

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**



**FACTORS AFFECTING EMPLOYEE PRODUCTIVITY: THE
CASE OF COMPASSION INTERNATIONAL ETHIOPIA**

By: YOSEF SISAY WOLDEYES

ID NO: SGS/0160/2009A

June 2019
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IN ETHIOPIA***

By
YOSEF SISAY WOLDEYES

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ADDIS ABABA, ETHIOPIA

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

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I, the undersigned, declare that this thesis is my original work prepared under the guidance of Dereje Teklemariam (PhD). All resources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other learning institutions for the purpose of earning any degree.

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June 2019

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University Advisor.

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June 2019

ABSTRACT

Maintaining healthy employee relationship in an organization is a pre-requisite for organizational success. Strong employee relationship is required for high productivity and human satisfaction. The purpose of this study was to determine factors affecting employee productivity in Compassion International Ethiopia office by assessing the factors(Organizational culture, workplace environment, Trust, Teamwork & Communication) affecting Employee productivity. A review of the literature revealed there is limited research that examined factors affecting employee productivity in Ethiopia context. The research design and approach used for this study is Mixed as it can describe the relationship of dependent and independent variables and a mixed, qualitative and quantitative approach data collection. From the total population of 106 employees working for Compassion International Ethiopia office, a sample for this study included 83 of them which are identified through systematic random sampling. The collected data were analyzed and interpreted using descriptive statistics like tables, frequency, percentage, correlation and regression in order to present the perception of the respondents.

The findings of this study revealed that Organizational culture, workplace environment, Trust, Teamwork & Communication has influence on employee productivity and there is a significant relationship between these dimensions and employee productivity.

The finding of the research will help the management of Compassion International Ethiopia Office to determine and understand factors affecting employee productivity and how strengthening and maintaining these factors can increase productivity, as well serves a benchmark for future researchers.

Compassion International Ethiopia management should continue to sustain the culture of maintaining the practice of employee productivity with all its dimensions and also monitor the extent(Strength) of this dimension.

Keywords: *Organizational culture, workplace environment, Trust, Teamwork, Communication & employee productivity*

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LIST OF ACRONYMS

CIET – Compassion International Ethiopia

AET – Affective Events Theory

SPSS - Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Improving employee productivity has been a central issue in past research both in government and non-governmental organizational sectors. This is because increased employee productivity can affect the overall performance of an organization and its competitive advantage. Kien (2012) declared that productivity is an important factor for building organizational competitiveness, sustaining its strategic and financial performance, attaining the desired goal and meeting the value propositions of its stakeholders. The term productivity was described in the literature as a measure of the amount of output that is obtained from an employee over a period of time (Mokhtar, Nooreha, Nik Mustapha, and Mazilan, 2003; Kapyla, Kaaskelainen, and Lonnqvist, 2010). Moreover, Productivity reflects the use of different resources or inputs in an organization to attain planned or favorable outcomes. In general, Productivity refers to the output that an employee achieves over a specific period of time.

An efficient and effective utilization of human resources in an organization is very important to improve its overall effectiveness and efficiency. Past literature reveals that employee productivity can be influenced by various organization behavioral factors such as employee training (Bhat, 2013), trust and teamwork.

Benrazavi and Silong (2013) also considered teamwork as an important factor that contributes to employee productivity. Teamwork is a mutual activity that aims to achieve a common goal through involving organizational members in certain groups to share their knowledge and skills with each other.

Every organization must have an objective either to produce goods or provide services. This could be for commercial purposes or charitable. To produce goods and services an organization must have the necessary factors of production. The most critical factor of production is the

human resource. This resource must be treated with a lot of care if the organization is to achieve its intended goals (Dessler, 2008).

Compassion International is a humanitarian aid child sponsorship organization dedicated to the long-term development of children living in poverty around the world. Compassion International headquartered in Colorado Springs, Colorado, functions in 26 countries such as Ethiopia, Kenya, and Rwanda...etc. The organization provides aid to more than 1,700,000 children worldwide. And the Compassion international Ethiopia office has more than 100 fulltime workers and most of them located in Addis Ababa.

Enhancing employee productivity is one of the main concerns for the management in any organization. However, despite the importance of this topic, it is evident in the literature that the theoretical and empirical research on employee productivity is scarce. Moreover, it is noted there are limited studies which examined the effects of organizational culture, workplace environment, Trust, Teamwork and Communication on employee productivity in Ethiopia context. Thus, this study involved two major study variables: Factor affecting employee productivity (Organizational culture, Workplace Environment, Trust, Teamwork and Communication) as an independent variable and employee productivity as dependent variable. Therefore, this study aims to provide significant contributions to the body of knowledge and empirical research on this topic by examining the effects of the stated factors on employee productivity in non-government sector.

1.2. Statement of the Problem

In recent times, while most workers are on job, they do not produce more simply because of the un-healthy relationship they have with their fellow colleagues and employers. A recent study conducted by Blyton (2008) revealed that employees do not put up their best performances at workplaces when they are un-happy with management, government, or even their fellow colleagues. Among the vital determinants of workplace performance Organizational culture, Workplace environment, Trust, Teamwork and Communication, which has been given little, if any priority.

In the modern world, matters dealing with the human resource in relations to their productivity levels have continued to be a major concern of every employer, organizations as well as the

governments all over the world. This is because there is the emergence of new challenges that affect the quality of the human resource and its output; therefore it's important for the subject employee productivity levels to be looked into with a lot of keen interest. For instance issues such as organizational culture, workplace environment, Trust, Teamwork and communication are some of the factors affecting employee productivity. This is because depending on how an organization manages its workers concerns, its levels of productivity and overall performances will be affected in one way or the other (Delancy, 1996).

The declines facing performance at the workplace are a huge challenge in the organization. Thus, healthy interpersonal relations at workplace are essential as they help employee to develop a mutual understanding among themselves and this ultimately play a big role in ensuring objectives of the organizations are achieved.

Compassion international is an organized and employee friendly organization but from observation and first hand experience one of the challenges for productivity was lack of collaboration and teamwork between departments. Overall this research endeavors to find out the factors affecting employee productivity. This study therefore is attempting to find out the impact of factors affecting employee productivity among compassion International Ethiopia office employees.

1.3. Research Questions

The study is going to be guided by the following research questions:

- Does Organizational Culture, Workplace environment, Trust, Teamwork and Communication has Impact on Employee Productivity.
- Analyze the extent factors affecting employee productivity in Compassion International Ethiopia?

1.4. Research Objective

1.4.1. General objective

The main objective of this study was to determine the factors that affect employee productivity in Compassion International Ethiopia office.

1.4.2. Specific Objectives

The study specifically aims to:

- To assess Impact of Organizational Culture, Workplace environment, Trust, Teamwork and Communication on Employee Productivity.
- To identify and analyze the factors that influence employee productivity within the organization.
- To establish valid conclusions and recommendations with the identification of impacts, both positive and negative factors on employee productivity within an organization.

1.5. Significance of the Study

This study seeks to bring out the factors affecting employee productivity in the organization and the various practices needed to increase its productivity and contribute in further knowledge generation. The study sheds light on the factors affecting employee productivity. The study's findings and recommendations are important to management of the organization because it draws their attention to on factors affecting employee productivity within the organization and maximize productivity by identifying factors affecting productivity. This study will also help enlighten management of various organizations of the various factors affecting employee productivity in an organization. The research could be also used to establish a framework for studies that can work with more comprehensive data sets. Furthermore, it could stimulate further research.

1.6. Scope of the Study

This study was carried out in Compassion International Ethiopia (CIET) located in Addis Ababa and it is one of the international NGOs operating in Ethiopia. The study focused on evaluating the factors affecting employee productivity in Compassion International. It focused on identifying the factors affecting employee productivity and the cause effect relationship that exists between factors and employee productivity. The research relied on both primary and secondary sources of data.

Regarding content scope the study will explore how Organizational culture, Workplace environment, Trust, Teamwork and Communication impact employee productivity at Compassion International Ethiopia office.

The study involved all professional employees of CIET including those working as field-based staff through web-based self-administered questionnaire. The research part took duration of five months to complete.

Geographically, the study will also be limited to Compassion International Ethiopia office employees.

1.7. Limitations of the Study

The researcher was heavily affected by the time constraints; the researcher being an employee in the non-governmental organization was torn between giving his employer an honest his time and meeting the demands of the study which were enormous. The researcher managed to juggle the between the two most important activities and the result is the completion of this study.

As this research involved only a single non-governmental organization in Ethiopia, the findings may not be confidently generalized or used for other organizations. Moreover, the cross-sectional nature of the study is one of the limitations. However the researcher was aware of this fact and he tried as much as possible to generalize the findings, the conclusion and the recommendations. This made it possible for the findings to be generalized and applicable to the other organizations.

