



**ST. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF JOB ASSIGNMENT ON EMPLOYEE PERFORMANCE IN  
ETHIOTELECOM**

**By**

**Hagos Gebreigzabher Kahsay**

February 2022

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE  
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**APPROVED BY BOARD OF EXAMINERS**

\_\_\_\_\_

**Dean, School of Business**

\_\_\_\_\_

**Advisor**

\_\_\_\_\_

**External Examiner**

**Muluadam Alemu (Ph.D)**



**14/02/22**

**Internal Examiner**

## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Shoa Jemal. All sources of material 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 higher learning institutions to earn any degree.

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Name

**St. Mary's University, Addis Ababa**

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Signature

**February 2022**

## ENDORSEMENT

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

Shoa Jemal

\_\_\_\_\_

Advisor

Signature

**St. Mary's University, Addis Ababa**

**February 2022**

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## List of Acronyms and Abbreviations

CF:Cultural Fit.....	9
CR:Company Resource.....	13
JD: Job Description.....	15
EM:Employee Motivation .....	18
EP:Employee Performance .....	31
JC: Job Challenge .....	32
MAA:Motivation Ability Attitude .....	33
SAAZ:South Addis Ababa Zone.....	39
SPSS:Statistical Package for the Social Sciences .....	18
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## Abstract

*This study was conducted at Ethio telecom aiming to assess the effect of job assignment on employee performance and its effect on the companies planned performance. The study used both descriptive and explanatory research method. In conducting the study, both primary and secondary data are collected using structured survey questionnaires, interview and other published materials. Random sampling technique was used to select representative sample of 120 participants from the total population of 328 found at south Addis Ababa zone and some other zones. Descriptive statistics such as measures of frequency and mean values were also employed to analyze the data gathered. The findings of the study clearly showed that though in Ethio telecom specially in employees of south Addis Ababa zone are not satisfied with the job they have now due to the improper assignment of job with correct time and qualification. Many of the participants are not motivated with their job assignments due to the reason that they have assigned to the job not at the wright time with the wright qualification and the wright working time they have to. The study also came up with a result of lowest performance on employees and this yields lower target achievement on the company. The study also showed that there is a mismatch in allocating resource for employees to perform their task to achieve the targeted goal of the company organizational objectives of Ethio telecom has not been augmented with the employees capacity, interest, qualification working age and qualification due to unclear criteria of job assignment in the company. Failure of properly use of feedbacks from employees also lead to lower employee satisfaction and as well performance of Ethio telecom. Considering this and other problems the study recommended the company to bench mark best practices in the sector, provide clear job assignment strategy, align organizational objectives with employees capacity, effectively make use of the results for the identification of employee weaknesses, strengths and proper job assignments so that it could retain the existing and attract competent employees of the sector.*

**Key words: Job Assignment, Employee Performance, Company performance**

## CHAPTER ONE

### INTRODUCTION

Today in the business environment, enterprises must continually improve the quality of their products and services to stay ahead of the competition. Whether it is in the service sector, manufacturing, or merchandising, an organization's survival depends on profitability. The organization's profitability has maintained and maximized by having effective and productive employees. The awareness of the importance of the proper placement of workers is increasing from time to time as compared to a previous time to survive and succeed in the fast-changing competitive environment.

#### 1.1 Background of the Study

Business environments change from time to time, which calls for continuous upgrading of employee skills and capabilities to improve their job performance, growth, and the ability to adapt to the rapidly changing economic environments for the organization to remain competitive (Amin et al;2013). Pfeifer, Janssen, Yang and Backs Gellner (2011) support this by saying that next to schools, human capital accumulation after entry into the Labor market has considered key to economic performance at both micro and macro level.

Organizations need to organize develop and manage their human resources effectively for achieving this continuous process of proper positioning which motivates employees. The major responsibility of an organization in this regard is to build up the right mix of skills, knowledge, attitude, and conceptual understanding among their employee.

Proper placement helps in keeping the employees motivated, optimizing their performance, reducing burden, absenteeism, labor turnover rates, etc. After seeing all these benefits, it is clear that the characteristics of a job or a task can have an impact on the performance of the employees. A well-placed employee will be an asset to the organization.

Proper placement makes the employee happy and reduces absenteeism and labor turnover. Proper placement increases the morale and efficiency of the employees and builds a good relationship with the employer or organization. Factors that affect individually and collectively on employee's performance positively or negatively include leadership, coaching,

empowerment, participatory, organizational culture, working environment, motivation and training, and proper placement.

Therefore, proper placement is one of the factors that affect employee's performance, which generates benefit for the employee as well as for the organization by positively influencing employee performance through the development of effective work habits, dedication, honesty, and a productive manner.

Employee placement is the process of assigning a new employee to a position within his or her sphere of authority where the employee have a reasonable chance for success (Dessler, 2008). Kumar and Sharma (2001) define placement as the determination of the job to which an accepted candidate has to assign.

Employee placement is important in an organization because it affects the employee's performance. Employee performance in any organization has reflected in the effectiveness and efficiency with which goals and objectives are achieved (Sousa, Aspin wall, Sampaio and Rodrigues, 2005). Excellent employee performance means that the employee can carry out duties efficiently and effectively to meet agreed job objectives (Baldwin, 2008).

To bind excellent employee performance, organizations should institute practices to manage employees well. The ability to effectively manage employee performance can lead to increased profit margins, cost savings, customer satisfaction, growth, or market share (Kirkpatrick, 2006). The major responsibility of an organization in this regard is to build up the right mix of skills, attitude, and conceptual understanding among their employee.

## **1.2 Statement of Problem**

From the earlier stage, the problem of the employee in many organizations has resulted from that they are not satisfied with their job, which made them keep on searching for the kind of jobs that enhance their satisfaction and needs as per different studies made before. Globally when people settled with their right qualification to the specified position it was more productive and satisfy the employee as well the company. Education enforces people to know and to develop more.

In most countries, this strategy has followed. I hope this can be a matter of less productivity in our country Ethiopia and this could be a better indication to build better sustainable growth. The fact that proper positioning of an employee means holding the fundamental asset. This allows an organization to take advantage of its competitors, as its people are ready to respond to new environmental changes. Unfortunately, as per my experience the majority of the governmental, private organization and international organizations do not recognize the importance of proper placement with the right qualification at the right time. This led to high job turnover and then increases the cost to hire the new employee, which slows down the organizational profitability. Most of the vacancies, which conducted internally in Ethio-telecom, are not more inclusive of the majority of employee qualification, skills, experience, and most of the time this leads to improper placement of employees for the vacant and this yield less productivity and growth of the company.

Prior empirical studies locally done on training, motivation, and performance. One of the studies by Dagmawit Teshome (2013) titled the effectiveness of staff performance appraisal in Ethio-telecom concluded finding by most employees are not happy with the existing performance appraisal system. Another study by Meseret Haile (2015) on factors affecting employee motivation in Ethio-telecom investigates that key factors that contribute to employee motivation are job security, financial factors and work conditions.

### **1.3 Research Questions**

Therefore, among all the researchers mentioned above who studies in Ethio-Telecom other sectors in Ethiopia, there are no studies on the effect of job assignment on employee's performance. Therefore, the researcher wants increasing concerns from organizational customers toward low-quality service in the telecommunication sector. Therefore, this research contribute to minimizing this gap in the literature effect of job assignment on employee's performance, particularly in Ethio-Telecom. Accordingly, the study has guided by the following basic questions.

1. What influence do the job assignment have on employee performance?
2. What is the perspective of the company on proper job assignments?
3. To what extent is the readiness of the employees to yield productive performance?



4. To what extent does job assignment linked to companies' strategic objectives?

### **1.4 Research Objectives**

The general objective of the study is to find out the effect of job assignment on employees' performance at Ethio-Telecom.

