



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

**THE EFFECT OF EMPLOYEE JOB SATISFACTION ON
EMPLOYEE'S JOB PERFORMANCE: A CASE OF
MINISTRY OF URBAN AND INFRASTRUCTURE**

By: KONJIT NEGASH

**May, 2023
ADDIS ABABA, ETHIOPIA**

**THE EFFECT OF EMPLOYEE JOB SATISFACTION ON
EMPLOYEE'S JOB PERFORMANCE: A CASE OF
MINISTRY OF URBAN AND INFRASTRUCTURE**

**BY
KONJIT NEGASH**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY,
SCHOOL OF GRADUATE STUDIES IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF EMPLOYEE JOB SATISFACTION ON EMPLOYEE'S
JOB PERFORMANCE: A CASE OF MINISTRY OF URBAN AND
INFRASTRUCTURE**

BY
KONJIT NEGSH

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

DECLARATION

I, Konjit Negash have carried out this thesis entitled “The Effect of Employee Job Satisfaction on Employee’s Job Performance: a case of ministry of urban and infrastructure.” independently in partial fulfillment of the requirement of the Masters of Business Administration with the guidance and support of the research advisor, Taye Amogne (PhD).

I, also declare that this thesis is my original work and that all sources of materials used for the thesis has duly acknowledged.

Name

Signature

St. Mary’s University

Addis Ababa June 2023

ENDORSEMENT

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

Taye Amogne (PhD).

Advisor

Signature

St. Mary's University, Addis Ababa June 2023

Acknowledgements

First of all I am so thankful to the Almighty God who has made it possible, under all circumstances, for me to carry out this research paper. I am also so grateful to my advisor Dr. Taye Amogne for his academic guidance, time; deep comments and patience that has seen me through, making this work a success. Special thanks go out to my colleagues and employees of the ministry of urban and infrastructure that assisted me while distributing, collecting and sending back to me the questionnaires.

Finally, I would like to give special thanks to my husband Ayidefer Gemechu and my family as a whole for their continuous support and understanding when undertaking my research.

Table of content

Acknowledgements	Error! Bookmark not defined.
Table of content	ii
List of tables.....	v
List of Figures	vi
List of Acronyms	vii
ABSTRACT	viii
CHAPTER ONE	1
INTRODUCTION	
1.1. Background of the study	1
1.2. Organization Background	2
1.3. Statement of the problem	3
1.4. Objectives of the Study	4
1.4.1. General Objective	4
1.4.2. Specific Objective.....	4
1.5. Research Questions	5
1.6 Research Hypothesis	4
1.7. Significance of the Study	5
1.8. Scope of the Study.....	Error! Bookmark not defined.
1.9. Limitations of the Study	5
1.10 Operational Definition of Terms	7
1.11. Organization of the Study	7
CHAPTER TWO	
LITERATURE REVIEW	8
2.1 Theoretical Review	8
2.1.1 Job satisfaction Definition and Concept.....	8
2.1.2 Theories of job satisfaction.....	10
2.1.4 Job performance	20
2.1.5 The Relationship between Job satisfaction and Employee performance	22
2.2. Empirical review	24

2.3. Conceptual framework of the study	26
CHAPTER THREE	27
RESEARCH DESIGN AND METHODOLOGY	
3.1. Description of Study Area.....	27
3.2. Research Design of the Study	28
3.3. Population of the Study	28
3.4. Sampling.....	29
3.5. Sampling Methods.....	30
3.7. Tools for Data Collection.....	31
3.8. Data Analysis	31
3.9 Reliability and Validity Test	31
CHAPTER FOUR.....	34
DATA ANALYSIS AND INTERPRETATION	
4.1. Response Rate	34
4.2. Demographic Background of the Respondents	33
4.2.1. Gender of the Respondents.....	34
4.2.2. Age of the respondents	35
4.2.3. Level of education of the respondents	36
4.2.4. Job position of the respondents	36
4.2.5. Work experience of the respondents	37
4.2.6. Department/processes of the respondents.....	37
4.3. Employee Job satisfaction	38
4.3.1. Employee's satisfaction on the nature of work	39
4.3.2. Satisfaction with pay and benefits	40
4.3.3. Satisfaction with supervision.....	41
4.3.4. Satisfaction with Co-workers relationship	42
4.3.5. Satisfaction with career advancement (Promotion).....	43
4.3.6. Satisfaction with workplace environment	43
4.3.7. Overall job satisfaction.....	44
4.4. Employee performance	45
4.4.1. Individual performance evaluation result	47