1.8. Organization of the Research Report

Structurally, the paper will be composed of five chapters. The first chapter will present background of the study, problem statement, research objective, research questions, research objectives, significances of the study and the scope. The second chapter presents the related literatures reviewed. The third chapter covers the methodology parts. The fourth chapter is on results and discussion where the report presents analysis and interpretation of the data gathered in the Fourth chapter. Finally, in its fifth chapter, the report concludes with the summary and conclusion of the study and recommendations that are made.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

Every organization performs its task with the help of resources as men, machine, materials and money. Except manpower other resources are non-living but manpower is a live and generating resource. Manpower utilizes other resources and gives output. If manpower is not available, then other resources are useless and cannot produce anything. Out of all the factors of production manpower has the highest priority and is the most significant factor of production and plays a pivotal role in areas of productivity and quality. In case, lack of attention to the other factors those are non-living may result in reduction of profitability to some extent. But ignoring the human resource can prove to be disastrous. In a country where human resource is abundant, it is a pity that they remain under-utilized. The people at work comprise many individuals of different sex, age, socio-religious group and different educational or literacy standards. These individuals in the workplace exhibit not only similar behavior patterns and characteristics to a certain degree but also, they show much dissimilarity. Technology alone, however, cannot bring about desired change in economic performance of the country unless human potential is fully utilized for production. The management must therefore be aware not only organization but also employees and their needs.

2.2. Theoretical Review of Literature

2.2.1. Affective Events Theory

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work environment that affect their productivity, organizational commitment and job satisfaction. It proposes that positive inducing as well as negative emotional incidents at work have significant psychological impact on employees'

productivity. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance.

According to Aston-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses (Briner, 2000). He posits that these events or things that happen at work affect the well-being of employees thus affecting their performance.

2.2.2. Maslow's Hierarchy of Needs Theory

Although commonly known in the human motivation literature, Maslow's need hierarchy theory was one of the first theories to examine the important contributors to job satisfaction. The theory suggests that human needs form a five-level hierarchy, consisting of: physiological needs, safety, belongingness/love, esteem, and self-actualization. Maslow's hierarchy of needs postulates that there are essential needs that need to be met first (such as, physiological needs and safety), before more complex needs can be met such as, belonging and esteem (Ramlall S.,2004).

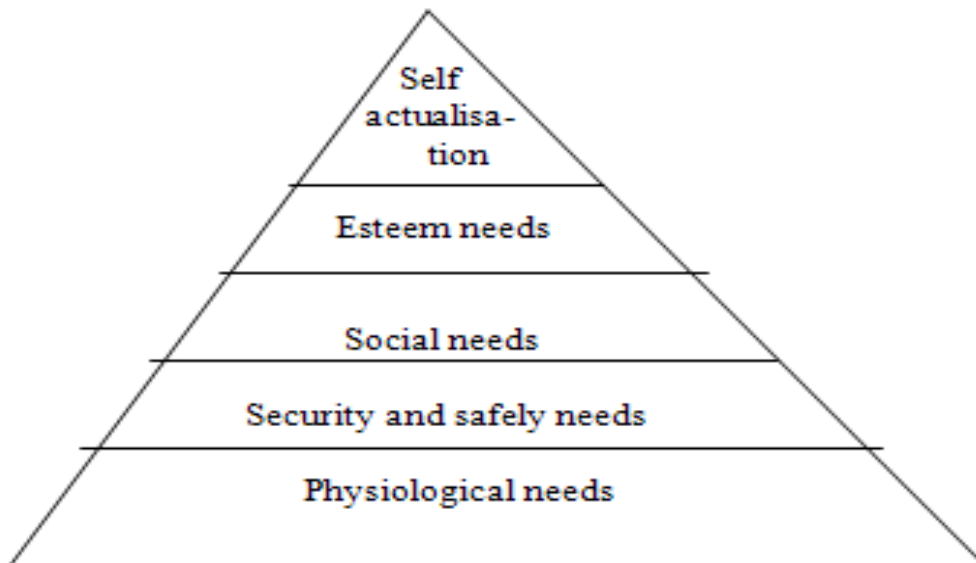


Figure 2.1 Maslow's theory hierarchy needs

Source: (Ramlall S.,2004)

A person starts at the bottom of the hierarchy (pyramid) and will initially seek to satisfy basic needs (e.g. food, shelter). Once these physiological needs have been satisfied, they are no longer a motivator. The individual moves up to the next level. Safety needs at work could include physical safety (e.g. protective clothing) as well as protection against unemployment, loss of income through sickness etc.). Social needs recognize that most people want to belong to a group. These would include the need for love and belonging (e.g. working with colleague who supports you at work, teamwork, communication). Esteem needs are about being given recognition for a job well done.

2.2.3. The Social Exchange theory

According to Social Exchange theory proposed by George Casper Homans in the year 1958, “give and take” forms the basis of almost all relationships though their proportions may vary as per the intensity of the relationship. In a relationship, every individual has expectations from his/her partner. A relationship without expectations is meaningless. According to Social Exchange Theory feelings and emotions ought to be reciprocated for a successful and long-lasting relationship. Relationships can never be one sided. An individual invests his time and energy in relationships only when he gets something out of it. There are relationships where an individual receives less than he gives. This theory becomes necessary to organizations because it takes two or more people to form a team and a team cannot exist without “give and take” which is the core of any relationship. Therefore, this theory emphasizes the need for positive interpersonal relationship among organization’s members in order to achieve its goals (Obakpolo P., 2015).

2.2.4. Interpersonal need gratification theory

When discussing relationships at work, it is important to understand interpersonal need gratification theory and its significance to such relationships. The theory according to Anderson and Martin (1995) is a goal-oriented perspective for communicating that explains why people enter relationships. The needs theory states that people have individual needs for inclusion,

control, and affection (Kram and Cherniss, 2001). By definition, inclusion is the need to establish and maintain a satisfactory relationship with another person, while affection concerns closeness and intimacy. The control need reflects dominance and power concepts. When employees' needs are met through satisfying communication are more than likely to build relationships, and experience satisfaction. Conversely, unfulfilled needs result in counterproductive communication behaviors, which contributes to feelings of dissatisfaction with superiors, jobs and organizations. Like all human beings, employees are a complex set of paradoxes and contradictory characteristics. Therefore, by understanding how they relate to each other, the organization would achieve a better and more effective working environment (Jablin & Krone, 1987).

In understanding building relationships at work, two aspects are probably worth noting; first is building relationships with superiors, and second is building relationships with co-workers (Kram and Cherniss, 2001). It is also worth noting that both these aspects are linked to the importance of building good relationships with the organization. It is interesting to point out here to the Japanese style of relationships at work, their concept of *tsukiai* specifies one's obligation to develop and maintain harmonious relations with one's work colleagues. On the other hand, Harris and Harris (1996) argues that to build good relationships in an organization it is important to establish a sense of connection to the workplace that represent more than just a paycheck or benefits plan. The author stresses on employees longing for that special sense of bonding that comes only from an environment of open communication. The second strategy requires establishing a relationship of trust and behaving in a trustworthy manner as a fundamental way of impressing superiors. The third strategy is helping your manager to succeed by bringing forth solutions as well as problems. It is equally important to build good relationships with co-workers at work, since they come in contact more frequently than with superiors. Moreover, relationships at work influence both affective and behavioral outcomes (Kram and Cherniss, 2001).

2.3. Definition of Employee

In the words of Roberts (1997), an Employee is a person that is gainfully employed by an organization who works for a specified hour of the day for a specified amount or sum of money usually called salary. The employee is bound by all the rules and expected to put in his or her best for the overall success of the organization both in the short and in the long run.

According to Brian and Adrian (1981), they see the Employee, as one that work: work in the sense of working for somebody, an organization, or even for himself, work in the sense of doing something that will be paid for at the end of a given period e.g. a day, a week, a month etc.

The international labor organization views an Employee, as one that is gainfully employed either by himself or by someone else and is paid for services rendered in the cause of the employment and is also giving all the necessary incentives that will make him to be up and doing i.e. been productive in his services.

2.3.1. Employee Relationship

Employees are individuals who work alongside each other in the workplace and who hold positions or ranks like each other (Yoon & Thye, 2000). In most of businesses and organizations, people interact with coworkers on a continual basis. However, with the onset of the computer age, a greater number of people are working with others in a virtual environment. Coworkers in either a face-to-face or virtual environment interact regularly with each other and can experience both positive and negative interpersonal relations (Avolio, Kahai, Dumdum, & Sivasubramaniam, 2001).

