation between work performance and job satisfaction among employees in Yem Zone Youth and Sport office in Central Ethiopia Regional State, with in quantitative and qualitative approach. The raised questions were: The research would answer the following important questions in the future investigation. The first was, how significant are the relationship between employees' work performance and job satisfaction? Second, what are the factors affecting the relationship between employees' work performance and job satisfaction? Thirdly, in what degree and extent factors influencing employees work performance and job satisfaction?

The quantitative approaches were intended to describe current conditions, investigations, relationship and study case effect phenomena (Gay, Millse Airasian 2005). Structure survey questionnaire and semi-structural interviews were tools used to collect data. The population of the study was zone employees, and leaders from the given offices those were Deri zuriya Woreda, Fofa Woreda, Toba Woreda, Saja City Administration Office and Zone Office total 51 participants were the population of the study. A cross-sectional design was employed collect data at the same time intervals. The primary and secondary sources of data were explored to collect data. The descriptive statistical analysis applied, in statistical package for SPSS version 27 software. Data was analyzed using a frequency and percentage, and spearman correlation coefficient based on specific objectives of this study. Qualitative research analysis was used in content analysis method then the results and findings were interpreted and discussed.

The findings indicated **a weak positive correlation** between work performance and job satisfaction among employees in the youth and sport office. The study revealed that employees in higher level of job satisfaction were more likely to exhibit better work performance. Conversely, those who with lower job satisfaction tend to having poorer work performance.

5.2. Conclusion

The research aimed to investigate the correlation between work performance and job satisfaction among employees in Yem Zone Youth and Sport office, Central Ethiopian Regional state. Based on the findings of the study, the following conclusions were drawn.

The work performance factors that affected the correlation between work performance and job satisfaction among employees was assessed, and how degree they were influenced the relationship between performance and job satisfaction was identified. Leadership styles, Continues training and professional development opportunities, selection and hiring process, goal setting and mission achievement needed attentive execution.

The most critical issues and factors job satisfaction variable were limitations in tools and resources allocation, technology, work-life balance, salary, career advancement and new and better job role chances, recognition and reward to work completion, supportive leadership styles and strategies were highly influencing the relationship between employees work performance and job satisfaction

There were positive and negative factors to influence the correlation between employees work performance and job satisfaction based on the percentages of two element factor levels. Based on the above findings attitude of the top leaders and management bodies was hindered the work environment. Immediate Structural changes such as Culture, Tourism and Sport; Youth and sport; sport commission, and others, within few years interval were negatively influenced the stability and improvement of the sport organization. This leads human resource, material, facilities, budget, technological and moral declaration and followed negative work environment in the process.

Generally, this research demonstrates $r-s = 0.2377$ $p < 0.091$, that is a weak positive correlation between work performance and job satisfaction among employees, in Youth and Sport management office of Yem zone. The result suggested there were issues of job satisfaction affecting employees.

Enhancing employees' job satisfaction can have a positive impact on their work performance.

5.3. Recommendation

According to the findings of the study the following suggestions were forwarded.

- Structures and design is critical in sport management organizations that can stable and strengthen human resource, material and overall work environment.
- It needs Improvement in situation regardless of salary, career advancement, professional development programs, opportunities for better job roles and overall incentives to enhance the employees to satisfy their job and to achieve the goals of individuals, the organization and total of the country.
- Transformational and Supportive leadership style and better strategies can enhance and create positive work environment in organizations and contribute to improve employees work performance, and job satisfaction.
- Conduct regular performance evaluation and monitoring guidelines to assess productivity, weakness, employee interest and motives to take immediate solutions.
- Leaders have concern on fulfilling resources, create better personal life balance, opportunities of career changes and better job role opportunities,
- Practice fair candidate selection and hiring process, continues work performance training and professional development programs.
- Identify variables and factors to build positive relationship between employee work performance and job satisfaction.
- Providing, opportunities to training and professional development opportunities, skill development programs, recognizing and rewarding employees and fostering supportive and pleasant work place
- In order to adopt strong positive relationship in between employee work performance and job satisfaction the concerning bodies should committed to improve the level of performance indicators and satisfaction levels. Moreover additional studies needed to strengthen concern this study.
- Researcher thought, this finding is not the end, so, additional investigations are essential for more evidences and results.