4.5. Correlation analysis	48
4.6. Regression analysis	49
4.6.1. The Effect of job satisfaction on Employee Performance	52
4.7. General comments on open ended questions	56
4.7.1 Performance Result.....	56
4.7.2 Job Satisfaction level	57
CHAPTER FIVE	58
FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS	
5.1. Summary of the Findings	58
5.2. Conclusions	59
5.3. Recommendations	60
References	61
APPENDICES I QUESTIONNARE	69
APPENDIX II: RESULT OF SPSS OUTPUT	73

List of tables

Table 3. 1 Proportionate sample for each Ministry office of Directorate.	45
Table 4.1: Gender of respondents	48
Table 4. 2: Level of education of respondents	49
Table 4. 3: Level of education of respondents	49
Table 4.4: Department/process of the respondents in the organization	51
Table 4.5: Mean Range	52
Table 4.6: Satisfaction with nature of work.....	53
Table 4.7: Satisfaction with pay and benefits	54
Table 4.8: Satisfaction with supervision	55
Table 4.9: Satisfaction with interpersonal relationship (co-workers)	56
Table 4.10: Satisfaction with career advancement.....	56
Table 4.11: Satisfaction with workplace environment.....	57
Table 4.12: Overall job satisfaction level	58
Table 4.13: Employee performance	60
Table 4.14 Individual Performance level.....	62
Table 4.15: Correlations coefficient.....	63
Table 4.16: Skewness and Kurtosis analysis	64
Table 4.17 Collinearity Statistics	65
Table 4.18: Coefficient of determination results	66
Table 4.19: ANOVA for Regression analysis.....	68
Table 4.20: The Coefficients of the regression analysis.....	68
Table 4.21: Summary of Hypothesis Testing.....	68

List of Figures

Figure 2.1: The research framework	27
Figure 4.1: Age of the respondents	47
Figure 4.2: Work experience of the respondents	49
Figure 4.3 Processes of the respondents	51
Figure 4.4 Individual Performance level	54
Figure 4.5 Happiness by performance result	68
Figure 4.6 Respondent's thinking	69

LIST OF ACRONYMS

MoUI:	Ministry of Urban and Infrastructure
HRD:	Human Resource Development
PC:	Policy Change
NOJ:	Nature of job
WE:	work environment
PB:	Pay and Benefit
CR:	Coworker relationship
POP:	Promotion Opportunity
S:	Supervision

ABSTRACT

The purpose of this study is to determine the effect of Employee Job satisfaction on employee job performance at the Ministry of Urban and Infrastructure. The total population was 202 out of which 134 employees were surveyed using stratified and simple random probability sampling techniques. A Researcher used questionnaire to collect data from the respondents. A total of 134 questionnaires were distributed and 122 usable responses were received. Descriptive statistics, correlation and regression analysis were used to analyze the study by using Statistical Package for Social Science (SPSS) version 20. For this study, the dependent variable employee performance and six independent variables such as nature of work, pay and benefits, supervision, interpersonal relationship among coworkers, career advancement and workplace environment were identified. The results provide understanding that how these variables are related with and affect employee performance. According to the correlation output, nature of work, pay and benefits, supervision, interpersonal relationship among coworkers, career advancement and workplace environment were positively related with employee performance. The result of the regression analysis also indicated that the independent variables are making 54% contribution for employee performance of the ministry office. A multiple regression was run to predict employee performance from nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment. The results of the regression analysis indicate that there is statistically significant between nature of work, pay and benefit workplace environment and co-worker relationship (The β coefficient for nature of work ($\beta = 0.332$, Pay and benefit ($\beta = 0.286$, Workplace environment $\beta = 0.314$ and statistically insignificant for supervision ($\beta = -0.035$) and for promotion ($\beta = -0.096$). The magnitude of the coefficient for nature of work is greater than supervisor, pay and benefit, promotion, work itself and co-workers. Then, the researchers recommend that the office should focus on the most influential factors that affect employee performance identified by this study and take appropriate measures so as to increase employee performance and the office should take bold steps to enhance the level of job satisfaction of their employees.