It is apparent that the pattern of interactions among employees serves important organizational functions. And Hodson (1997), using ethnographic observations, determined that coworker relationships have four main purposes. First, coworker relations are important for occupational socialization; for example, coworkers can screen apprentices and approve their membership into an occupation. Second, when positive coworker relationships exist, coworkers contribute to solidarity within an organization; for instance, coworkers defend each other against managers, customers, or other work groups. Third, supportive coworker relationships are essential if coworkers feel the necessity to resist those in authority. Last, by engaging in rituals surrounding

events such as birthdays, coworker relationships can affirm group identities. Summarizing the ethnographic evidence, Hodson states that coworker conflict and solidarity are extremely important in determining job satisfaction, management relationships, and the sense of having meaningful work. In fact, Hodson reported that strong solidarity among coworkers can lead to better relationships with management. Based on this evidence, Hodson concluded that coworker cohesion and solidarity are foundations for smoothly functioning workplaces and therefore coworker relationships should be given greater visibility in future research.

Despite the multitude of studies that mention coworker relationships and their apparent impact on a host of organizationally and individually relevant outcomes, coworker relationships have rarely served as the central focus in existing research. What is clear from studies that have peripherally included coworker relationships, however, is that good coworker relationships have a positive effect on various personal or workplace outcomes, and poor coworker relationships have a negative effect on various personal or workplace outcomes. Specifically, positive coworker relationships appear to relate to higher job satisfaction (Ducharme & Martin, 2000; Hurlbert, 1991; Nielsen et al., 2000), reduced turnover intentions and higher commitment (Nielsen et al., 2000), and improved performance (Barrick, Stewart, Neubert, & Mount, 1998). Poor coworker relationships lead to decreased job satisfaction, weaker employee-management relationships, and decreased productivity (Hodson, 1997).

2.3.2. Employee Productivity

The issue of employee productivity has recently emerged in the literature as one of the foremost critical challenges for organizations to manage their workforce. As much of an organizational success depends on the productivity of its employees, thus, productivity is a very important consideration for various businesses. In other words, the productivity of employees is a vital theme that should be given greater attention because the main purpose of doing the work is to gain the maximum output with minimum costs. Sultana, Irum, Ahmed, and Mehmood (2012) described productivity as the ability to achieve certain tasks according to predetermined or specified accuracy standards, completeness, cost, and speed. That is, employee productivity can be assessed in terms of the efficiency of an employee in doing his or her tasks. Overall, employee productivity can be evaluated in terms of the output of an employee over a specific

period. Several definitions for employee productivity were proposed by various scholars. Moreover, Mathis and Jackson (2000) demonstrated that employee productivity can be assessed based on the quantity and quality of work done by an employee taking into consideration the costs of resources being used to achieve that work. Kien (2012) indicated that increasing employee's productivity can lead to favorable outcomes such as: competitive advantage, maintaining strategic and financial results, achieving organizational goals, and fulfilling stakeholders' value propositions.

2.4. Factors Affecting Employee Productivity

The levels of employee productivity are affected by a number of factors. These factors have negative effect on the efficiency of the final output. This can only be dealt with when there is a good management. Although it is hard to measure the level of employee productivity, its effects can be seen in the overall output of the company. Employers usually focus on how to increase the productivity during recruitment of new employees. Although good salary helps to improve on employee productivity, there are other factors that will increase the employee productivity without imposing additional costs to the company (Drucker, 1990). Knowing what factors influence productivity is a prerequisite to improving performance. Over the years, researchers have found that productivity is affected by relatively few influencers, and workers are generally aware of what those influencers are (Armstrong, 2006).

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

2.4.1. Organizational Culture

Organizational culture is a system of shared beliefs about what is important, what behaviors are important and about feeling and relationships internally and externally (Purcell et al., 2003). It can enhance employees' productivity if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the firm's history as well as current methods of operation that guide employees on expected and accepted future organizational behaviors and norms.

Bullach et al. (2012) posit that the effects of organizational culture can be summarized as; knowing the culture of an organization allows employees to understand both the organization's history and current methods of operations. Secondly, organization culture can foster commitment to the organization's philosophy and values. Thirdly, organizational culture, through its norms, serves as a control mechanism to channel behaviors towards desired behaviors and lastly, certain types of organizational cultures may be related directly to greater effectiveness and performance than others.

Organizational culture is common values and behaviors of the people that considered as a tool leads to the successful achievement of organization goals (Schein, 1990). Organizational culture is the mindset of people that distinguishes them from each other, within the organization of outside the organization. This includes values, beliefs, and behaviors of the employee's difference from the other organization (Hofstede, 1991).

Strong culture in the organization is very helpful to enhance the productivity of the employees that leads to the goal achievement and increase the overall productivity of the organization (Deal and Kennedy, 1982). According to the Stewart (2010), norms and values of organizational culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability. The most important characteristic is shared value.

A strong organizational culture supports adaptation and develops organization's employee productivity by motivating employees toward a shared goal and objective and finally shaping and channeling employees' behavior to that specific direction should be at the top of operational and functional strategies (Daft, 1984). Shared value of employees is one of the basic components of organizational culture (Smit and Cronje, 1992; Hellriegel et al, 1998). Schein (1994) clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, reflects causal culture assumptions. Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared (Peters and Waterman, 1982).

2.4.2. Workplace Environment

Various studies have been carried out on workplace environment as a factor that determines employee productivity. In his study, Tamessek (2009) analyzed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, and social needs and their need to stay in the organization. He also analyzed the impact of perception of workplace environments on employee commitment and turnover in the organization, he concluded that if the employees are provided with enabling workplace environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence increase productivity.

The influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose workplace environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization (Janssen, O. and NW. Van Yperen, 2004).

Workplace environment can be divided into two components namely physical and behavioral components. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2008), the physical environment with the productivity of its occupants falls into main categories office layout (open plan verses cellular offices) and office comfort (matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction.

2.4.3. Trust

Trust among the team members comes when member of the teams develops the confidence in each other competence. According to Mickan and Rodger (2000) there is positive relationship between the team performance and trust. Trust generates the behavioral basis of teamwork, which results in organizational synergy and better productivity of an employee. Development of trust within the organization is the responsibility of individuals. Creation of conducive and the

trustable environment for synergetic teamwork is the responsibility of organization. According to Manz and Neck (2004) high productive teams within the organization exist when there is cooperation and unity exists between members.

2.4.4. Teamwork

The impact of teamwork on employee's occupational performance has been a major topic of many researches done by academics and practitioners in the previous years (Jones et al, 2007). The reason behind this attention is the fact that the practical concept of teamwork has a strong influence on the productivity of any organization and the employees who work in it. Teamwork was defined and deliberated by some researchers as an essential occupational skill that is necessary to accomplish and achieve the visions, goals, plans and objectives of the organization and to activate and enhance the performances of the workers there. There are several causes and reasons that clarify and highlight the link between teamwork and the level and quality of the performance in workplace. Jones et al (2007) state that understanding the impact of teamwork on productivity is important because teamwork is viewed by some researchers as one of the key driving forces for improving a firm's performance.

Nowadays, many organizational divisions have adopted the culture of teamwork as key to achieve greater success. Teamwork was previously viewed as the actions of employees brought together to attain a certain objective or goal by placing the interests of each member to the interest of the overall group (Chukwudi, 2014). Similarly, Ooko (2013) thought about teamwork as a group of people working together in order to attain a common goal. The author indicated that teams in organizations usually consist of employees who acquire necessary skills that are important to achieve the desired objectives. In this incident, all team members have the opportunities to teach each other how to perform a particular task skillfully and professionally. Hence, the greater the degree of collaboration among team members, the higher is the opportunity for shared learning and the greater is the level of productivity. Besides that, working in a team allows employees to feel empowered and this supports them to develop autonomy, which is a source of job satisfaction and low stress levels (Oso, 2002). In the current business markets where competition is high, organizations' managers recognize the significance of teamwork, because working in teams can enlarge the outputs of employee through collective

collaboration. Additionally, teamwork is becoming the key strategy to staff development in several organizations. According to Alie, Beam and Carey (1998), teamwork can be the smartest growth strategy, and usually employees who work in teams are likely to become the key assets for the organization. This is because teamwork is the tool for improving the utilization of employee-power that can ultimately increase his or her performance. Manzoor, Ullah, Hussain and Ahmad (2011) revealed that the support of top-level management can help an employee to confidently work with others in groups, and this as a result can increase his/ her productivity. Certain scholars added that teamwork enables people to help each other, improves their individual skills, and obtain positive feedback without any conflict between them (Jones, Richard, Paul, Sloane, and Peter, 2007). Consequently, team members who get the opportunities to learn and apply new skills will have more favorable attitudes towards teamwork (Jiang, 2010). Previous literature reported that teamwork is the key result of successful managements aiming to improve overall organizational outcomes in terms of productivity. Mbinya (2013) demonstrated that the majority of organizations focus on teamwork in an attempt to achieve their targets. Past studies found that teamwork has significant positive effect on employee productivity and organizational performance. That is, organizations which emphasize more on teams can enjoy favorable outcomes such as enlarged employee performance, higher productivity and better skills in problem solving (Cohen and Bailey, 1999). Teamwork enriches performance through the increased scope of using employees' knowledge, skills, and abilities and sharing them with other members. The authors added that teamwork enhances employee productivity and it leads to favorable levels of commitment toward the organization (Gallie, Zhou, Felstead and Green ,2009).