Specifically, the study focuses on-

- building interested employees at Ethio-telecom
- hold satisfied and productive employee at Ethio-telecom
- hold honest and creative workers in Ethio-telecom
- build smooth relationship between the employee and Ethio-telecom

### **1.5 Scope of the Study**

The project paper conducted on the effect of job assignment on employee performance in Ethio-telecom. The research study is limited to Ethio-telecom employees located at the South Addis Ababa zone and some other zones and corporate employees. However, Ethio-telecom has many regional zones spread across the country. The research only covers the South Addis Ababa zone and some other zones and corporate. Besides, it is convenient to distribute questionnaires and obtain relevant data promptly. Hence, the generalization of the research finding would be delimited to the South Addis Ababa zone and some other zones and corporate.

### **1.6 Significance of the Study**

This study could help other researchers as input and could lead to scientific findings in the future. The outcome of this research could help and support to Ethio-Telecom to identify the factor that, the effect of the job assignment affects the performance of the employee and influences its productivity.

## 1.7 Limitation of the Study

The most influential factors that affect as a limitation on this research work are as follows.

These are:

- ❖ Lack of access to the right data on the right data is a variation on the database system of the company
- ❖ Lack of up-to-date literature in the study areas related to job Assignment.
- ❖ delay in response to questionnaires from respondents
- ❖ Covid-19 is also another factor in collecting the data.

Mainly the above limitations occurred during the research study

## 1.8 Organization of the Paper

This paper is original work to the researcher and the way of organizing and collecting data is mainly internet based and platforms, which use the internet. This is mainly due to the occurrence of covid -19 that why the researcher did not collect data manually.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### Introduction

In this section, both theoretical as well as empirical works of literature were been summarized. The first section describes the theoretical part while the second features the empirical reviews of the research.

#### 2.1 Theoretical Review

Employee performance and organizational performance has related in the sense that employee performance is a function of organizational performance since employee performance influences general organizational performance. They are two different sides of a similar coin. Concerning the above employee, competencies change through effective job assignment. It therefore not only improves the overall performance of the employees to effectively perform their current jobs but also enhances the knowledge, skills, and attitude of the workers necessary for the future job, thus contributing to superior organizational performance.

The employees who are satisfied with their assigned job could have higher job performance, and thus supreme job retention, than those who are not happy with their job assignment. Moreover, it stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and management found that motivation and high performance are key to attaining firm targets (Kinicki and Kreitner, 2007). Employees could be only satisfied when they feel competent to perform their jobs, which has achieved through better assignments of jobs that most fit their ability and skill.

There are two main types of motivation, intrinsic and extrinsic motivation. intrinsic motivation is to perform an action or task based on the expected or perceived satisfaction of performing the action or task including having fun, being interested and extrinsic is to perform an action or task to attain some sort of reward, including money, power, and good marks or grades. Recognizing the role of suitable job assignment practices enables the top

executives to create a better working environment that ultimately improves the motivational level as well as the performance of the workforce.

An organization that gives worth to knowledge and skill as a source of gaining a competitive edge over competitors, should build up a system that ensures constant learning, and the effective way of doing so is the best way of job assignment on an employee. Effective job assignments have aimed at improving the employees' performance. Effective job assignment refers to bridging the gap between the current performance and the standard desired performance and getting the most productive workforce. The best job assignment can be performed by the match of skill, knowledge, and experience that the employee has to what the job needs.

This matching enables employees to actively participate on the job and produces better performance, hence improving organizational performance. Effective job assignments not only develop employees' performance but also help an organization to make the best use of their human resources in favor of gaining a competitive advantage. To achieve high productivity in an organization, the organization firstly needs to discover methods that help to improve the employee's performance. According to Pushpakumari (2008), a great effort is necessary for the employees to attain high performance in their jobs.

When the employees are satisfied with their jobs, they tend to be motivated, are willing to put effort, and commit more to their jobs. Employee performance in the organization can be enhanced if they find that organizations are more concerned with satisfying their employees, as they perceived (Mohammad Rabiul Basher Rubel & Daisy Mui Hung Kee, 2014). Organizational commitment enhances the success of an organization by making employees dedicated to the achievement of its goals (Grawe et al., 2012).

The success of any organization can be predicted from its success in raising and maintaining employees' commitment. High levels of commitment contribute to positive attitudes and behaviors in organizations (Chughtai and Zafar, 2006; Sinclair et al., 2005; Srivastava, 2013). Job performance is also influenced by three principal factors (Farh, Seo & Tesluk 2012; Kacmar et al. 2009), namely, declarative knowledge (knowledge about facts, principles, and objects), procedural knowledge and skill (ability to implement declarative knowledge), and motivation (choice to expend effort, level of effort and persistence).

As the performance of employees is significant for organizations, the management should consider improving the performance of workers in their companies by encouraging them to do their tasks and duties as efficiently and effectively as possible. Therefore, motivation in firms is absolutely important and necessary because it could change the behavior of employees in positive ways. That is why many managers believe that when they establish motivated employees in the workplace, they can observe significant achievements in their organizations (Mohammad Saeid Aarabi, 2013).

The performance of an organization has measured by the performance of the employees working in the organization. The revenue it is earning and the profits that it is enjoying can measure the performance of the organization. This is quite significant and was not be hidden from anyone. However, is it that easy to measure and judge the performance of the employees? The human resource department of the organization is responsible for tracking down the employee performance so that the right decision could have taken. If the employee has been showing, great performance activities, he or she has rewarded or if the person is losing interest, more motivation could provide. There can be also many such employees who do not perform even the organization has invested many resources in motivating the employee. Such employees become a burden on the company and hence necessary actions must have taken against them depending upon the situation.

Motivation is the physiological force that directs employees' behavior towards the achievement of organizational goals. I.e. better customer services improved productivity (Kreitner and Kinicki, 1995). Entwisted (1987) explained that motivational factors enhanced employee performance as well as organizational performance. An Organization only synergizes its performance if its employees are satisfied and motivated to work. According to porter (1982) described that employee motivation is the driving force of employee behavior resulting in a high level of employee productivity and increased organizational performance. Motivation energizes the workforce and directs their behavior towards optimum performance to achieve personal as well as organizational objectives (Meyer and Becker, 2004; Tung, 1981).

Motivating employees to perform to their maximum potential is the responsibility of organizations' leaders without any upward movement; many employees will lose their sense of purpose and motivation "understanding and motivating employees is the key to increasing self-worth in the workplace. The best placement of jobs can help employees understand how their work fits into their company's structure, mission, and goals. Employees often become more motivated when they understand how their work matters.

Right job assignments particularly for departments and teams can improve work quality and increase outcomes. As a result, employees feel happier in their work become more excited about the prospect of success, and develop higher self-worth. "Developing employee's self-worth can promote attachment loyalty and enthusiasm.it should also make the majority of employees powerful to structure their learning and development so that it meets organizational needs "Joan tanner (2017). Worth is an internal state of being that comes from self-understanding, self-love, and self-acceptance. A Well-organized procurement section or department in an organization is very vital to assign the most comfortable jobs to an employee based on what the employee's qualification, talent, skill, and knowledge look like.

## 2.2 Empirical Review

Suitable job assignment for employees has proven to generate performance improvement-related benefits for the employee as well as for the organization by positively influencing employee performance through well knowing of employee's knowledge, skills, ability, competencies, and behavior.

A journal conducted by Rabin Dra Kumar Pradhan and Latatendu Kesari Jena, (2017), determined performance development of the scale into, three categories, those are task performance, contextual performance, and adaptive performance. To determine employee performance and use expert judgment carried out content validity ratio and came above the 0.49 value. The study aims a new measurement tool on employee performance. This study uses snowball sampling and further data use from Google survey, LinkedIn, his personal e-mail 361 cases from Indian manufacturing and service industries finally use for statistical analysis.

A study by Meseret Haile (2015) on factors affecting employee motivation in Ethio-telecom investigate that key factors that contribute to employee motivation are job security financial factors and work conditions based on fair performance, appropriate working environment,

ensuring opportunities for social development, doing grape work, giving important and appropriate works following employee's skills and work rotation. Meseret stressed that there is a meaningful relationship in a positive way between motivation level and performance level.