Key terms: Job satisfaction, Job performance, Pay, Promotional opportunities, Co-workers, Supervisor and Work itself

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

In today's increasing competitive environment, organizations recognize the internal human element as a fundamental source of improvement. Indermun and Bayat (2013) stated that many organizations are struggling to be strong competitor to achieve its goals and objectives. Workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee satisfaction in order to enhance their productivity and attain overall organizations objectives (Indermun & Bayat, 2013). As a result, employee job satisfaction is impacted by an organization's performance, which depends on a number of factors including the performance of its personnel.

The concept of job satisfaction was first developed from the Hawthorne studies of the late 1920s and early 1930s by Elton Mayo at Western Electric Company's Hawthorne Plant in Chicago. The result was that employees' emotions can influence their work behavior. Many researchers define job satisfaction based on a comparison of literature reviews on the topic. (Kreitner and Kinicki 2002), and Locke (1968) describes it as an emotional response resulting from the perceived fulfillment of their needs by employees and what the company offers. As mentioned by Campbell at all (1967) and Robbins (2001), job satisfaction is an emotional state in which a person perceives various features of his/her work or the work environment.

Performance is defined as "behavior that accomplishes results" (Armstrong & Taylor, 2014) or whether an employee is doing well at his job or not (Javed, Balouch, & Hassan, 2014). Employee performance generally refers to whether a person performs his/her job well or not. Job performance is the way employees execute their work. Employee's performance is critical to the success of the organization. Understanding job performance for each employee is essential as organizational decisions are based on individual performance leading to an organizational success (Sonnetag, Volmer, & Spsychala, 2008).

The correlation between the Job satisfaction and performance has been studied by many researchers because it is of key interest to the entire management in a global setting. Job satisfaction of employees plays a crucial factor in determining job performance. Highly

performing individuals can help an organization achieve its strategic objectives, maintaining the organization's competitive advantage. (Dessler, 2010). Previous studies (Hamdan 2011; Organ, 1977; Petty, et al.1984) had revealed strong linkage between job satisfaction and job performance. Further, these studies have been established that satisfied employees show higher performance than others.

Skibba (2002) found that the relationship between job satisfaction and job performance is one of the best-studied areas in organizational psychology. There are many studies that have examined the impact of job satisfaction on employee performance. Most of them indicated that there is an impact of job satisfaction on employee performance and an impact of employee performance on job satisfaction (Skibba, 2002). Thus, this study focused on the effect of job satisfaction on employee performance in the ministry of urban and infrastructure. The job satisfaction factors used as variables are nature of work, pay and benefits, supervision, co-workers, career advancement, and workplace environment factors. Employee job satisfaction served as an independent variable, while employee performance served as dependent variables.

1.2. Organization Background

Ministry of Urban and Infrastructure was established in 1993 as an entity within the Federal Government. The ministry office currently headed by the Minister for Urban and Infrastructure Development and is supported by three deputy ministers (State Minister for Housing and Urban Development, State Minister for Infrastructure Sector and State minister for urban administration and service delivery) and also there are four national program and project offices are under the ministry office. The MoUI is responsible for developing and implementing policies and programs related to urban and rural development and infrastructure development in Ethiopia. And the ministry supports all urban planning, housing development, sanitation works, urban and rural development, and construction activities in Ethiopia, including the development of public infrastructure, such as roads, bridges, and railways.

The ministry also works to ensure that urban and rural development projects are implemented in a sustainable manner, with a focus on economic growth, social equity, and environmental protection. The MoUI works with local and regional governments, as well as with other stakeholders, to ensure that urban and rural development projects are implemented in a manner that meets the needs of the population.