2.4.5. Communication

Communication is a very crucial and significant element in an organization, and it is necessary for creating collaboration among workers and allowing the organization to function effectively. The flow of information and communication within an organization has its own effects on employees' performance and decision making (Titang, 2013). Communication is vital to create and maintain relationships as well as the ability to communicate effectively. Sharing ideas, giving opinions, finding out what one needs to know, explaining what one wants, working out

differences with others, expressing one's feelings (Goleman, 1998) can be regarded as essential elements in being able to relate to and work with other people. Whatever technological developments take place; the significance of relationships is not likely to be reduced.

The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity (Muda et al, 2014). With effective communication, a company can have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals. Effective and consistent communication affords employees windows of opportunities for healthy relationships with or within the organization, which also cultivates, fosters, and nurtures productivity.

2.5. Empirical review of Literature

A research done by Lee and Park (2006), one of factors that affect employee productivity that develop in the workplace may be called blended friendships which can have a positive impact on an employee's work performance & productivity. According to them, employee relationship can lead to more cohesive work groups, more satisfied and committed employees, greater productivity; greater goal attainment; increased positive feelings about the organization; better job performance and prevention of employee turnover and employee desire to leave the company.

The results of previous research by (May *et al.*, 2004; Schaufeli & Bakker, 2004) have informed that the role of social support from co-workers as a force that supports the work will have an impact on employee engagement. Previous research suggests that co-worker's relations and the relationship with other employees will influence employee engagement in the workplace. Social Exchange Theory is the reason why choose to be engaged by the job or place of work. Social Exchange Theory also explains why people respond to various psychological conditions and social conditions in the workplace with varying degrees of engagement of individuals to work (Saks, 2006).

Other studies done by Kogler Hill, Bahniuk, & Dobos, (1989) Employee communication also promotes employee task performance, making work tasks easier to execute by giving critical information about “knowing the ropes” processes, by directly helping employees advance toward their work goals and by facilitating smooth social transactions with coworkers can result in performance gains. Even when the motives for providing support are centered on the person at the receiving end (e.g., skill development), the net result of coworker support is an improvement in the focal employee’s performance level.

According to studies done by researchers like (Crabtree, 2004; Song and Olshfski, 2008) Organization consist of a group of people with similar aims, objectives, goals and insights who cooperatively joined hands together to achieve what individuals cannot achieve in isolation under an effective coordinating mechanism. However, in any organization that is goal-oriented, workers cooperative efforts coupled with their level of interpersonal relationship tend to influence the entire work-group performance. The need for interpersonal relationship at workplace therefore cannot be overemphasized. Valued interpersonal relationship can influence organizational outcomes by increasing institutional participation, establish supportive and innovative climates, increasing organizational productivity and indirectly reducing the intent to turnover.

Generally, within the organization, coworkers should be the most relevant referent for social comparisons to be made against. A Study done by LePine & Van Dyne (2001) Employee–coworker relationships have become more important, as an increasing number of organizations have adopted flatter organizational and team-based structures. As a result, there is a real possibility that coworkers do influence fellow employees in the workplace (Umphress, Labianca, Brass, Kass, & Scholten, 2003). All the above suggest that a coworker plays a significant role as a social referent in the workplace. Reflecting changes in the work environment, scholars have paid increasing attention to the role of coworker. In line with this research endeavor, we suggest that a coworker has critical influence on a focal employee’s interpretation of his/her workplace, which in turn influences the employee’s exchange relationships, attitudes, and behaviors. Among the many characteristics of a coworker, we suggest that a coworker’s exchange ideology can

influence a focal employee since this characteristic can be considered one of the central aspects of the social exchange perspective (Scott & Colquitt, 2007).

Based on these functional values of coworker's trust, previous empirical research in psychology, sociology, and management by Riordan & Griffeth (1995) commonly revealed that coworker's trust can influence employees' work-related attitudes, intentions, and behaviors such as job satisfaction, job performance, turnover intention, and absenteeism. Dotan (2007) suggested that when employees have trustful friends at work, they can get help or advice from their friend coworkers and, therefore, gain feelings of security, comfort, and satisfaction with their job at work.

Also, employees in friendship tend to engage in altruistic behaviors by providing co-workers with help, guide, advice, feedback, recommendation, or information on various work-related matters (Hamilton, 2007).

2.6. Conceptual Framework

The conceptual framework of this study includes two major concepts: employee relationship practice and employee productivity.

The variables under factors according to the literature review affects the employee productivity. Organizational culture, workplace environment, teamwork, trust and communication are related directly to greater effectiveness and productivity of employees. This variable contributes either positively or negatively to employee productivity. The employee productivity in question will depend on how the employee relationship variables acts and the figure below supports this argument.

Factors Affecting Employee Productivity

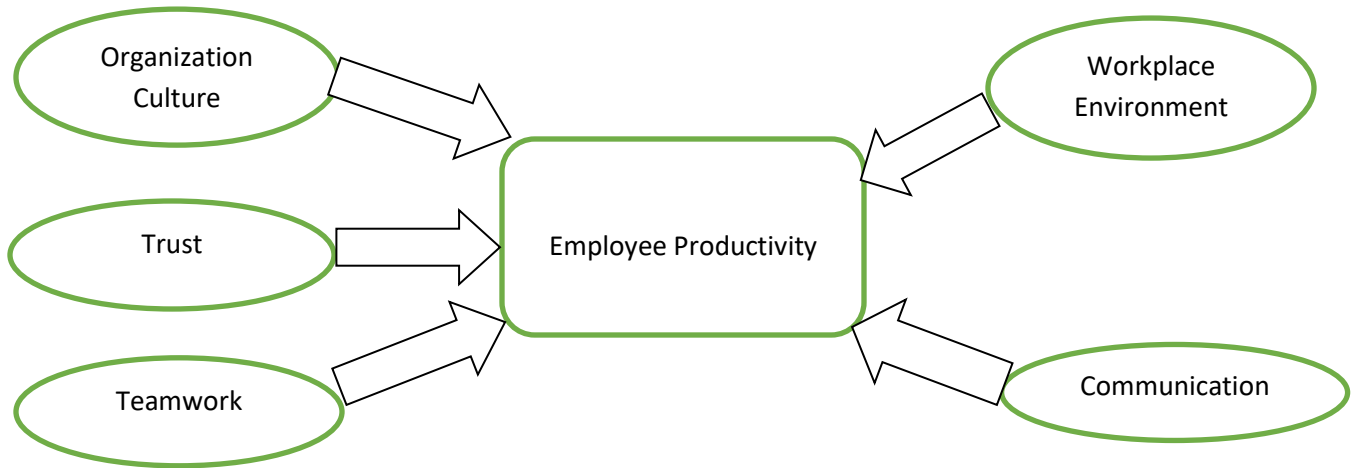


Figure 2.2: Conceptual framework of the study

Source (developed by the researcher from literature review)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter involves methodology of the research. It shows or describes the various procedures, techniques and various methods adopted in collecting the data and analyzing the data collected. This methodology is presented in the following order; description of the study area, the research approach & design, data type, source, target population, sample size determination, sample selection, methods & tools, data analysis and ethical consideration.

3.2. Description of the study Area/Organization

The study area of this research is Compassion International Ethiopia office which is in Addis Ababa and it is one of the international NGOs operating in Ethiopia. The study involved all professional employees of CIET including those working as field-based staff through web-based self-administered questionnaire. The organization has 106 fulltime employees and 10 employees on contractual base.

3.3. Research Approach and Design

To answer the research questions, the study adopted quantitative research approach. A quantitative approach allows the researcher to examine the relationship between the factors and employee productivity. The data can be used to look for cause and effect relationships and therefore, can be used to make predictions. To answer some part of the research question the researcher has used descriptive research design and to answer the remaining research question correlational research design was deployed. The current research design was chosen because the study is not confined to the collection and description of the data but seeks to determine the existence of certain relationships among the research variables.