A journal which was done by James Watta Onyango and Daniel M. Wanyoike, 2014 on Effect of training on employee performance, a survey of health workers in Siaya a country of Kenya. In this study the hypothesis was constructed  $H_0$  and  $H_A$  no relationship with training and have a relationship with training respectively also, quantitative of data was collection using questioner by random sampling technique analyses it by SPSS Method. To get the resulting  $H_0$  correlation done between employee training and performance at work place. Its result 0.654 this is significant at  $\alpha=0.01$  significant level as well as at  $\alpha=0.05$  level. Finally conclude there is strong positive relationship between training and development of employees and performance.

Another journal study made by Mangala gangothri and Karnataka, conducts the effect of training on employee performance, 2016 in this study use primary by distribute questioner to 22 respondent in Mangalore pipe industry also secondary data from different books website. data analysis method is showing percentage and drawing from the result 100% agreed that the training reduces the rate of accidents or mistakes, 100% again agree that training increase the performance of employee, at the last 100% of the employ are agree that training make them meet any challenge and situation.

A journal study in Effect of training on Employee performance- banking sector Bangladesh by Nushrat in this research investigate relationship between the variables one employee performance as dependent variable, second employee engagement, motivation and satisfaction as independent variable. Data collected primary from 150 employee of the 14 banks in Bangladesh through questioner were formed by 7-point Liker scale. For data analysis use statistical package for social sciences.

So, the result shows first from the descriptive statistics St. Deviation of three variables that training with employee engagement, employee motivation and employee performance valid N all fall between 0-1. The T-test shows all calculation value is greater than tabulated values after that the correlation analysis at 1% level of significance for two tailed test all the

variables found that the relationship is significant. From regression analysis, the value of R-square 69.5% indicates dependent variable can explained by all the independent variable.

The effect of the training programs on employee's performance an empirical study at private sector companies in Saudi Arabia a journal study by dr. Khaled N. alshuwairekh, 2016 and collect data from 200 by using 5-point Likert scale, SPSS use for analysis data demographic distribution gender, age, qualification, job position, year of experience, number. The result shows The Chi square calculation for the reality of training was (167.2) at the level of significance (0.00) less than (0.05) which reflects a significant difference in the respondent's point of view about the reality of training at private sector at KSA.

Also, Chi-Square result for employee's performance was (9.88) at the level of significance (0.00) , less than (0.05) which reflect a significant differences in the respondent's point of view about the reality of performance at Saudi Arabia's private sector. From the Pearson correlation came 0.819 a positive significant relationship between the training programs and employee's performance in private sector Company at KSA.

A study conduct by Githinji Angela effect of training on employee performance: A case study of United Nations support office for the Africa union mission in Somalia, 2014. The demographic respondent structured by gender, managerial position, area of position, age, education level, frequency of training, training attended. Data collect by using thumb rule 45 employees from 144 UNSOA staff and primary data collection method through questioner use also by using SPSS method analysis the data.

Its result shows training enhances employee engagement in general agreed 74%, training enhance better performance among employee generally agreed 78%, training enhances their motivation generally agreed 77%, training on job satisfaction agreed 69% finally this study rise that training imparts positively on work activities.

A research conducted by ayalew demissie nake, 2017, the effect of training and development on employee's performance in ALERT hospital, Ethiopia in this study was done using SPSS by 125 questionnaires as primary data. Demographic structure by gender, age, year of service, education level and training attend. The result shows relationship between training and development and employee performance is positive and significant.



And also, other study by Nebro Alemu Mamo (2013) with the title of the effect of training practice on employee performance in commercial bank of Ethiopia and finds that through much is invested in many trainings to employee's suitability of such trainings is often neglected thus its impact on performance is not good.

### **2.3 Conceptual Framework**

The conceptual framework that has developed to study the effects of job assignment on employee performance has based on the review of the literature. Job assignment plays a crucial role in the achievement of organizational as well as personal goals. Job Assignment is defined as specifying the contents or methods of any job in such a way that various requirements of the jobholder can be effectively satisfied (Buchanan, 1979). These requirements may include social, technological, personal, and organizational desires. Job design has related to the process of transformation of inputs to outputs and it takes into consideration the human factors as well as organizational factors, which are of very much importance in the achievement of desired performance.

When employees get involved and are, familiar with the job Assignment they become more motivated to take an active part in the achievement of organizational goals, and as a result, performance of employees increases which positively affects the outcomes. Job description is one approach of job assignment that has been widely used in large firms. Meyer (1994) identified job description as a learning role in firms as employees get a chance to accomplish the various tasks and change roles. Job challenge can also identified as an applied approach and aggrandizes job-related tasks. That is the reason job challenge planned in the job-assignment phase because it proves helpful while transferring employees from one job to another to learn more and increase their knowledge by doing various jobs.

As a result, the efficiency of employee's increases and it positively affects the performance of employees. Second, cultural fit has defined as the combination of different jobs and adding connected duties to the job. Different motivational models of job design mainly constructed on psychology (e.g. Herzberg 1966, Hackman and Oldham, 1980) inspire job enlargement. These models discuss job-related attitudes like variety, autonomy, and task significance. Job

enlargement broadens job scope and the employee performs several different tasks in his/her job.

The third approach is company resource. Herzberg and his companies' intention was to increase employees' satisfaction at the workplace with work assigned to them and to motivate employees regarding their assigned work. The American psychologist Frederick Herzberg presented Job enrichment in the 1950s. The basic reason for this idea was to motivate employees by providing those opportunities of utilizing their abilities so that productivity and performance of the employees increase and positively influence the organizational environment and smooth the way for achieving organizational goals. Job enrichment increases job depth, the degree to which employees can plan and control the work involved in their jobs.

job description, job challenge, cultural fit, company resources that affect employee performance, motivation ability attitude, and as well work experience are the main variables of this study that are used as input for the effect of job assignment.

Psychological Perception is the attitude and behavior of the employee towards the likeliness of their jobs. Attitude answers the question of how people feel towards some task, person, event, or object. Hofstede (1980) did a lot of research work on employee attitude in 40 countries and identified four categories of individualism-collectivism, risk-taking, power distance, and masculinity-feminism. He later also added the long-term versus short-term orientation to these categories of cultural dimensions which tend to drive people's collective behaviors. In exploring job involvement, the main role has been found of the work itself. It has been observed by many scholars that when employees have asked to give their feedback about different factors of pay, promotion, coworkers, advancement opportunities, environment, and supervision, the very most factor identified is work itself (Judge and Church, 2000; Jorgensen, 1978). It does not show that other job-related factors are unimportant but it concludes that the most important factor is work itself for the job satisfaction of employees in the organization. It means if the employees are satisfied with their job-related work then they will be more involved in completing tasks assigned to them and it ultimately affects their performance, which results in fulfillment of organizational goals. Work-related to the job should be interesting and challenging as if employees get

involved in the completion of tasks wholeheartedly, their performance will increase to higher levels.

After the review of existing literature, the researcher has analyzed that job design/assignment has a strong effect on the performance of the employee. It has seen widely that an effective job design/assignment leads to higher performance. However, the researcher cannot generalize this because different employees show different performance levels when assigned the same type of tasks and assignments. This has brought a question mark in the literature and for practitioners. To solve the mystery the researcher has introduced a new variable with the name "Psychological Perception" which affects the relationship of job design and employee performance. It is given that employees show optimum performance when they perceive their job design as an effective one according to their desires and requirements. Figure 1 demonstrates a model proposed which suggests that a job could designed with an effective blend of job rotation, job enrichment, and job enlargement according to the attitude and behavior of the employee for performance maximization and enhancing productivity.