1.3. Statement of the Problem

In today's expanding competitive environment, organizations face a lot of challenges. Indermun and Bayat (2013) stated that many organizations are struggling to be strong to achieve its goals and objectives. Workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee job satisfaction in order to enhance their performance and attain overall organizations objectives (Indermun & Bayat, 2013). Therefore, it is important for employers to understand the impact of job satisfaction on their employees' performance in order to create a positive work environment and maximize their employees' potential (Aziri, 2011).

There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements) (Geeta and Pandey, 2011). Job satisfaction involves complex number of variables, conditions, feelings and behavioral tendencies (Jain, 2013). The major challenges that affect employees level of satisfaction and performance include poor and delayed payment of employees' salaries and allowances, poor top down communication, lack of motivation, recognition and incentives, inadequate working space in their respective offices as well as inadequate working tools and resources like stationary, computers, internet and other office equipment (Robbins, 2001).

According to Ellickson & Logsdon's (2001) study found out that Job satisfaction among municipal public servants is significantly affected by attitudes of employee satisfaction with career development, pay, and marginal benefits. Ndegwa & Minja (2018) research found out that subsequently, a positive increase in working conditions increases job satisfaction. If highly satisfied workers available in the organization then their service providing would become improved. Several issues affect job satisfaction such as salaries, benefits, allowance, pension fund, working hours, and how they respect their jobs. Many Human resource departments of companies face the problems of job satisfaction every day (Zhu1, 2014). Lack of job satisfaction brings negative consequences like job stress, poor overall morals, lack of productivity, high employee turnover, tardiness, and high absenteeism (Singh and Pandey, 2013).

Based on study made by the researcher on various websites and research papers, research papers on public sector employee's job satisfaction in Ethiopia have been very limited. Many kinds of research on job satisfaction in Ethiopia focus on the private sector and Government corporations, health and education sectors, banks, and universities. Therefore, Studying the job satisfaction of persons who work in the public sector is therefore extremely important since their activities have a significant impact on the economy and of a particular country, as well as because their contentment affects the quality and effectiveness of their performance. Thus this study is intended to examine the impact of job satisfaction on employee performance in the Ministry of Urban and Infrastructure.

1.4. Research Questions

The following research questions guided this study.

- What is the level of job satisfaction on employees the Ministry of Urban and Infrastructure Development?
- What is the effect nature of work has on employee's performance?
- What effect does pay and benefit has on employee's performance?
- What effect does promotion opportunities has on employee's performance?
- What effect does supervision has on employee's performance?
- What effect does workplace environment has on employee's performance?
- What effect does workplace environment has on employee's performance?

1.5. Objectives of the Study

1.5.1. General Objective

The general objective of the study is to determine the impact of Employee Job satisfaction on employee job performance at the Ministry of Urban and Infrastructure.

1.5.2. Specific objectives

The specific objectives of the study are:-

- To determine level of job satisfaction of employees of the Ministry of Urban and Infrastructure Development
- To examine the effect of pay and benefit on employee job performance in the Ministry office
- To describe the effect of supervision on employee job performance in the Ministry office
- To assess the effect of co-workers on employee job performance in the Ministry office
- To investigate the effect of career advancement on employee job performance in the Ministry office
- To explain the effect of nature of work on employee job performance in the Ministry office

1.6 Research Hypothesis

The purpose of this study was to determine the effect of Employee Job satisfaction on employee job performance at the Ministry of Urban and Infrastructure. The empirical studies made previously shows that, there is a positive and significant relation between employee's satisfaction and job performance. Thus, in line with the above stated specific objectives hypothesis are developed, to test the significant relationship between employee's satisfaction and the job performance in Ministry of Urban and Infrastructure.

H1: Pay and benefit has a positive and significant effect on job performance

H2: Nature of job has a positive and significant effect on job performance

H3: Relation with supervisor has a positive and significant effect on job performance

H4: Working environment has a positive and significant effect on job performance

H5: Relationship with coworkers has a positive and significant effect on job performance

H6: Promotion has a Positive and significant effect on job performance.