3.4. Data Type and source

3.4.1. Data Type

To fully assess factors affecting employee productivity, two data types was used. Thus;

Primary data

Primary data is original and collected for the first time by the researcher. It is gathered through questionnaire and observation. By using primary data as the method, we collect data during doing experiment in experimental research (Kothari 2004). In this study data was gathered through questionnaire. The reason of using primary data as a method of data collection is simply involves observation and questionnaire which enable the researcher to gather information which could not be easily obtained.

Secondary data

Secondary data are those data that are already available and were collected from secondary sources of data such as journals, books, newspapers, websites, publications and other documents available in libraries including research reports from distinguished academicians (Kothari 2004). In this study secondary data was collected by going through various documents like books, journals, websites which are relevant to the theme of the study for the purpose of gathering information.

3.4.2. Data Source

The source of this research data was primary and collected using structured questionnaire and observation. And primary data was collected from Compassion International in Ethiopia professional employees through web-based self-administered questionnaire using individual staff outlook mail account sent through group mail and in hard copy for the ones without access to internet. The sampled CIET professional employees were invited to participate in the study.

To strengthen the reliability of research data and supplement the information missing in the questioner survey, information was collected from other related researches, Journals, the company procedure and policy and relevant corporate reports.

3.5. Target population and Sample

3.5.1. Target population

The population involved with this study consisted of all employees who are working in Compassion International in Ethiopia. Currently Compassion International in Ethiopia had 106 professional employees. All the professional employees were invited to participate in this study. All possible efforts were made to encourage participation of employees and to achieve high response rate through the support of the leadership of the organization.

3.5.2. Sample size determination and sampling

Sample size is the finite part of a statistical population whose properties are studied to gain information about the whole population (Welman and Kruger, 2001). Slovin's formula was used to determine the sample size. The formula gives the degree of accuracy of the sampling technique and gives an idea as to how many samples must be studied taking into consideration, additional it is easy and not time consuming. It was stated as follows:

The sample size was determined by the Slovin's scientific formula (Yamane, 1967)

The formula for sample size determination is:

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

Where n = Sample size

N = Population size

e = 5% Error tolerance/ the margin of error)

Using the above formula, a total of 83 respondents were drawn from a population size of 106 in Compassion International Ethiopia office.

3.5.3. Sampling selection procedure

In this study stratified random sampling technique was used in collecting data. According to Creswell (2005) random sampling is a subset of individuals that are randomly selected from a population. The goal is to obtain a sample that is representative of the larger population. Stratified random sampling

technique was adopted to get a representative sample from each stratum which is department. Kothari, (2004) says that random sampling technique is used because it guarantees desired representation of the relevant subgroups. The sample frame is as indicated on table below.

Table 3.1: Population of CIET

Department	Number of staffs
Partnership	44
Program Support	40
Business Support	10
Global	12
Total	106

Source: CIET Annual Report (Jan 2018)

3.6. Data collection methods and tools

For this study, the researcher used questionnaires & Observation as the method of primary data collection. The researcher used a web-based self-administered questionnaire using individual staff outlook mail account sent through group mail. According to (Best and Khan, 1993), self-administered questionnaires as data collection methods are inexpensive, do not require interviewer time as well as allows respondents to maintain their anonymity and reconsider their responses.

Questionnaire

According to Kothari (2004), a questionnaire is a method of collecting data which uses a set of questions for collecting data. In this method data are collected with the help of questions. Through this method, selected respondents of this study had to answer questions on their own and submit it online.

Questionnaires were used because it gives or provide the researcher with detailed individual feedback which gives a picture of the situation as it was. Closed ended questionnaire data gathering methods was applied for this research paper. Closed end questions were rated with Likert scale method. Likert scale is "A psychometric response scale primarily used in questionnaires to obtain participant's preferences or degree of agreement with a statement or set of statements. Respondents were asked to indicate their level of agreement with a given statement by way of an ordinal scale." A 5-point scale ranging from "Strongly Disagree" on one end to "Strongly Agree" the other end is used for this research.

Some part of the questionnaire was adopted and developed from Workplace Environment (Awan & Tahir, 2015), Organizational culture (M. Arumugam, 2006), five items were adapted from Chen and Tjosvold (2008); Lee and Brand (2010) to build the scale of employee productivity. Furthermore, five items were adapted from the study of Shanahan, Best, Finch, and Sutton (2007) to measure teamwork. The researcher employed this instrument to gather information and views from employees.

3.7. Data Analysis and Presentation

3.7.1. Data analysis

Data was analyzed through the descriptive statistics such as Frequencies, percentages, mean and standard deviation. The descriptive statistics according to Creswell (1994) refers to the use of measures of central tendencies such as the mean, median and the mode and measures of dispersion such as the range, quartile deviation, standard deviation and variance to describe a group of subjects. Measures of central tendencies generally describe how close a measure, or a variable is to the central measure or variable. Measures of dispersion describe how far a measure is from the central measure or variable. Descriptive analysis is relevant to this study because the researcher does not want to generalize the findings beyond the sample. Factor analysis will be done to determine the main factors that affect employee productivity. Statistical Package for Social Sciences (SPSS) software was used for analysis of the findings.

The data analysis was done based on the research objective and the question posed. It was then interpreted, conclusions drawn, and recommendations proposed.

3.7.2. Data Presentation

Data was presented using tables, frequency table and percentages these presentations helped in the interpretation to come up with interpretation basing on this tables. Analyses of the summary statistics was performed for computing frequency counts and percentage of demographic data.

3.8. Reliability Analysis

In this study, Cronbach's coefficient α was used to calculate the internal consistency coefficients of the items included in the questionnaire through a study with 71 employees of Compassion International Ethiopia. All the statements in the questionnaire were developed and tested earlier in similar types of research data collection and adopted to be used for this research purpose. Results of the reliability analysis showed that the items in the five scales had a satisfactory discriminating power, since the internal consistency can be good for all factors (Cronbach Alpha; $0.98 > \alpha > 0.8$).

Table 3.2. Reliability Test Result

Scale Item	Cronbach's Alpha Coefficient	N of Items
Organizational Culture	0.97	6
Workplace Environment	0.92	7
Trust	0.91	5
Teamwork	0.92	5
Communication	0.84	4
Employee Productivity	0.86	6

Source* SPSS research data

3.9. Ethical Considerations

In conducting this research, relevant ethical issues were considered. Respondents were informed about the purpose, methods and the intended possible uses of the research. They participated voluntarily with anonymity as it was online survey and they were assured that the responses they give will be used with full confidentiality. By explaining the purpose and objective of the research, maximum effort was done to make the respondents feel secured and confidentiality was maintained.

CHAPTER FOUR

RESULTS AND DISCUSSION

In this chapter, the findings of the current study with its data analysis and interpretation parts are presented. The data analysis and interpretation parts are composed of information that was collected using primary data collection methods (self-administered web-based questionnaire)

4.1. Response Rate

In this study, the researcher distributed a web-based/online questionnaire with survey link to 83 professional employees of CIET (both permanent and contract employees of the organization) through their individual office outlook email account addressed to all group mailbox. The respondents were given a time frame of about one week to enable them respond. Follow up email were made during the period. Accordingly, at the end of the survey collection period 71 out of the expected 83 professional employees completed the online survey questionnaire that comprised of 40 questions including the demographic data. This represented a response rate of 85.5%.

4.2. Demographic characteristic on respondents

The demographic characteristics on respondents in this section include gender, age, number of years worked, education levels, and employment status.

Table 4.1. Showing Respondent Gender

Gender	Frequency	Percent
Male	44	62%
Female	27	38%
Total	71	100%

Source* SPSS research data

From Table 4.1 above, it's indicated that 62% of the respondents were male, while 38% were Female. This implies there more male employees than female employees in Compassion International Ethiopia.

Table 4.2. Showing Respondents age

Age	Frequency	Percent
Under 25	2	2.8%
25-34	22	31%
35-44	33	46.5%
45-54	13	18.3%
55 and Above	1	1.4%
Total	71	100%

Source* SPSS research data

From Table 4.2 above, it indicated that the biggest numbers of respondents were in the age bracket of between of 35-44 represented by 46.5% of the total respondents, 31% were in the age bracket of 25-34 years, 18.3% were in the age bracket of between 45-54, below 25 years 2.8%, and 1.4% were 55 and above years this implies that Compassion International Ethiopia has mature employees who are experienced.