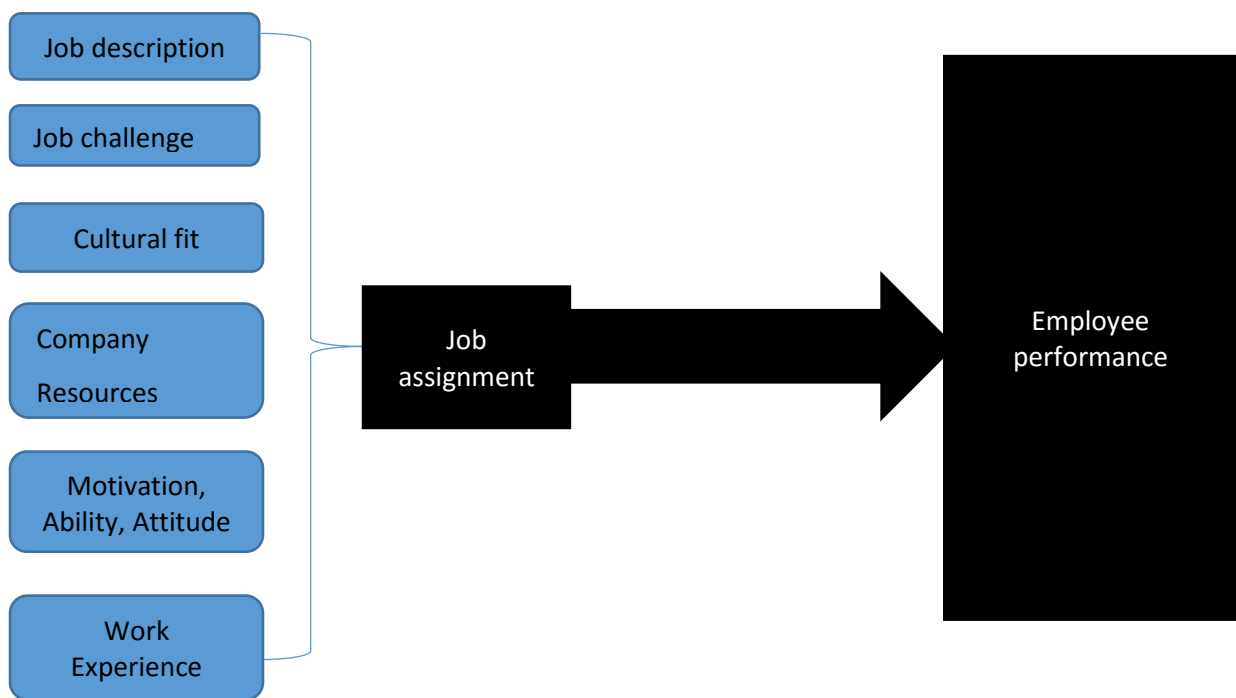


Figure 1. Conceptual Framework of the study

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **Introduction**

The previous chapter deals with literature and concepts related to the subject matters of the research. In this chapter, the researcher tries to show the research design and methodology which is used in the study. It spells Research design, population, sampling size, sampling technique, and sampling design, data source and collection methods, research validity and reliability, method of data analysis, and ethical consideration.

#### **3.1 Research Design and Approach**

This study was used explanatory and descriptive research design to examine the effect of training on employee performance. In this study, both qualitative and quantitative approaches would play their role in addressing the research objective.

A cross-sectional study is an observational study because it compares different population groups at a single point in time. It allows the researcher to compare different variables at the same time, for example, age, gender, income, educational level, and others so this researcher was used it. In addition, this reach is a case study while case study refers to both the method of analysis and a specific research design for examining a problem, both of which has used in most circumstances to design generalize across the population.

#### **3.2 Data Type and Data Sources**

To get relevant information, the researcher uses both primary and secondary data sources. The primary sources of this study are employees of Ethio-Telecom in branches specifically in different departments. Secondary data has collected from employees of placement sections, from HR of Ethio-telecom, and reports and performance appraisals of Ethio-telecom.

### 3.3 Study Population and Sampling Procedures

The study's unit of analysis is an employee of eight sections of Ethio-Telecom (South Addis Ababa Zone) those are Metro transmission group 13 people, Fleet section 8 people, internet and Data 30 people, core switch 12 people, key account section 14 people, planning and design section 6 people, FAN section 220 and power and environment section 25 people. The total target population located at SAAZ is 328(Ethio-Telecom document). To determine the sample size of each stratum stratified sampling is used. Applying stratified random sampling technique enables to get representative samples, (Creswell, 2012). The researcher used the following sample determination table to determine the representative sample size, which has developed by Carvalho (1984), as referred to in Naresh Malhotra (2007). Consequently, the least sample of 20 employees, medium sample of 50 employees or a high sample of 80 employees has selected from the target population located at SAAZ.

Since the target, population size is 328 has categorized in the fourth row the lowest sample size is 20, the medium sample size is 50 and the highest sample size is 80. However, to be more representative in the study the medium sample size of 50 is selected which is 15% of the target population. The following table shows the breakdown of the population range: the small, medium, and large sample that has drawn for the study.

Table 3.3 Carvalho Sampling table

Population size	Sample size		
	Small	Medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: j. Carvalho, 1984

### 3.4 Data Collection Method and Procedures

The main emphasis of this study is to examine the effect of training on Ethio-Telecom employees in the Addis Ababa SAAZ zone. Hence, the study's unit of analysis is an employee of eight sections of the Ethio-Telecom SAAZ zone. Therefore, the researcher has been gathered data mainly through internet-based questionnaires.

Questionnaires are ideal for survey studies as postulated by (Mugenda and Mugenda, 1999) and they are widely used to obtain. The questionnaire has been designed on a Likert five-point rating scale (1=strongly agree, 2= agree, 3=neutral, 4=disagree, and 5= strongly disagree). In addition, the questionnaire has prepared in the English language, short and easy to understand to ensure that respondents do not take more than 15 minutes and do not make it boring. The data needed for this study also has collected from secondary sources such as reviewing different documents, journal websites different books related to job assignment effects on employee performance.

In this study, validation has taken into consideration, for example, the questionnaire has constructed by the researcher, it has designed on the researchers' needs concerning the studies topic so brings advantage in the sense that its measurers exactly what the researcher intended to measure. Therefore, researchers do not depend on other researchers' information. Further still, descriptive, interpretative, and theoretical validity has taken into consideration. It has commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. It has named first by lee Cronbach in 1951, as he had intended to continue for further coefficients.

### 3.5 Data Analysis Method and Model

The researcher has been used explanatory and descriptive data analysis techniques to describe the characteristics of the study of collected data. The data collected through the "Five-point Likert scale" questionnaire has been analyzed by Statistics. The collected data has presented by using tables, which has expressed in the form of frequency, mean and standard deviation. To examine the relationship between employee performance and factors affecting it, Pearson's correlation has used. Hierarchical regression analysis has used to test the mediation effect.

The researcher has been used the following multiple linear regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + U \dots \dots \text{Multiple Regression}$$

Step One

$$EP = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 \dots \dots \text{Multiple Regression}$$

Whereas EP is employee performance,  $\beta_0$  is the value of employee performance when the value of  $X_1, X_2, X_3, X_4, X_5, X_6$  is equal to zero and  $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$  and  $\beta_6$  are coefficient of the regression coefficient which measures the change induced by  $X_1, X_2, X_3, X_4, X_5$  and  $X_6$  whereas:

$$X_1 = \text{JD}$$

$$X_2 = \text{JC}$$

$$X_3 = \text{CF}$$

$$X_4 = \text{CR}$$

$$X_5 = \text{MAA}$$

$$X_6 = \text{WE}$$

### 3.6 Objective and Data Analysis

Table 3.6 Objective & Data Analysis table

NO	OBJECTIVE	DATA TYPE	DATA SOURCE	DATA ANALYSIS
1	To explore the influence of job assignment on perceived employee performance of ethio-telecom.	Qualitative recorded	questioner, interview documentation	descriptive and explanatory analysis
2	To investigate the effect of job assignment on employee performance of Ethio-telecom	qualitative and quantitative recorded	questioner, interview documentation	descriptive and explanatory analysis

### 3.7 Variable Definition Measurement and Expected Effect

Variable	Descriptive of variable	Measurement	Expected effect
<b>Dependent variable</b> -Employee performance	mean value employee performance rating	Continuous	
<b>Independent variable</b>			
- JD	mean value JD rating	Continuous	±



- JC	mean value JC rating	Continuous	±
- CF	mean value CF rating	Continuous	±
- CR	mean value CR assessment rating	Continuous	±
- MAA	mean value MAA rating	Continuous	±
- WE	mean value WE rating	Continuous	±

### 3.8 Ethical Consideration

Research as a scientific activity and process has its basic ethical conducts that could not be compromised at all levels, for example, any sources that are quoted and used, as a basic part of the study can be cited. That means acknowledging the authors' books and articles is necessary.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION

#### Introduction

In this chapter data gathered through questionnaires and interviews has been presented, analyzed, and interpreted using percentages and frequencies with the help of a statistical package for social science (SPSS). To collect the relevant data questionnaires and interview questions have been distributed to about 120 employees of SAAZ through internal email due to the case of Covid-19. Among the questionnaires and interview questions distributed to employees, the researcher collected 50 properly filled questionnaires and 13 properly filled interviews. According to the organized questionnaires and interview questions, the researcher produced the following analysis.