REFERENCES

- Abuhashesh, M., Al-Dmour, R., Masa'deh, R., (2019). *Factors that affect Employees Job Satisfaction and Performance to Increase Customers' Satisfactions*, *Journal of Human Resources Management Research*, Article ID 354277, DOI: 10.5171/2019.354277. (n.d.).
- Aftab Hameed Memon & Aftab Hameed Memon (2023), *Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan* 15(11), 8699; <https://doi.org/10.3390/su15118699>. (n.d.).
- Anderson, L., & Martinez, M. ((2023)). 2. "Creating a Motivating Work Environment in Sports: The Role of Leadership" .
- Arifani AZ, T.; Susanti, A.Y. *Literature Review Factors Affecting Employee Performance: Competence, Compensation and Leadership*. *Dinasti Int. J. Econ. Financ. Account.* 2020, 1, 538–549. [Google Scholar]. (n.d.).
- Bakker, A. B., & Demerouti, E. (2007), *the job demands-resources model: State of the art*. *Journal of Managerial Psychology*, 22(3), 309-328. (n.d.).
- Bin Shmailan, A.S., (2016). *The relationship between job satisfaction, job performance and employee Bin engagement: An explorative study*, *Issues in Business Management and Economics*, 4(1), 1-8, DOI:10.15739/IBME.16.001. (n.d.).
- Brown, C., & Wilson, D. (2022). 1. "Autonomy and Job Satisfaction in Sports Teams: The Mediating Role of Intrinsic Motivation".
- Brown, C., & Wilson, D. . ((2022). 1. "Organizational Culture and Employee Engagement in Sports Teams: A Mediation Model" . 1. "Organizational Culture and Employee Engagement in Sports Teams: A Mediation Model" .
- Brown, C., & Wilson, D. (2021). "The Role of Psychological Safety in Team Collaboration and Job Satisfaction in Sports" .
- Brown, R., & Taylor, M. (2021) *Factors influencing work performance and job satisfaction among sport management professionals: A qualitative study*. *International Journal of Sport Management*, 18(2), 78-95. (n.d.).
- Brown, R., & Williams, M. (2022). *The mediating role of employee engagement in the relationship between employee management and work performance/job satisfaction in sport management*. *International Journal of Sport Management and Human Resources*, 19(1), 56. (n.d.).
- Chen, L., & Anderson, D. (2022). *Employee development and training programs: Their effects on work performance and job satisfaction in sport management organizations*. *Journal of Applied Sport Management*, 11(2), 89-108. (n.d.).
- Chen, L., & Anderson, D. (2023). *Employee engagement, work performance, and job satisfaction in the sport management industry: A longitudinal study*. *Journal of Applied Sport*. (n.d.).