1.7. Significance of the Study

The result of study will help the Ministry of Urban and Infrastructure to identify job satisfaction which is important for organizational productivity. Further, this study was initiated to generate and add some information to the existing knowledge for researchers who are going to conduct the research in the same area or related discipline. Besides, the finding of the study might help the Ministry of Urban and Infrastructure Development, managers, practitioners and academicians to compare and contrast the theory and the reality. The study contributes to Human Resource Management Process and executive management of the branch for planning and decision making by knowing the real effect of job satisfaction on employee performance.

1.8. Scope of the Study

This study conducted in Ministry of Urban and Infrastructure only in selected offices/ departments and project office within the given time as well as with the available financial capacity. The scope of the study covers employees who are team leader, senior officer, officers, junior officers, drivers, custodians and messengers and include all type of gender, age group and experience.

1.9. Limitations of the Study

Every study has a limitation. The major limitation of the study is failure to include High level supervisors (executive management members, department heads and managers) in this study as supervision is stated as one factor that affect job satisfaction In addition, it was difficult to get back the completely distributed questionnaire and respondent might simply rate without reading the concept of the items. Lack of enough time also limits the researcher in completing this study.

1.10. Operational Definition of Terms

Employee: Employee is a person who is hired for a wage, salary, fee or payment work for an employer. (Employment act 1955)

Satisfaction: refers to discharge, extinguishment, or retirement of an obligation to the acceptance of the obligator, or fulfillment of a claim. (Saiyadain, 2009)

Performance: the accomplishment of a given task measured against preset known standard of accuracy, completeness, cost and speed. In contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract. (Griffin, 2005)

Salary: Agreed-upon and regular compensation for employment that may be paid in any frequency but, in common practice, is paid on monthly and not hourly, daily, weekly or piece-work basis. (Noe et al, 2010)

1.11. Organization of the Study

The research study is organized into five chapters. The first chapter contains background of the study, organization back ground, statement of the problem, research questions, objectives of the study, significance of the study and scope of the study. Chapter 2 deals with both theoretical and empirical literatures relevant to job satisfaction and employee job performance. Chapter 3 describes research design and methodology and includes research design, sample and sampling techniques, source and tool of data collection and methods of data analysis. Chapter 4 includes data analysis and interpretation. Chapter 5 comprises summary of the findings, conclusions and recommendations. In addition to the above chapters, list of reference materials and annexes is added at the end of the paper.

CHAPTER TWO

LITERATURE REVIEW

This chapter deals with review of related literature on job satisfaction, factors affecting job satisfaction, employee's job performance and impact of job satisfaction on employee's job performance. The three parts of the literature review are the theoretical, empirical reviews, and conceptual framework. Detail of each part present here below.

2.1 Theoretical Literature

2.1.1 Job satisfaction Definition and Concept

Employee job satisfaction is one of the most important and well-researched areas of study. Organizations must consistently maintain employee satisfaction if they want to succeed. The level of an individual's feelings toward and contentment with their present work-related activities, accomplishments, and responsibilities, as well as the level of their satisfaction with all other factors that are either directly or indirectly related to their current employment and job content, make up their level of job satisfaction. (Chang, 2007). Employee job satisfaction has been a driving force on which management can boast about their organization's production. There are many factors that influence job satisfaction, but the most crucial ones should focus on the connection between the value an employee brings to the company and how satisfied they are with their current level of performance.

The challenge facing organizations appear to be the development of developing an effective base of employees that excel in performance through employee management. Rast and Tourani (2012) suggest that organizations must motivate their employees to engage in activities that will benefit and help in attaining organizational goals. To achieve this, managers must set in motion work conditions that will help employees to achieve satisfaction. Most authors define job satisfaction in terms of feelings, attitudes and beliefs. George and Jones (1996:70) define it as "the collection of feelings and beliefs that people have about their current jobs". Robbins et al, (2003) see job satisfaction as a subjective measure of worker attitudes, that is, an individual's general attitude to his or her job. A person with high job satisfaction holds positive attitudes towards the job, and one who is dissatisfied with it has negative attitudes towards it (Robbins et al, 2003). Weir (1976) suggests that if an employee's attitude is wrong he or she will not experience job satisfaction.