#### 4.1 Demographic Characteristics of Respondents

##### 4.1.1 Sex of Respondents

##### 4.1.1.1 Sex of Respondent for Interview Questions

The demographic data for sex shows that out of the 13 respondents of interview questions only taken by managers 12 respondents are male and one respondent is female. as shown in table 4.1. The majority of respondents are males that represented 92.3 percent, while females represent the remaining 7.7 percent of the response.

Table 4.1.1: sex of respondents for interview questions:

<b>Gender for interview respondents</b>				
		Frequency	Percent	Valid Percent
Valid	Female	1	7.7	7.7
	Male	12	92.3	92.3
	Total	13	100.0	100.0

#### 4.1.1.2 Sex of Respondent for Questionnaires

The demographic data for sex shows that out of the 50 respondents of the questionnaires 40 respondents are male and 10 respondents are females. as shown in table 4.1.2 the majority of respondents are males that representing 80 percent, while females represent the remaining 20 percent of the response.

Table 4.1.2: sex of respondents for questionnaire questions:

<b>Gender for questionnaire respondents</b>				
		Frequency	Percent	Valid Percent
Valid	Female	10	20.0	20.0
	Male	40	80.0	80.0
	Total	50	100.0	100.0

#### 4.1.2 Age of Respondents

##### 4.1.2.1 Age of Respondent for Interview Questions

From the result below shown in table 4.1.2.1, where there is a variety of age range that helps to get multidimensional information for the study.

Table 4.1.2.1: Age of respondents for interview questions:

<b>Age for interview respondents</b>				
		Frequency	Percent	Valid Percent
Valid	31-40	5	38.5	38.5
	41-50	6	46.2	46.2
	51-65	2	15.4	15.4
	Total	13	100.0	100.0

#### 4.1.2.2 Age of Respondent for Questionnaires

According to the result below the age matrix of the employees does not lead to a similar level but it indicates variety in age. Thus, it can imply that the randomly selected respondents were in different age ranges, which is very important to get vital information for the study.

Table 4.1.2.2: Age of respondents for Questionnaires:

Age for questionnaire respondents				
		Frequency	Percent	Valid Percent
Valid	21-30	17	34.0	34.0
	31-40	18	36.0	36.0
	41-50	13	26.0	26.0
	51-65	2	4.0	4.0
	Total	50	100.0	100.0

#### 4.1.3 Marital Status of Respondents

The response below in table 4.1.3 for the interview questions indicates that almost all the respondents are married and that yields they hold a double burden in addition to the work performed. However, if we look for the respondents of the questionnaires the marital status is different, and almost all the married and the single ones are proportional.

Table 4.1.3 marital status of respondents:

Marital Status for interview respondents				
		Frequency	Percent	Valid Percent
Valid	Married	12	92.3	92.3
	Single	1	7.7	7.7
	Total	13	100.0	100.0

<b>Marital status for questionnaire respondents</b>				
		Frequency	Percent	Valid Percent
Valid	Divorced	2	4.0	4.0
	Married	36	72.0	72.0
	other	1	2.0	2.0
	Single	11	22.0	22.0
	Total	50	100.0	100.0

#### 4.1.4 Educational Level of Respondents

Table 4.1.4 shows that the educational level for the questionnaire respondents ranges from diploma to master's degree and for the interview respondents ranges from first degree to Master's degree only. The majority of the respondents of the questionnaire, i.e., 64 percent of the respondents (32 out of the total 50 respondents) hold a first degree, 26 percent of respondents (13 out of total 50 respondents) hold Master's degree and the remaining 10 percent mean 5 of the respondents are diploma(TVET level 4) holders. This shows that almost all employees are capable of quickly handling tasks, which have been assigned to them.

Even though we look for the respondents of the interview questions almost all the respondents are Master's degree holders i.e. 76.9 percent (10 out of 13 respondents) and the remaining 23.1 percent (3 out of 13 respondents) are first-degree holders. This result also indicates that managers are capable of knowledge to perform their duties well.

Table 4.1.4 educational level

<b>Educational Level for questionnaire respondents</b>				
		Frequency	Percent	Valid Percent
Valid	First Degree	32	64.0	64.0
	Master's Degree	13	26.0	26.0
	Other	5	10.0	10.0
	Total	50	100.0	100.0

<b>Educational Level for interview respondents</b>				
		Frequency	Percent	Valid Percent
Valid	First Degree	3	23.1	23.1
	Master's Degree	10	76.9	76.9
	Total	13	100.0	100.0

#### 4.1.5 Working Position of Respondents

As shown in Table 4.1.5 below the working position of the respondents for both the questionnaire and the interview questions are with different positions starting from directory level to starting technician. In addition, this result helps the researcher to get dimensional responses from different perspectives and different job experiences of the respondents. This result from the respondents can help as input for future researchers.

Table 4.1.5 working position of respondents

<b>Working Position for questionnaire respondents</b>				
		Frequency	Percent	Valid Percent
Valid	Director	2	4.0	4.0
	Expert	1	2.0	2.0
	Manager	4	8.0	8.0
	Other	1	2.0	2.0
	Specialist	13	26.0	26.0
	Supervisor	9	18.0	18.0
	Technician	20	40.0	40.0
	Total	50	100.0	100.0

<b>Working Position for interview respondents</b>				
		Frequency	Percent	Valid Percent
Valid	Acting Manager	2	15.4	15.4
	Manager	11	84.6	84.6
	Total	13	100.0	100.0

#### 4.1.6 Work Experience of Respondents

Regarding the respondents' work experience as shown in the below table 4.1.6, the majority 53 of the respondents have above 6years of working experience. Generally, respondents' profiles can show a considerable issue not on their experience but rather on their job assignment.

This leads to a fact that almost all i.e. 84.23 percent of the respondents starting from the bottom level technician to the higher-level directory have enough work experience in the company but what is missing is matching them with the right job and this is the duty of the company.

Table 4.1.6: work experience of respondents

<b>Work Experience on the company in years for interview respondents</b>				
		Frequency	Percent	Valid Percent
Valid	16-25	7	53.8	53.8
	6-15	5	38.5	38.5
	above 25	1	7.7	7.7
	Total	13	100.0	100.0

Work Experience on the company in years for questionnaire respondents				
		Frequency	Percent	Valid Percent
Valid	1-5	10	20.0	20.0
	16-25	15	30.0	30.0
	6-15	23	46.0	46.0
	above 25	2	4.0	4.0
	Total	50	100.0	100.0

## 4.2 Analysis Related to the Effect of Job Assignment on Employee Performance in Ethio telecom

### 4.2.1 Descriptive Statistics of Job Description Related to Employee Performance

Table 4.2.1 Job description descriptive statistics

Job description descriptive statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	50	1	2	2.00	.410
Age	50	1	4	2.00	.899
Marital Status	50	1	4	3.00	.846
Educational Level	50	1	3	2.00	.683
Position	50	1	6	5.00	1.356
Experience	50	1	4	2.00	.838
Q_1	50	1	4	2.00	1.185
Q_2	50	1	4	2.00	1.145
Q_3	50	1	4	2.00	1.108
Q_4	50	1	5	2.00	1.249
Q_5	50	1	5	2.00	1.127
Valid N (listwise)	50				



The above descriptive statistical result indicates that almost above average respondents agree with the companies' structure and with the details of the job description that a company provides. The result indicates that almost above average respondents for this variable in the gender are male, age is between 21-30 and their educational level first degree with a position of technician and an experience of 6-15 years. This leads to a conclusion that almost all the average response for this variable with the five questions prepared has reply agree with the company structure and job description as well.