- Cunningham, G. B., & Fink, J. S. (2020). *Institutional theory and sport management*. In *Routledge Handbook of Sport Management* (pp. 32-42). Routledge. (n.d.).
- D. Naidoo, Yoga, coopoo & J. Surijlal (2015), *(African journal for Physical Health Education, Recreation and daga (AJPHERD) Nov. (2015) (supplement 1). PP167-18)*. (n.d.).
- Davis, E., & Miller, K. (2015). "Organizational Culture and Performance in the Sports Industry: A Systematic Review" .
- Davis, M., & Johnson, R. . (2019). "The Impact of Work-Life Balance on Employee Well-being and Performance in Sports Organizations" .
- Davis, M., & Johnson, R. (2020). "Enhancing Employee Autonomy through Job Redesign in Sports Teams" .
- Davis, M., & Johnson, R. . (2020). "The Impact of Employee Well-being Programs on Work Performance in Professional Sports Teams" .
- Davis, M., & Johnson, R. (2020). "Leadership and Team Dynamics: Implications for Employee Management in Sports Teams" .
- Davis, M., & Johnson, R. . (2020). The Role of Relationships in Employee Engagement and Performance in Sports Teams" .
- Hackman, J. R., & Oldham, G. R. (1976). *Motivation through the design of work: Test of a theory*. *Organizational Behavior and Human Performance*, 16(2), 250-279. (n.d.).
- Indonesian Journal of sport management <https://@journal.unma.ac.id/index>. Phd/ijsm/wondirad.et.al.volume 3, November 1-2023.84-92. (n.d.).
- Jackson, E., & Garcia, R. (2022). *Work-life balance initiatives and their impact on work performance and job satisfaction in sport management: A qualitative study*. *International Journal of Sports Leadership*, 16(4), 289-307. (n.d.).
- Johnson, A., & Smith, B. . ((2023):). "Job Design and Employee Performance in Sports Organizations: A Systematic Review" . In A. & Johnson, yee *Performance in Sports Organizations: A Systematic Review*" .
- Johnson, A., & Smith, B. (2022). "Effective Communication Strategies for Building Strong Team Dynamics in Sports Organizations" .
- Johnson, A., & Smith, B. (2023). "Motivation and Performance in Sports Organizations: The Role of Intrinsic and Extrinsic Motivation" .
- Johnson, A., & Smith, B. (2023). *The Impact of Organizational Culture on Employee Performance and Job Satisfaction in Sports Organizations*. (n.d.).
- Johnson, L., & Anderson, D. (2022). *The role of performance management systems and feedback in enhancing work performance and job satisfaction in sport management organizations*. *European Sport Management Quarterly*, 20(4), 345-362. (n.d.).
- Johnson, P., & Smith, M. (2019). 2. "Creating a High-Performance Culture in Sports Organizations" .

- Judge, T. A., Piccolo, R. F., Podsakoff, N. P., Shaw, J. C., & Rich, B. L. (2010). *The relationship between pay and job satisfaction: A meta-analysis of the literature*. *Journal of Vocational Behavior*, 77(2), 157-167. (n.d.).
- Jufrizen, J. *Effect of Moderation of Work Motivation on the Influence of Organizational Culture on Organizational Commitment and Employee Performance*. *Int. J. Bus. Econ.* 2021, 2, 86–98. [Google Scholar]. (n.d.).
- Karaman, M., Yoldaş, A., & Kılıç, B. (2020). *Karaman, M., Yoldaş, A., & Kılıç, B. (2020). Investigation of the Effect of Organizational Exclusion on Job Performance and Intention to Leave*. *Journal of Selcuk University Vocational School of Social Sciences*, 23(2), 479-496. <https://doi.org/10.29249/sel>.
- Kelemu Zelalem Berhanu (2023), *Mediation role of Job satisfaction on relationship between staff development and performance*. Volume 10/2023. (n.d.).
- Kikulis, L. M., Slack, T., & Hinings, B. (2015). *Transformational leadership and sport performance: The mediating role of intra-team leadership and cohesion*. *Journal of Sport Management*, 29(4), 429-443. (n.d.).
- Kim, E., & Kim, D. (2019). *The effects of perceived organizational support and supervisor support on job satisfaction: A case of sport industry professionals*. *Social Behavior and Personality: An International Journal*, 47(11), 1-11. (n.d.).
- Popp, N., & Chelladurai, P. (2021). *Resource-based view theory in sport management research: A systematic literature review*. *Journal of Sport Management*, 35(1), 54-68. (n.d.).
- Sagas, M., Cunningham, G. B., & Dunham, R. (2014). *Work-life balance and job satisfaction among intercollegiate athletics administrators*. *Journal of Applied Sport Management*, 6(4), 59-80. (n.d.).
- Smith, J., & Davis, M. (2021). *Organizational culture and its influence on employee management, work performance, and job satisfaction in sport management organizations*. *Sport Management Review*, 28(3), 189-205. (n.d.).
- Thompson, L., & Roberts, S. (2021). "The Influence of Job Design on Employee Well-being and Job Satisfaction in Sports Organizations" .
- Wilson, K., & Mitchell, M. (2019). "Organizational Culture and Performance Management in Sports: A Case Study Analysis" .
- Wilson, K., & Mitchell, M. (2019). "The Role of Job Crafting in Job Design and Employee Satisfaction in Sports Organizations" .
- Yıldız, S., Savcı, G., & Kapu, H. (2014). *The Effect of Motivational Factors on Employees' Job Performance and Intention to Leave*. *Celal Bayar Üniversitesi İ.İ.B.F Yönetim ve Ekonomi Dergisi*, 21(1). <https://doi.org/10.18657/yecbu.75006>. (n.d.).