Table 4.3. Showing Number of years worked

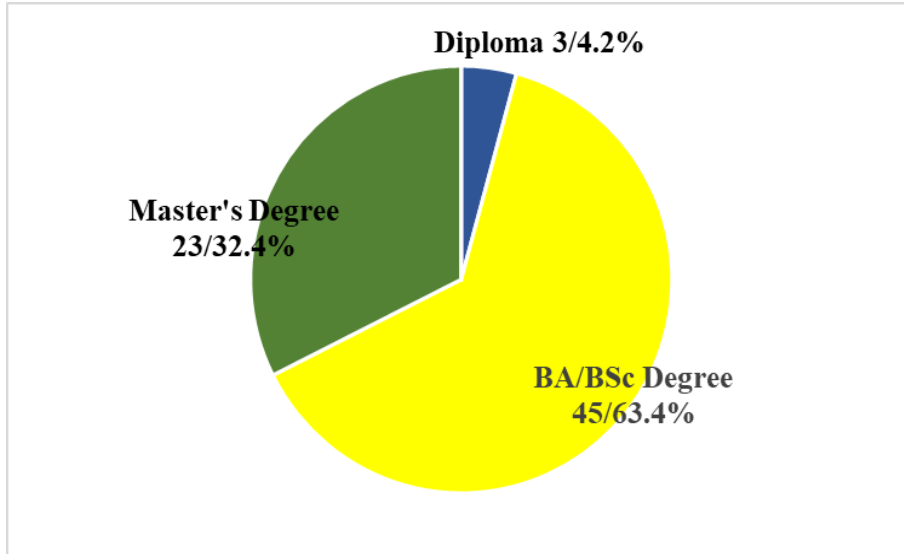
Number of years worked	Frequency	Percent
0-4	22	31%
5-9	18	25.35%
10-15	24	33.8%
16-20	6	8.45%
21 and Above	1	1.4%
Total	71	100%

Source* SPSS research data

From Table 4.3 above its indicated that Majority of the employees has worked between 10-15 years representing 33.8% of the total respondents. 31% of the employees have worked between 0-4 years, 25.35% of the total respondents has worked between 5-9 years, 8.45% of the

respondent has worked between 16-20 years and above 21 years 1.4% This implies that Compassion International has a relatively stable employees (Over 69% stayed for more than five years) and the organization is good in retaining employees.

Figure 4.1. Education Levels of Respondents



Source* SPSS research data

From Figure 4.1 above it's indicated that the categories of degree level of education, respondent were 63.4% of the total respondents, 32.4% were master's holders and 4.2% were diploma holders. The majority had degree this implies that Compassion International Ethiopia has relatively high number of professional staff (Over employees more workers with higher education than with lower education).

Table 4.4. Showing Role in the Organization

Employment Status	Frequency	Percent
Management	5	7%
Staff (non-management)	66	93%
Total	71	100%

Source* SPSS research data

From Table 4.4 above its indicated that out of the 71 respondents, 66 (93%) were non-managerial employees, while the remaining 5 (7%) were leaders/managers.

4.3. Factors Affecting Employee Productivity

In line with the objectives of the study, the study examined the findings of all the questions that had been posed using the questionnaire and the answers responded to by the participants.

The responses were rated using the Likert-type scale was used to rate their responses on a 5 – point scale, 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D) and 1 = Strongly Disagree (SD).

4.4.1 Organizational Culture on Employee Productivity

The researcher sought to determine whether the Organization culture influenced the employees’ productivity. The findings are provided in Table 4.5 below

Organizational Culture	Mean	Standard Deviation
The Organization Culture have impact on Employee Productivity.	4.2	1.17
The Organization Culture Determine the Productivity Level of the employee.	4	1.13
There are factors that influence employee productivity in an organization based on its culture.	4	1.21
The organization culture create opportunity to improve the productivity of the employee.	4	1.11
Compassion International Ethiopia office corporate culture provides the opportunities for employees to love what they do and give them opportunities to achieve success.	4	1.05
Organization culture influences employee productivity.	4.2	1.14
Average mean score/standard deviation	4.1	1.14

Source* SPSS research data

The results in Table 4.5 indicates, The Organization Culture have impact on Employee Productivity (Mean=4.2, SD=1.17) The Organization Culture Determine the Productivity Level of the employee (Mean=4, SD=1.13), There are factors that influence employee productivity in

an organization based on its culture (Mean=4, SD=1.21), The organization culture create opportunity to improve the productivity of the employee (Mean=4, SD=1.11), Compassion International Ethiopia office corporate culture provides the opportunities for employees to love what they do and give them opportunities to achieve success (Mean=4, SD=1.05) & Organization culture influences employee productivity (Mean=4.2, SD=1.14).

From the table above, it can be noted that majority of the respondents agreed that organizational culture have an impact on employee productivity. This is through the Average mean of 4.1 which was obtained from the total mean of the six statements on the organizational culture as a factor that influences employee productivity. The average standard deviation was 1.14 which is more than the average of 0.5. This means that organizational culture in the organization plays a significant role in influencing employee productivity.

4.4.2 Workplace Environment on Employee Productivity

The researcher sought to determine whether Workplace environment influenced employees' productivity. Table 4.6 below outlines the results.

Workplace Environment	Mean	Standard Deviation
I like the people I work with.	4.66	0.73
The conditions I work in are good	4.62	0.64
Individual differences are respected here (e.g., gender, race educational background, etc.)	4.38	0.81
Your coworkers help you in playing role to improve working environment in the organization.	4.14	0.94
Productivity level can increase with the help of coworkers.	4.34	0.87
Good working environment help you to increase level of your productivity in the organization.	4.49	0.73
Good relationship with coworkers helps you to increase your level of productivity on the job.	4.48	0.75
Average mean score/standard deviation	4.4	0.79

Source* SPSS research data

I like the people I work with (Mean=4.66, SD=0.73), The conditions I work in are good (Mean=4.62, SD=0.64), Individual differences are respected here (e.g., gender, race educational background, etc.) (Mean=4.38, SD=0.81), Your coworkers help you in playing role to improve working environment in the organization (Mean=4.14, SD=0.94), Productivity level can increase with the help of coworkers (Mean=4.34, SD=0.87), Good working environment help you to increase level of your productivity in the organization (Mean=4.49, SD=0.73) & Good relationship with coworkers helps you to increase your level of productivity on the job (Mean=4.48, SD=0.75).

From the above table, Majority of the respondents seem to agree that they like the people they work with and responded that working environment can help to increase employee productivity, this is seen in the average mean of 4.4 and standard deviation of 0.79 which is well above 0.5. Therefore this means that workplace environment in the organization is key in enhancing the level of employee productivity.

Although “I like the people I work with” was ranked highest with a mean of 4.66, the overall mean score for workplace environment was 4.4 and very minimal variations implying that majority of the respondents felt that workplace environment affected productivity.

4.4.3 Trust on Employee Productive

The researcher sought to determine whether Trust influenced employees’ productivity. Table 4.7 below outlines the results.

Trust	Mean	Standard Deviation
Good relationship between employees promotes trust and open communication.	4.49	0.73
Trust among coworkers contributes to employee productivity.	4.39	0.9
I am certain that I would get help from my colleagues.	4.14	1
If I have trouble with anything on the work, I can safely talk about my concerns with my colleagues and get support.	4.23	0.94
Trust among coworkers help to increase productivity.	4.49	0.79
Average mean score/standard deviation	4.3	0.87

Source* SPSS research data

Good relationship between employees promotes trust and open communication (Mean=4.49, SD=0.73), Trust among coworkers contributes to employee productivity (Mean=4.39, SD=0.9), I am certain that I would get help from my colleagues (Mean=4.14, SD=1). If I have trouble with anything on the work, I can safely talk about my concerns with my colleagues and get support (Mean=4.23, SD=0.94) & Trust among coworkers help to increase productivity (Mean=4.49, SD=0.79).

From the table above, it can be noted that majority of the respondents agreed that trust have an impact on employee productivity. This is through the Average mean of 4.3 which was obtained from the total mean of the five statements on the Trust statement as a factor that influences employee productivity. The average standard deviation was 0.87 which is higher than the average of 0.5. This means that Trust in the organization plays a significant role in influencing employee productivity.

Although most respondents agreed that a trust among coworkers help to increase productivity and trust among coworkers contributes to employee productivity were ranked highest with means of 4.5 and 4.4 respectively, the overall mean score for Trust was 4.3. It can therefore be concluded that most respondents agree that Trust affects productivity to a moderate extent.

4.4.4 Teamwork on Employee Productive

The researcher sought to determine whether Teamwork influenced employees' productivity.

Table 4.8 below outlines the results.

Teamwork	Mean	Standard Deviation
The team members in my department help each other to get the work done.	4.01	1.3
The members of my team encourage each other to succeed when performing the task.	3.9	1.28
Teamwork helps to increase level of productivity.	4.28	1.03
Good relationship with coworkers helps to increase level of productivity on the job.	4.37	1.02
Lack of teamwork affects my commitment and attitude to serve customer patiently.	4.07	1.3
Average mean score/standard deviation	4.1	1.2

Source* SPSS research data

The team members in my department help each other to get the work done (Mean=4.01, SD=1.3), The members of my team encourage each other to succeed when performing the task (Mean=3.9, SD=1.28), Teamwork helps to increase level of productivity (Mean=4.28, SD=1.03), Good relationship with coworkers helps to increase level of productivity on the job (Mean=4.37, SD=1.02) & Lack of teamwork affects my commitment and attitude to serve customer patiently (Mean=4.07, SD=1.3).