#### 4.2.2 Descriptive Statistics of Job Challenge Related to Employee Performance

Table 4.2.2 Job challenge descriptive statistics

<b>Job challenge descriptive statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	50	1	2	1.79	.410
Age	50	1	4	2.00	.899
Marital Status	50	1	4	2.42	.846
Educational Level	50	1	3	1.46	.683
Position	50	1	6	4.77	1.356
Experience	50	1	4	2.35	.838
Q_6	50	1	5	1.98	1.139
Q_7	50	1	5	2.48	1.111
Q_8	50	1	5	2.04	1.148
Q_9	50	1	5	1.88	1.299
Q_10	50	1	5	2.58	1.397
Q_11	50	1	6	2.79	1.443
Q_12	50	1	6	3.04	1.501
Q_13	50	1	5	2.27	1.410
Valid N (listwise)	50				

This result of descriptive statistics on the second variable that is human resource selection and job challenge indicates that the mean of the respondent is an average that leads to respondent's response is agree. The respondents' response shows that the company has a clear employee selection process and almost an average employee is efficient to fit with the job he/she has been assigned. but, For question 7 "The company encourages employees' participation in problem-solving. " the response of the respondents indicates that 25% agree,33.3% are neutral and 22.9% disagree. This tries to indicate that there is a missing point that the company has to observe and in question 10 of this variable i.e. "The Company assign the right person on the right job at the right time." 27.1% of the respondent respond Disagree, 27.1% of the respondents respond Agree, and 22.9% respond Neutral for the question. This indicates that almost above-average respondents did not agree.

#### 4.2.3 Descriptive Statistics of Cultural Fit Related to Employee Performance

Table 4.2.3 cultural fit Descriptive Statistics

<b>cultural fit Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	50	1	2	1.79	.410
Age	50	1	4	2.00	.899
Marital Status	50	1	4	2.42	.846
Educational Level	50	1	3	1.46	.683
Position	50	1	6	4.77	1.356
Experience	50	1	4	2.35	.838
Q_14	50	1	5	2.13	1.248
Q_15	50	1	5	2.60	1.333
Q_16	50	1	6	3.00	1.598
Q_17	50	1	5	2.27	1.380
Q_18	50	1	5	2.67	1.419
Q_19	50	1	5	2.35	1.329
Q_20	50	1	4	2.19	1.161
Valid N (listwise)	50				

Company leadership & cultural fit is the third variable in this study. What the result of SPSS for this indicates for the given questions an average respondent reply agree. That means the companies way of leadership is good and the employees could fit able with the company working culture. However, what the researcher looks In question 18 is almost above an average of the respondent's replies that they disagree. The question is" Company leaders' focus on building interpersonal intersection and interdepartmental relationships." this question is very vital because the relationship between employees creates a better knowledge share, experience, sharing work habit that leads to yield in better performance of the employee.

#### 4.2.4 Descriptive Statistics of Organizational Resources Related to Employee Performance

Table 4.2.4 Company resource Descriptive Statistics

<b>Company resource Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	50	1	2	1.79	.410
Age	50	1	4	2.00	.899
Marital Status	50	1	4	2.42	.846
Educational Level	50	1	3	1.46	.683
Position	50	1	6	4.77	1.356
Experience	50	1	4	2.35	.838
Q_21	50	1	5	2.40	1.047
Q_22	50	1	5	2.44	1.165
Q_23	50	1	5	2.81	1.379
Q_24	50	1	5	1.94	1.099
Q_25	50	1	5	2.10	1.077
Valid N (listwise)	50				

The fourth variable is the resource of the company that has provided for employees to perform their tasks. The result of the SPSS indicates that for the provided five questions for this variable above the average of the responses tells that there are a problem in-company resources. Almost above an average Responses reply, disagree for the provided questions.

#### 4.2.5 Descriptive Statistics of Motivation, Ability Attitude of the Employee Related With Performance

Table 4.2.5 Motivation Ability Attitude Descriptive Statistics

<b>Motivation Ability Attitude Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	50	1	2	1.79	.410
Age	50	1	4	2.00	.899
Marital Status	50	1	4	2.42	.846
Educational Level	50	1	3	1.46	.683
Position	50	1	6	4.77	1.356
Experience	50	1	4	2.35	.838
Q_26	50	1	5	1.87	1.265
Q_27	50	1	6	2.65	1.436
Q_28	50	1	6	2.92	1.442
Q_29	50	1	6	2.50	1.288
Q_30	50	1	6	2.92	1.412
Q_31	50	1	5	2.04	1.383
Q_32	50	1	5	2.50	1.255
Q_33	50	1	4	1.90	1.189
Q_34	50	1	4	2.12	1.265
Q_35	50	1	4	2.31	.993
Valid N (listwise)	50				

This is the fifth variable of the research study. This mainly focuses on the motivation of the employee, ability, and attitude that the employee has. Employee performance consists of two components. Employee performance is a function of two things – ability and motivation.

**Performance = ability X motivation**

Ability is the physical, intellectual, or emotional capability of your employee to get the job done. Motivation however has to do with desire and commitment. This variable tries to answer these two basic questions.

1. Is your employee even able to do what is required on the job?
2. Does the employee want to do the job at the level and competence that is required?

Someone who is highly motivated but at a reduced level of ability can often achieve above-average performance. Unfortunately, the opposite is not always true. However, do not be fooled into thinking that motivation can overcome any lack of ability – the two are still requirements for exceptional (or even adequate) employee performance. In my experience, you can operate tolerably at 50% ability, but anything less than 75% motivation will get you nowhere.

From the result of the respondents, the ability to perform the task and the motivational capacity are above 75%.

#### 4.2.6 Descriptive Statistics of Work Experience Related to Performance

Table 4.2.6 Work Experience Descriptive Statistics

<b>Work Experience Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	50	1	2	1.79	.410
Age	50	1	4	2.00	.899
Marital Status	50	1	4	2.42	.846
Educational Level	50	1	3	1.46	.683
Position	50	1	6	4.77	1.356
Experience	50	1	4	2.35	.838
Q_36	50	1	5	2.50	1.220
Q_37	50	1	6	2.85	1.502
Q_38	50	1	6	2.81	1.539
Q_39	50	1	6	2.60	1.364
Q_40	50	1	5	2.69	1.518
Valid N (listwise)	50				

This work experience is the last variable in the research work. Almost an average response of the respondents for every question of this variable is agreed. However, in some questions for example "does the company provide tools that help your work" respondents try to disagree.

### **4.3 The Pearson Correlation Analysis**

Pearson correlation coefficients reveal the magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1) as stated on Alwadaei (2010) correlation analysis is to show the strength of the association between the variables. Involved inter correlations coefficients ( $r$ ) were calculated by using Pearson's product-moment. Field (2006) also states that the output of the correlation matrix can be the correlation coefficient that lies between -1 and +1 with in this framework, +1 indicates a perfect positive relationship, and a correlation coefficient of -1 indicated a perfect negative relationship. Whereas a coefficient of zero indicates no linear relationship. which for correlation purposes the descriptors developed by Davies (1971) have used. As this paper is set out to determine the association of job assignments employee motivation and employee performance in ethio-telecom, Pearson correlation has been used to associate the independent variable job assignment, the moderate variable employee motivation, and the dependent variable employee performance. Pearson correlation is perhaps the most useful measure of association between two or more variables. Pearson correlation analysis has been used in this paper to provide evidence to construct validity.