Armstrong et al. (2014) defined Job satisfaction as “the attitudes and feelings people have about their work”. He stated that the indication whether a person is satisfied or dissatisfied depends on his attitude toward his job, a person who feels and think positively toward his job, then he’s satisfied and vice versa. Locke (1969, 1976) states that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience. According to Spector (1997), job satisfaction refers to how much people like or dislike their jobs. Other authors consider job satisfaction as the attitudes people have toward their job (Ivancervich et al., 2005).

For Robert Hoppock made a huge contribution in defining job satisfaction and suggests important professional guidance in a time when job satisfaction research was in its early stages (Cucina& Bowling, 2015). Hoppock as cited in Aziri (2011) was one of the firsts who brought the term job satisfaction in to attention. He defined job satisfaction as “any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job”.

According to Moorman et al., the definition of job satisfaction is best understood from the following three pragmatic perspectives: First, it's a beneficial contribution to society. Second, it serves as an early warning indicator for an organization. Third, it has the potential to forecast organizational behavior. Simply stated, job satisfaction refers to how employees feel about their jobs and various job-related factors. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). It is defined as positive feelings about one’s job based on one’s evaluation of the characteristics of the job (Robbins & Judge, 2007). It can be also be defined as a positive emotional state that results from the evaluation of the experiences given by the job (Locke, 1976), or as a set of feelings and beliefs that a person has about his job (George & Jones, 1999). Francis and Milbourn (1980) attempt to summarize the various definitions of job satisfaction as follows: Generally, job satisfaction is the result of the individual’s perception of what is needed and what is received from different facets of the work situation. The closer the expectation is to what is actually received, the greater the job satisfaction. According to the definitions given above, job satisfaction is an attitude that people have toward their job that stems from how they view their jobs and how well they think their needs and those of the organization align with what is needed by the individual.

2.1.2 Theories of job satisfaction

Luthans (1995:13) notes that “there is nothing as practical as a good theory.’ Theory is a systematic grouping of interdependent concepts and principles resulting into a framework that ties together a significant area of knowledge (Wehrich & Koontz, 1999:13). Most of the debates about theories of job-satisfaction start with Maslow’s theory of ‘Hierarchy of Needs’ (1943) however, the story begins with the idea of ‘scientific movement’ or ‘Taylorism’ by Frederick W. Taylor (1911), which treats the human being as ‘Economic-man’ where ‘Money’ is the biggest motivator for job-satisfaction. This view was criticized by Elton Mayo & Associates (1924-33) during ‘Hawthorne Studies’ about the nature of human being. They found that multiple factors contribute to the motivation and satisfaction of workers including, personal morale, positive interrelationships, management founded on the understanding of individual and group behavior through interpersonal skills like “motivating, counseling, leading and communicating (Wehrich & Koontz, 1999:42).” There are considerable number of theories in relation motivation and job satisfaction, many organization behavior research classified theories of job satisfaction in to two board categories Content(Needs Hierarchy, Two-Factors, and ERG theories); Process(Expectancy theory and Porter & Lawler model) theories.

Content Theories

Content theories focus on identifying the needs, drives and incentives/goals and their prioritization by the individual to get satisfaction (Luthans, 2005:240). Experts have been preparing multiple lists of biological, psychological, social and higher level needs of human beings. Interestingly, almost all the researchers categorize these needs into primary, secondary and high level employee requirements, which need to be fulfilled when the worker is needed to motivated and satisfied. Following are the well-known content theories that are widely used by the management.