APPENDIX
JIMMA UNIVERSITY
SPORT ACADEMY
DEPARTMENT OF SPORT SCIENCE

Appendix A

Dear employees

I am Ayne Simme MSc in sport management program student in department of sport science, Jimma University. This Questionnaire is part of a research process which aim to collect data concerning the investigation of the relation between employees' management, work performance and job satisfaction among youth and sport office of Yem zone. The collection of this data is solely for academic research purposes. Your honesty and accurate answer will be greatly appreciated by the researcher in conducting the research. It will be great help if you answer all the questions as indicated. Your answer will be treated as confidential and no individual will be identified in the research. Note also that the answers will not be used for any purpose other than the research. Each item in this questionnaire has five responses. You chose and tick (✓) the response that you think most appropriate. Could please thick the response? If you have any comment to add please do not hesitate to do so. Your suggestion on the questionnaire will be of great help.

I. Biographical data

Please write in the appropriate response to each of the questions that describe your position and tick (✓).

A) Sex: Male ☐ Female ☐

B) Age: 1) Less than 35 ☐ 2) 36-45 ☐ 3) 46-60 ☐ 4) Over 60 ☐

C) Level of education 1) PhD ☐ 2) MSc ☐ 3) Degree ☐ 4) Diploma ☐ 5) 12th ☐

D) Position

- 1) Head of department (office) / Deputy Head of department(office) ☐ 2) Expert/team leader ☐ 3) supervisor ☐ 4) Human resource personnel ☐ 5) Senior Officer ☐ 6) Officer ☐ 7) Junior Officer ☐

E) How long have you worked at the Office?

- 1) Less than 1, year ☐ 2) 1 - 5 years ☐ 3) 6- 15 years ☐ 4) 15 - 25 years ☐
5) More than 25 years ☐

II. Main part

Table-1: The work performance factors affecting the relationship between employee work performance and job satisfaction

1) Strongly Disagree 2) Disagree 3) Neutral 4) Agree 5) strongly agree

part 2	Item	Responses				
2.1	Factors affecting employee work performance	1	2	3	4	5
1	. My leader is knowledgeable about my work					
2	My leader offers my training and professional development opportunities					
3	I pay careful attention to detail in my work.					
4	I clearly seek feedback to improve the quality of my work.					
5	I effectively perform in my work office					
6	I actively contribute to setting challenges and achievable goals.					
7	I practice productive measure to achieve the organizational goals.					
8	I effectively manage my time to ensure efficient completion of tasks					
9	I have full of confidence to problem solving and make decisions					
10	My office effectively assesses candidates' qualifications during					

	the hiring process.					
11	My office utilizes appropriate selection methods to identify the best-fit candidates.					
12	My department ensured a fair and unbiased hiring process.					

1) Not at all satisfied 2) To a small extent satisfied 3) A moderate extent satisfied 4) To a large extent satisfied 5) To a very large extent satisfied

	Items	Response				
2.2	Issues and factors of job satisfaction.	1	2	3	4	5
1	I celebrate and recognize goal achievement with the team.					
2	I receive the right amount of recognition and reward for my work					
3	I get Public and client's recognition for the competence of the employees					
4	My salary compared to the work I perform					
5	My salary compared to other external comparable groups					
6	I spent quality of life time due to work life balance.					
7	I am sure that employees happy that employees are happy, in case of applied better incentives and salary growth.					
8	Training helped me advance in my career					
9	I have chance to change in continues career opportunities.					
10	I have the tools and resources I need to do my job.					
11	There is better recognition and reward for employees in our office.					