#### **4.3.1 Interpretation of Strength of Correlation Coefficient**

The value of coefficient relation between variables 0.70 -1.00 indicates a very strong association, 0.50-0.69 indicates a substantial association, 0.30-0.49 indicates a moderate association, and 0.01-0.09 negligible association (Alwadaei, 2010). So, according to this table 4.3.1, the coefficients show that factors included under all job assignments were strongly related to each other with 0.853 all are significant at  $p < 0.01$ .

All independent variables have significantly correlated with the mediate variable and dependent variable.

Table: 4.3.1 correlation analysis

Correlations							
		JD	JC	CF	CR	MAA	WE
JD	Pearson Correlation	1	.322**	.321**	.141**	.219**	.238**
	Sig. (2-tailed)		.000	.000	.001	.000	.000
	N	50	50	50	50	50	50
JC	Pearson Correlation	.233**	1	.403**	.282**	.312**	.351**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	50	50	50	50	50	50
CF	Pearson Correlation	.321**	.403**	1	.242**	.489**	.629**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	50	50	50	50	50	50
CR	Pearson Correlation	.141**	.181**	.242**	1	.235**	.314**
	Sig. (2-tailed)	.001	.000	.000		.000	.000
	N	50	50	50	50	50	50
MAA	Pearson Correlation	.219**	.512**	.489**	.235**	1	.614**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	50	50	50	50	50	50
WE	Pearson Correlation	.438**	.351**	.629**	.314**	.314**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	50	50	50	50	50	50
**. Correlation is significant at the 0.01 level (2-tailed).							

### 4.3.2 Multiple Linear Regression Analysis

Regression is a technique that can be used to investigate the effect of one or more indicator variables on an outcome variable. It allows making statements on how well one or more independent variables have predicted the value of the dependent variable.

#### 4.3.2.1 Hierarchical Regression Analysis for Testing the Mediation Effect

To estimate the effect of job assignment on employee performance of ethio-telecom in Ethiopia and to explore whether employee motivation and physiological perception of the employee mediate the relationship between job assignment and perceived employee performance, hierarchical regression analysis was performed through SPSS and results are as follows.

##### 4.3.2.1.1 Step One

The result shows that the independent variables account for 54.4 (adjusted required 0.947 with estimated standard deviation .355) of the variance of the dependent variable (employee performance) 75% of the variance in the dependent variable explained by the independent variable in the model. The model also indicates that the rest 46.6 % of the variance can explained by other variables out of this model indicates that further research has needed to identify the additional factors that influence the level of employee performance.

From table 4.3.2.1 F-ratio, which explains whether the result of the regression model could have occurred by chance, the F- value is 437.345 at 000 significant, levels which shows that the model is good at its value is less than 0.005.

$$EP = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \dots \text{Multiple Regression}$$

$$\text{Perceive employee performance} = \text{intercept} + \text{coefficient} \\ (\text{JD}) + \text{coefficient}(\text{JC}) + \text{coefficient}(\text{CF}) + \text{coefficient}(\text{CR}) + \text{coefficient}(\text{MAA}) + \text{coefficient} \\ (\text{WE}) + U$$

Coefficient of independent variable shows JD ( $\beta_1 = 0.75$ , sig. = 0.00), JC ( $\beta_2 = -0.085$ , sig = 0.00), CF ( $\beta_3 = 0.615$ , sig = 0.00), CR ( $\beta_4 = 0.056$ , sig = 0.00), MAA ( $\beta_5 = 0.304$ , sig = 0.00), WE ( $\beta_6 = 0.204$ , sig = 0.00) Have positive impact on dependent variable on perceived employee performance at substantial significant level. Coefficient of determination; -R squared value (0.845) of research model indicates independent variables are significantly



contributing towards the change on the dependent variable. it is proved that job assignments (JD, JC, CF, CR, MAA, and WE) have a positive impact on perceived employee performance therefore related hypothesis is accepted.

Table 4.3.2.1 hierarchical regression step1

Step	Dependent variable	Independent variable	Beta	t-value	Sig.	F value	R squared	result
1	EP	JD	0.75	3.083	0.00	437.345	0.845	Accepted
		JC	-0.085	-5.839	0.00			Accepted
		CF	0.615	14.761	0.00			Accepted
		CR	0.056	2.563	0.00			Accepted
		MAA	0.304	14.110	0.00			Accepted
		WE	0.204	9.310	0.00			Accepted

#### 4.3.2.1.2 Step Two

$$EP = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_m \text{ (employee motivation)} + U \dots \dots \dots \text{MULTIPLE REGRESSION}$$

$$\text{Perceive employee performance} = \text{intercept} + \text{coefficient (JD)} + \text{coefficient (JC)} + \text{coefficient (CF)} + \text{coefficient (CR)} + \text{coefficient (MAA)} + \text{coefficient (WE)}$$

The Result of hierarchical regression revealed that employee motivation/physiological perception of the employee ( $\beta = 0.082$ , sig = 0.00) has a positive impact upon employees' performance. The inclusion of mediating variable in the regression equation intervened in the previously mentioned proved relationship between job assignment and employee performance.

the change in the value of coefficient of JD( $\beta_1=0.062, sig=0.00$ ), JC( $\beta_2=-0.094, sig=0.00$ ), CF( $\beta_3=0.554, sig=0.00$ ), CR( $\beta_4=0.053, sig=0.00$ ), MAA( $\beta_5=0.287, sig=0.00$ ), WE( $\beta_6=0.165, sig=0.00$ ) were observed due to inclusion of intervening variable in regression equation shown at step one.

As the value of R, squared value increased from 0.845 to 0.874 therefore employee motivation/psychological perception of the employee plays mediating role in the relationship between training and employee performance.

Table 4.3.2.2 hierarchical regression step 2

Step	Dependent variable	Independent variable	Beta	t-value	Sig.	F value	R squared	Result
2	EP	JD	0.062	2.456	0.00	467.689	0.874	Accepted
		JC	-0.094	-5.306	0.00			Accepted
		CF	0.554	15.106	0.00			Accepted
		CR	0.053	2.351	0.00			Accepted
		MAA	0.287	9.191	0.00			Accepted
		WE	0.165	1.612	0.00			Accepted

## CHAPTER FIVE

### FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

#### Introduction

Finally, this is the last chapter of the research work and it mainly focuses on three major topics. The first one is the major findings of the research, the second one is conclusions that best suit the study, and the last one is the most vital recommendations, which help for further study, or any modification of the research study.

#### 5.1 Summary of Findings

On basis of the result, it can be generalized that the need for proper placement of job assignments increases productivity and employee performance resulting accomplishment of organizational goals. Regression analysis showed that variation in the perceived performance of ethio-telecom has explained that job assignment is a complex activity but the result of the present study proved that need-based proper job assignment help to boost organizational performance. Through imparting well-organized job assignments, a motivated, talented and skilled workforce base can be developed. the presence of correctly placed human resources in an organization enhances the productivity of employees and is helpful to attain a competitive advantage over rivals. Placing the right person at the right job with the right qualification, time and skill provide a more effective and efficient workforce in the company. This leads to having the best performers in the company and more production could yield. Skilled employees are a prerequisite to accomplishing the organizational goals i.e. improved customer services and profit maximization etc.

A fair and transparent performance evaluation system is a major contributing factor to organizational performance. A Merit-based performance evaluation system motivates employees thereby improving employee performance. Performance evaluation based on transparency, employee feedback, and clear performance objectives positively correlate with the perceived employee's performance.

## 5.2 Conclusions

This study empirically shows that implementation of proper job assignments leads to employee motivation and thereby improved employee performance. Ethio-telecom needs optimum return and performance so the company should pay special attention to the following factors. Focus on creating well-prepared job description, provide clear requirements of the job, analyzing if the company culture fits employee, providing resources in well organized and planned manner in time .also the company must have to focus in increasing motivation of employees, increasing their ability to perform and creating good attitude on employees towards their company. The major objective of proper job assignment is to keep the employee motivated and retention of a talented employee by providing progressive career development opportunities within the organization. Proper job assignments make employees motivated and help to improve employees' performance through retention and skilled employees to stay in the company.