From the above table, Majority of the respondents seem to agree that good relationship with coworkers helps to increase level of productivity on the job, this is seen in the average mean of 4.37 and standard deviation of 1.02. The average mean scores and standard deviation for teamwork is 4.1 and 1.2 which is well above 0.5. Therefore this means that Teamwork in the organization is key in enhancing the level of employee productivity.

4.4.5 Communication on Employee Productive

The researcher sought to determine whether Communication influenced employees' productivity. Table 4.9 below outlines the results.

Communication	Mean	Standard Deviation
Employee in this organization freely exchange information and opinions.	4.07	0.79
A regular share and exchange of ideas between employee helps to increase productivity level.	4.35	0.69
Communication among employees is encouraged by my organization	4.38	0.66
Communication with my coworkers determines my productivity and job performance.	4.32	0.78
Average mean score/standard deviation	4.3	0.74

Source* SPSS research data

Employee in this organization freely exchange information and opinions (Mean=4.07, SD=0.79), A regular share and exchange of ideas between employee helps to increase productivity level (Mean=4.35, SD=0.69), Communication among employees is encouraged by my organization

(Mean=4.38, SD=0.66) & Communication with my coworkers determines my productivity and job performance (Mean=4.32, SD=0.78).

From the table above, it can be noted that majority of the respondents agreed that communication have an impact on employee productivity. This is through the Average mean of 4.3 which was obtained from the total mean of the four statements on the communication statement as a factor that influences employee productivity. The average standard deviation was 0.74 which is higher than the average of 0.5. This means that communication in the organization plays a significant role in influencing employee productivity.

As we can see from the Mean and standard deviation communication at workplace has effect on employee productivity. This is confirmed by the standard deviations that are all below 1 (range from 0.699– 0.799).

4.4.6 Employee Productivity

The study requested the respondents to provide information about Employee Productivity using Likert scale questions and Table 4.10 below outlines the results.

Employee Productivity	SD Freq.	D Freq.	N Freq.	A Freq.	SA Freq.	Mean	<u>SD</u>
I accomplish tasks quickly and efficiently.	0%	0%	6%	49%	45%	4.41	0.575
I have high standard of task accomplishment.	0%	0%	8%	55%	37%	4.28	0.614
My work outcomes are of high quality.	0%	1%	8%	53%	37%	4.28	0.614
I always beat our team targets.	0%	0%	17%	62%	21%	4.03	0.632
I can manage my time and allocate resources effectively.	0%	0%	8%	62%	30%	4.21	0.583
I am timely with my assignments/projects.	0%	1%	4%	52%	42%	4.38	0.57
Average mean score/standard deviation						4.3	0.6

Source* SPSS research data

From the above results, 94% of the respondents agreed that they accomplish tasks quickly and efficiently and they are timely with their assignment/projects. And 92% of the respondent agree that they have high standard of task accomplishment. 92% of the respondents Agreed that they can manage the time and allocated resources effectively. a big percentage (90%) strongly agreed and agreed that their work outcomes are of high quality. Only 17% of the respondents responded Neutral when they are asked if they always beat their team targets.

4.4. Factor Analysis of Factors Affecting Employee Productivity

Table. 4.11 Factor Analysis table

	FACTOR	AVERAGE MEAN
1.	ORGANIZATIONAL CULTURE	4.1
2.	WORKPLACE ENVIRONMENT	4.4
3.	TRUST	4.3
4.	TEAMWORK	4.1
5.	COMMUNICATION	4.3

As it is noted in the table above all the 71 respondents gave their response in all the 5 variables and the statements under them on the factors that affected their levels of productivity. The responses are analyzed below.

On the first statement which is on whether the organizational culture of Compassion International Ethiopia was competent enough to address issues that affected the employee productivity. The average mean was 4.1. This mean was well above average and it shows that organizational culture is performing strongly. This therefore means that most employees were

satisfied and agree with the organization culture, hence that factor greatly affect the employee productivity.

The second variable was workplace environment at Compassion International Ethiopia office, the respondents were asked whether workplace environment affect employee productivity in Compassion International Ethiopia office. The variable has average mean of 4.4, which is the highest average mean among the variables and the average mean was far much above average. It was exceptional this means that there exist a strong workplace environment and its strong enough to affect employee productivity.

The third variable was Trust at Compassion International Ethiopia office, the respondents were asked whether trust affect employee productivity in Compassion International Ethiopia office. The variable has average mean of 4.3, which is the highest average mean next to workplace environment among the variables and the average mean was far much above average. It was exceptional this means that there exist a strong Trust and its strong enough to affect employee productivity.

The fourth variable was Teamwork at Compassion International Ethiopia office, the respondents were asked whether teamwork affect employee productivity in Compassion International Ethiopia office. The average mean stood at 4.1, which is the lowest among most of the variables even if it's well above the average 2.5. This therefore means that most of the respondent felt that teamwork is contributing less effect on productivity compared to the other variables.

The fifth variable was Communication at Compassion International Ethiopia office, the respondents were asked whether communication affect employee productivity in Compassion International Ethiopia office. The average mean stood at 4.3, this was highly above average. This means that the level of productivity at Compassion International are enhanced by Communication.

From the factor analysis table above, Workplace environment is the factors that is considered mostly to affect employee productivity followed by Trust, Communication, Organizational culture and Teamwork in Compassion International Ethiopia office.

4.5. Discussion and Finding of the Study

From the above analysis, the study has established the following key findings;

First and foremost there is a strong relationship between employee productivity and the factors that affect it. Many of the study participants observed that a number of factors such as Organizational culture, workplace environment, Trust, Teamwork and Communication affected employee productivity.

Concerning the issue of the impact of Organizational culture on employee productivity majority of the employees felt that organizational culture has an impact on employee productivity. Therefor the study established that the organization has a strong organizational culture that contributes to employee productivity.

The research also assessed the impact of workplace environment on employee productivity and majority of the respondents agree that workplace environment has an impact on employee productivity. From the response the researcher has observed that Compassion international has a strong and well contributing workplace environment that contributes to the increase of employee productivity.

Concerning the impact of Trust on employee productivity, majority of the respondents agree that trust has an impact of employee productivity. Next too workplace environment trust is a strong contributor for employee productivity.

The researcher has also observed that the impact of Teamwork on employee productivity has scored ow comparing to the other variables and this has showed that there is a room for improvement and if the organization can invest more on increasing teamwork the impact can become bigger.

Finally, concerning the impact of Communication on employee productivity in the case of Compassion international Ethiopia office. Majority of the respondents has strongly agreed that Communication has a strong effect on employee productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter tries to present the summary of the findings of this study followed by conclusions and recommendations. The summary part encompasses the findings of data collected and analyzed. Finally, it wraps up with conclusions and subsequent recommendations based on the major findings of the study.

5.1. Summary of Results

In this study factors affecting employee productivity have become of convincing interest to the researcher because of their impact on work related behavior and other desirable work-related outcomes. This is particularly so as the factors affecting employee productivity are reflected in tendencies to respond to the employee productivity either positively or negatively. Factors affecting employee productivity in Compassion International Ethiopia (CIET) was assessed using online survey questionnaire. The researcher had three main objectives, objective one to assess the impact of Organizational Culture, Workplace Environment, Trust, Teamwork and communication on Employee Productivity. The second objective is to identify and analyze the factors that influence employee productivity within the organization and the third objective is to establish a valid conclusions and recommendation with the identification of impact, both positive and negative factors on employee productivity within an organization.

Accordingly, for the first objective to assess Impact of Organizational Culture, Workplace environment, Trust, Teamwork and Communication on Employee Productivity. Majority of the respondents agreed that organizational culture have an impact on employee productivity with Average mean of 4.1. Regarding Workplace Environment the respondents strongly agreed that Workplace environment has an impact on employee productivity with a high Average mean of 4.4. On the impact of Trust on employee productivity, the respondents agreed with a second highest Average mean of 4.3 that, it have Impact on Employee Productivity. Most of the respondents agreed that Teamwork have an impact on employee productivity with Average mean

of 4.1 comparing with the other variables (factors) teamwork has scored less. Finally majority of the respondents strongly agreed that Communication has a strong impact on employee Productivity.

For the second objectives, to identify and analyze the factors that influence employee productivity within an organization a further detailed assessment was carried out using the factor analysis on the factors (Organizational Culture, Workplace Environment, Trust, Teamwork and communication) affecting employee productivity. The average mean for Organizational culture was 4.1. This mean was well above average and it shows that organizational culture is performing fair. This therefore means that most employees were satisfied and agree with the organization culture, hence that factor affects the employee productivity.