JIMMA UNIVERSITY
SPORT ACADEMY
DEPARTMENT SPORT SCIENCE

Appendix B

Dear leader/ manager

I am Ayne Simme MSc in sport management program student in department of sport science, Jimma University

This Questionnaire is part of a research process which aimed to collect data concerning the investigation of the relation between employees' management, work performance and job satisfaction among youth and sport office of Yem zone.

The collection of this data is solely for academic research purposes. Your honesty and accurate answer will be greatly appreciated by the researcher in conducting the research. It will be great help if you answer all the questions as indicated. Your answer will be treated as confidential and no individual will be identified in the research. Note also that the answers will not be used for any purpose other than the research. Each item in this questionnaire has five responses. You chose and tick (✓) the response that you think most appropriate. Could please thick the response? If you have any comment to add please do not hesitate to do so. Your suggestion on the questionnaire will be of great help.

Biographical data

Please write in the appropriate response to each of the questions that describe your position and tick (✓).

1. **Sex** Male ☐ Female ☐

2) **Age**

1, Less than 35 ☐ 2, 36-45 ☐ 3, 46-60 ☐ 4, Over 60 ☐

3) **Level of education** 1) PhD ☐ 2) MSc ☐ 3) Degree ☐ 4) Diploma ☐ 5) 12th ☐

4) Position

- 1) Head of (deputy head of) office ☐ 2) Expert (team leader) ☐ 3) supervisor ☐
4) Human resource personnel ☐ 5) senior officer ☐ 6) Officer ☐ 7) Junior Officer ☐

5) How long have you worked at the Office?

- 1 Less than 1, year ☐ 2, 1 - 5 years ☐ 3, 5 - 15 years ☐ 4, 15 - 25 years ☐
5, More than 25 years ☐

Table-3: The work performance factors affecting the relationship between employee work performance and job satisfaction

Please forward your opinion by putting tick mark () under the representative number of the given alternatives.

- 1) strongly Disagree 2) disagree 3) Neutral 4) Agree 5: strongly agree

3.1	Item	1	2	3	4	5
1	I effectively manage employees of the office organization.					
2	Our organization clearly conveys its mission to its employees.					
3	The office clearly conveys the mission to its clients.					
4	I strongly assess candidates' qualifications during the hiring process					
5	I utilize faire selection method to identify candidates.					
6	The selected and hired employees are productive in my office					
7	I ensure that employees have continues training and professional development programs to improve their ability.					
8	The training and professional development programs improved the employees work-life balance and career advancement in my office management.					
9	I understand how my job aligns with the organization mission.					

Table-4: Job satisfaction issue affecting the relationship between work performance and job satisfaction.

1) Not at all satisfied 2) To a small extent satisfied 3) A moderate extent satisfied 4) To a large extent satisfied 5) To a large extent satisfied

3.1	Item	1	2	3	4	5
1	I am sure that employees happy that employees are happy, in case of applied better incentives and salary growth.					
2	The engagement style of the office enhancing and satisfying employees' need.					
3	There is good communication and feedback from leaders to employees in the office					
4	There is strong team commitment and sprit in my office management to enhance satisfaction					
5	I ensure personal quality life time of the employees in the office management.					
6	There is continues employees career growth in our office.					
7	Employees are getting better job roles in career growth					
8	There is better recognition and reward for employees in our office					

Appendix C

Interview open- ended question for youth and sport office management bodies (leaders)

Part 1: Answer the following questions briefly

1) Sex: Female /Male

2) How much is Your Age? -----

3) What is your level of educational qualification?

PhD / MSc, / B.A/BSc, /Diploma/

4) What are the employees' work performance indicators that, affects job satisfaction?

5) What are the sport employees' job satisfaction factors in your office?

6) Are there any factors in the work environment that hinder your performance or job satisfaction? Yes /No. What are they?-----

7) What are the factors that can positively affect the relationship between employee work performance and job satisfaction in sport management process of your sport management office?

8) What are the factors which can negatively influence the relationship between sport employees work performance and job satisfaction in your sport management office?