## 5.3 Recommendations

- Organizational performance has significantly been determined by proper placement of employees or in other words, proper job assignment is an important factor contributing to employee performance.
- The Performance of an organization relies on employee performance, which in turn, depends on job assignment. The human resource selection process and criteria should have been given proper attention.
- It is recommendable that analyzing the company structure with proper plan and providing clear description to vacant jobs in the company leads to having best performer employee.
- Ethio-telecom should keep on focus what human resource is to mean for the company.
- The company must have to focus on creating cross-sectional relationships, which helps in sharing knowledge, and to yield more production.
- The company must have to focus on the proper placement of employees concerning time, skill, educational background, experience, and working age.
- The company must have to provide a clear hierarchy of staff growth unless waste of human resources could have accumulated.
- Ethio-telecom must have to work in creating the best company culture, which fits every employee like family, and it helps to gather well-mannered, well-behaved, well-organized, and best performer employees ever.

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## Appendices

### Appendix 1: Questionnaire

St. Merry University

Questionnaire Prepared For Employees of Ethio-Telecom (SAAZ)

Researcher: Hagos Gebreigzabher Kahsay

Research topic: Effect of Job Assignment on Employee Performance in Ethio-telecom (SAAZ)

#### Dear respondents

I am a postgraduate student at St. Merry University, department of project management. The purpose of this questionnaire is to collect data for a research paper entitled “**The effect of job assignment on employee performance in Ethio-telecom**” in partial fulfillment of the requirement for the master's degree in project management. Your valuable response to all the questions provided is very vital for the success of the research. The information obtained from you will remain confidential and only be used for academic purposes. Your response and input you put here are highly useful for the research to accomplish fruitfully.

Thanks in advance for your time and supportive response.

#### Hagos Gebreigzabher

If you need more clarification, please you can contact me through my phone [0930007331](tel:0930007331) and an email [hagos.gebreigzabher@ethio-telecom.et](mailto:hagos.gebreigzabher@ethio-telecom.et).

#### **Part I: Demographic Information of the Respondent**

**Introduction:** (please put “√” mark on all of your responses on the box provided beside each question.)

1. Gender: Male  Female

2. Age: 21-30  31-40  41-50  51-65



3. Marital Status: Single  Married  Divorced  Other
4. Educational Level: Ph.D.  Master's degree  First degree  other
5. Current Working Position: CEO  Officer  Director  Manager  Expert  Supervisor  Specialist  Technician  Assistant  other
6. Work Experience in the company: 1-5  6-15  16-25  above 25

**Part II: Opinion Related To the Effect of Job Assignment on Employee Performance in Ethio telecom**

**Instructions:** Below are a list of statement on the effect of job assignment on employee performance at Ethio telecom. Please put your level of agreement with each statement by circling your response based on the rating scale provided.

1	2	3	4	5
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

**Job description related to employee performance**

No.	Statement	Please Circle Your Answer				
		1	2	3	4	5
Q.1	The company structure provides clear written rules of conduct to an employee about their activity.					
Q.2	The company structure ensures effective communication across the work process.					
Q.3	The company structure ensures effective coordination and integration across the work process.					
Q.4	The company structure has a clear line of hierarchical staff growth					
Q.5	The company structure has clear lines of authority and responsibilities about their job.					

**Job challenge related to employee performance:**

No.	Statement	Please Circle Your Answer				
		1	2	3	4	5
Q.6	The company has a competitive selection system and process that can attract competent employees.	1	2	3	4	5
Q.7	The company encourages employees' participation in problem-solving.	1	2	3	4	5
Q.8	The company has clear training and development process.	1	2	3	4	5
Q.9	The company's compensation can attract high-quality employees to join.	1	2	3	4	5
Q.10	The company assigns the right person to the right job at the right time.	1	2	3	4	5
Q.11	The employee fits for the job he/she has assigned	1	2	3	4	5
Q.12	the employee could not fit for the job he/she has assigned	1	2	3	4	5
Q.13	The company have clear criteria to select the qualified person for the specific job	1	2	3	4	5

**Cultural fit related to employee performance:**

No.	Statement	Please Circle Your Answer				
		1	2	3	4	5
Q.14	The companies leaders have not only supervised but also play a guiding role for the employee	1	2	3	4	5
Q.15	The employee fits with the company working culture.	1	2	3	4	5
Q.16	The company working culture is suitable for employee to perform their best.	1	2	3	4	5
Q.17	The leaders encourage building company values that enhance employee efficiency, effectiveness, and performance.	1	2	3	4	5
Q.18	Company leaders focus on building interpersonal intersection and interdepartmental relationships.	1	2	3	4	5
Q.19	Leaders encourage the employee to perform their best to achieve the company objectives.	1	2	3	4	5
Q.20	Company leaders encourage the employee to focus on the vision and mission of the company.	1	2	3	4	5

**Company Resources related to employee performance:**

No.	Statement	Please Circle Your Answer				
		1	2	3	4	5
Q.21	The company has clear utilization of resources in need.	1	2	3	4	5
Q.22	The company has a clear time of decentralization of resources.	1	2	3	4	5
Q.23	The company delivers resources at the right time.	1	2	3	4	5
Q.24	The company has a clear supporting system for resource management and allocation.	1	2	3	4	5
Q.25	The company has qualified employees in this resource management system.	1	2	3	4	5

**Motivation, Ability, Attitude of the Employee related to performance:**

Q.26	The employee is highly motivated on the specific job he/she has assigned	1	2	3	4	5
Q.27	The employee has a good attitude to the specific job he/she has been assigned.	1	2	3	4	5
Q.28	The employee has not a good attitude toward the specific job he/she has been assigned.	1	2	3	4	5
Q.29	The company provides clear direction for the employee to have a good attitude on their job.	1	2	3	4	5
Q.30	The company does not provide clear direction for the employee to have a good attitude on their job.	1	2	3	4	5
Q.31	The motivational capacity of the employee is above 75% to do the job he/she has assigned.	1	2	3	4	5
Q.32	The motivational capacity of the employee is below 75% to do the job he/she has assigned.	1	2	3	4	5
Q.33	The employee has above 50% ability to do the job he/she has been assigned.	1	2	3	4	5
Q.34	The employee has above 75% ability to do the job he/she has been assigned.	1	2	3	4	5
Q.36	The employee has above no ability to do the job he/she has assigned.	1	2	3	4	5

**Work Experience Related to Performance:**

Q.36	Do you feel valued as an employee of this company?	1	2	3	4	5
Q.37	Are you satisfied with the opportunities to grow your career at this company?	1	2	3	4	5
Q.38	Do you have all the necessary tools you need to do your best work?	1	2	3	4	5
Q.39	If you encounter a problem or unusual situation, do you know where to go for a solution?	1	2	3	4	5
Q.40	Do you think more work experience leads to performing best?	1	2	3	4	5

## Appendix 2: Interview Questions

### Interview Questions

Instructions: For the following questions, select your answer for the alternatives and put your short answer for the questions, which need explanation.

1. Does the skill, knowledge, and experience you have much with your job assignment?

- yes
- no

2. Does the job you have now influence your performance?

- yes
- no

3. If you think your job influences your performance what do you think the reason was.

.....  
.....  
.....  
.....

4. Do you think you have been assigned to the right job at the right time with the right qualification?

- yes
- no

5. If your answer for Q.4 is “no” put your reason here?

.....  
.....  
.....  
.....  
.....

6. Do you think there is clear hierarchical job growth in your company?

- yes
- no

7. What extent is your performance in the company?

- Excellent
- Very Good
- Good
- Fair
- Poor

8. Are you satisfied with the job you have been assigned?

- yes
- no

9. Does your performance affect the strategic objective of the company?

- yes
- no

10. What are the solutions to increase your performance as well performance of the company?

.....

.....

.....

.....

.....



11. Do you think the company is working on how to improve employee performance?

- yes
- no

THANKS FOR YOUR CONSIDERATION AND RESPONSE!