The above findings also support Ojo (2009), findings on his study on organizational culture and how it influenced employee job performance. He found out that organizational culture influenced employee performance, and that there is a positive relationship between organizational culture and employee performance.

Workplace environment is the factors that is considered mostly to affect employee productivity followed by Trust, Communication, Organizational culture and Teamwork in Compassion International Ethiopia office. The average mean for Teamwork stood at 4.1, which is the lowest among most of the variables even if it's well above the average 2.5. This therefore means that most of the respondent felt that teamwork is contributing less effect on productivity compared to the other variables. Trust and Communication has also a high effect on employee productivity with an average mean score of 4.3, which is next to Workplace environment a strong result and the impact also can be ranked high. And also, study done by Otto (2015), findings on his study on effect of communication on performance, he found out that there is a positive relationship between communication and performance.

5.2. Conclusions

In this study, the researcher tried to look at the factors affecting employee productivity in Compassion International Ethiopia office. Questionnaires were administered to sampled respondents who are working in the organization to find out their opinions and views on whether the factors have effect on employee productivity. Based on the current findings from data collected and analyzed on factors affecting employee productivity, the assessment on the impact of Organizational culture, Workplace environment, Trust, Teamwork and Communication on employee productivity and identifying and analyzing the factors that influence employee productivity within an organization, considered for this study, the following conclusions were drawn.

Based on the findings that this study managed to establish, the study would therefore wish to make the following conclusions.

There is a strong relationship between Employee productivity and the perceived factors that affect it. Majority of the study participants observed that a number of factors such as Organizational culture, Workplace environment, Trust, Teamwork and Communication affected their levels of productivity. The Study therefore concluded that the factors like Organizational culture, Workplace environment, Trust, and Communication are contributing strongly for employee productivity in Compassion International Ethiopia office. And also there is a room for improvement for Compassion International Ethiopia office to work on Teamwork and increase employee productivity.

Based on factor analysis, Workplace environment is the factors that is considered mostly to affect employee productivity followed by Trust, Communication, Organizational culture and Teamwork in Compassion International Ethiopia office.

Accordingly, 83.1% out of the 71 respondents believe (either strongly agree or agree) that the factors affect employee productivity. And 15% of the respondents disagree that the factors (Organizational culture, workplace environment, Trust, Teamwork and communication) has effect on employee productivity. Therefor we can say that the listed factors have effect on employee productivity with different strengths.

From the finding of the study we can conclude that the listed factors (Organizational culture, workplace environment, Trust, Teamwork and communication) affect employee productivity, there is a relationship between the variables.

5.3. Recommendations

Based on the finding of this study and the conclusions made by this very study, this study wishes to make the following recommendations on what organizations need to do in order to boost on its levels of employee productivity.

- Compassion International Ethiopia office leadership/HRM should continue to strength the factors (Organizational culture, workplace environment, Trust, Teamwork and communication) to increase the productivity of the employees. And also monitor the strength of this factors within the organization.
- The leadership of Compassion International Ethiopia should pay special attention to two of the factors (Organizational culture & Teamwork), comparing to the other factors' both has scored lower and unless a serious attention is given to improve teamwork & Organizational culture within the organization it may affect more employee productivity.
- The organization (CIET) leadership should continue to be creative and intentional to find out other factors affecting employee productivity that way the organization can deal with them before productivity is affected.

5.4. Suggested Future Research Areas

Finally, the researcher would like to recommend the following areas of further research:

- Study on the factors affecting employee productivity dimensions variables individually.
- Study on deeper cause and effect analysis of factor affecting employee productivity.
- Finally, since the study focused so much on the factors affecting employee productivity at Compassion International Ethiopia office. The study suggests that a similar study should be

conducted in other Non-governmental organizations so that a comparison is made. This will, strengthen the ideas on factors that affect employee productivity and measures of the employee productivity.

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APPENDIX I:

Survey Questionnaire

ST. MARRY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

QUESTIONNAIRE TO BE FILLED BY STAFFS OF COMPASSION
INTERNATIONAL ETHIOPIA OFFICE

Research Topic: - The effect of employee relationship on employee productivity in the case of Compassion International Ethiopia Office

Dear Respondents: -

I would like to express my earnest appreciation for your generous time, honest and prompt responses.

Objective:

This questionnaire is designed to collect data about the effect of employee relationship on employee productivity in the case of Compassion International Ethiopia Office (CIET). The information that you offer me with this questionnaire will be used as a primary data in my case research which I am conducting as a partial requirement of MBA degree at ST. Marry University under the School of Business Administration. Therefore, this research is to be evaluated in terms of its contribution in understanding the effect of employee relationship on employee productivity at Compassion international Ethiopia and its contribution to improvements in these areas.

General Instructions

- There is no need of writing your name.
- In all cases where answer options are available please tick (√) in the appropriate box.

Confidentiality

I want to assure you that this research is only for academic purpose authorized by the St. Marry University. No other person will have to access this data collected. In any sort of report, I might publish, but, I will not include any information that will make it possible to identify any respondent.

Thank you again!!!

Section I: Demographic Information

1. Sex: Male
 Female
2. Which of the following age group describes you?
 Under 25
 25-34
 35-44
 45-54
 55 and above
3. Number of years you have worked for the organization (In years):
 0-4
 5-9
 10-15
 16-20
 21 years and above
4. Educational Qualification
 High School Graduate
 BA/BSc Degree
 PhD Other (please state _____)
- Diploma
 Master's Degree
5. Employment status
 Management Staff

Section II: Employee relationship Measures

Please indicate your level of agreement with each of the following statements.

Put (√) the number that best corresponds to your answer.

5 - Strongly Agree 4 – Agree 3 – Uncertain 2 – Disagree 1 - Strongly Disagree

A- ORGANIZATIONAL CULTURE

Statements on Organizational Culture						
Q. No	Statements	1	2	3	4	5
1.	The Organization Culture have impact on Employee Productivity.					
2.	The Organization Culture Determine the Productivity Level of the employee.					

3.	There are factors that influence employee productivity in an organization based on its culture.					
4.	The organization culture create opportunity to improve the productivity of the employee?					
5.	Compassion International Ethiopia office corporate culture provides the opportunities for employees to love what they do and give them opportunities to achieve success.					
6.	Organizational culture influences employee productivity.					

B- WORKPLACE ENVIRONMENT

Statements on Workplace Environment						
Q. No	Statements	1	2	3	4	5
7.	I like the people I work with.					
8.	The conditions I work in are good					
9.	Individual differences are respected here (e.g., gender, race educational background, etc.)					
10.	Your coworkers help you in playing role to improve working environment in the organization.					
11.	Productivity level can increase with the help of coworkers.					

12.	Good working environment help you to increase level of your productivity in the organization.					
13.	Good relationship with coworkers helps you to increase your level of productivity on the job.					

C- TRUST

Statements on Trust						
Q. No	Statements	1	2	3	4	5
14.	Good relationship between employees promotes trust and open communication.					
15.	Trust among coworkers contributes to employee productivity.					
16.	I am certain that I would get help from my colleagues.					
17.	If I have trouble with anything on the work, I can safely talk about my concerns with my colleagues and get support.					
18.	Trust among coworkers help to increase productivity.					

D- TEAMWORK

Statements on Teamwork						
Q.No	Statements	1	2	3	4	5
19.	The team members in my department help each other to get the work done.					
20.	The members of my team encourage each other to succeed when performing the task.					
21.	Teamwork helps to increase level of productivity.					
22.	Good relationship with coworkers helps to increase level of productivity on the job.					
23.	Lack of teamwork affects my commitment and attitude to serve customer patiently.					

E- COMMUNICATION

Statements on Communication						
Q.No	Statements	1	2	3	4	5
24.	Employee in this organization freely exchange information and opinions.					
25.	A regular share and exchange of ideas between employee helps to increase productivity level.					
26.	Communication among employees is encouraged by my organization					
27.	Communication with my coworkers determines my productivity and job performance.					

SECTION III: Employee Productivity

A- EMPLOYEE PRODUCTIVITY

Statements on Employee Productivity						
Q. No	Statements	1	2	3	4	5
28.	I accomplish tasks quickly and efficiently.					
29.	I have high standard of task accomplishment.					
30.	My work outcomes are of high quality.					
31.	I always beat our team targets.					
32.	I can manage my time and allocate resources effectively.					
33.	I am timely with my assignments/projects.					

34. Please rank the following employee relationship factors based on their impact on your level of productivity.

- _____ Organizational culture
- _____ Workplace environment
- _____ Teamwork
- _____ Communication
- _____ Trust