Maslow’s Theory of Motivation/Satisfaction (1943)

Maslow's hierarchy of needs is the most frequently cited theory of motivation and satisfaction (Wehrich & Koontz, 1999:468). Building on humanistic psychology and clinical experience, Abraham Maslow argued that an individual's motivational requirements could be ordered into a hierarchy. Once a certain level of need is satisfied, it no longer helps to motivate. Therefore, the

next higher level of needs must be activated to motivate and thereby satisfy the individual (Luthans, 2005:240). Maslow (1943) distinguished five degrees of need: Physical needs (food, clothing, shelter, and sex); Needs for safety: physical protection; Esteem/Achievement needs: (prestige supplied by others), and Self-Actualization: (self-fulfillment and accomplishment via personal progress) (Maslow, 1943). Social: (create intimate relationships with others). Researchers have noted that Maslow's hierarchy of needs theory was the first motivational theory, laying the foundation for theories of job satisfaction. This theory serves as a good starting point for researchers studying job satisfaction problems in different work settings (Wikipedia, 2009). Several theories have been proposed so far, but almost all begin with a brief description of Maslow's ideas.

Herzberg's Two-Factor Theory (1959)

Herzberg conducted a motivational study in which he interviewed 200 accountants and engineers. He used the critical incident data collection method with two questions: a. When did you feel particularly comfortable in your job? What appealed to you? And B. When did you have an exceptionally bad feeling about your job, what put you off? By tabulating these good and bad feelings, Herzberg argued that there are job satisfaction factors (motivators) related to job content and job dissatisfaction factors (hygiene factors) related to work context. Motivators include achievement, recognition, work itself, responsibility, and progress.

The hygiene factors do not motivate/satisfy, but prevent dissatisfaction. These factors are contextual, such as company policy, management, supervision, salary, interpersonal relationships, supervisor, and working conditions (Herzberg et al., 1959). Herzberg's theory is the most useful model for studying job satisfaction (Kim, 2004).

Theory X & Y (Douglas McGregor) (1960)

After observing and understanding the way managers interact with their subordinates, McGregor proposed that managers' view of human nature rests on a set of assumptions, and that managers act toward their subordinates according to those assumptions change across different employees (Robbins). , 1998:170).

Assumptions of Theory X [Negative view of Human-being]

Human beings have an inherent dislike of work and avoid it if possible. Due to this behavior, people must be coerced, controlled, directed, and threatened with punishment to make them work. They prefer to be directed, avoid responsibility, have little ambition, and want security (Wehrich & Koontz, 1999:466).

Theory Y Assumptions [Positive view of Human-being]

Physical and mental efforts in work are as natural as play and rest. External control and threat are not the only means for producing effort. People can practice self-direction and self-control in achieving objectives. The degree of commitment to objectives is determined by the size of rewards attached with achievement.

Under proper conditions, human beings learn and not only accept responsibility but also seek it (Wehrich & Koontz, 1999:467).

Theory of Needs - Achievement Theory (McClelland, David 1961)

This theory focuses on the achievement motive thus, called 'achievement theory' but it is founded on achievement, power and affiliation motives:

Achievement: This is the drive to excel and achieve beyond the standards of success.

Power: It refers to the desire to have an impact, to be influential, and to control others (Shajahan & Shajahan, 2004:95; Robbins, 2005:53).

Affiliation: It is the desire for having friendly and close interpersonal relationships (Shajahan & Shajahan, 2004:95). Those with high affiliation prefer cooperative rather than competitive situations (Robbins, 2005:53).

ERG Theory (Alderfer, Clayton P.) (1969)

Clayton Alderfer (1969) explored Maslow's theory and linked it to practical research. He grouped Maslow's list of needs into three classes of needs: existence, connectedness, and growth, hence calling it ERG theory. His classification adopts Maslow's division of needs into: existence (physiological and safety needs), connectedness (social and esteem needs), and growth (self-actualization) (Shajahan & Shajahan, 2004:94). Alderfer proposed a continuum of needs rather than hierarchical levels or two need factors. Unlike Maslow and Herzberg, Alderfer does not assume that a lower-level need must be met before a higher-level need becomes motivating, or that deprivation is the only way to activate a need (Luthans, 2005: 244).

Process Theories

These theories strive to explain how the needs and goals are fulfilled and accepted cognitively (Perry et al., 2006). The well-known theoretical models for process motivation are:

Equity Theory (J. Stacy Adams) (1963)

This theory states that employees weigh what they put into a job (input) versus what they get out of it (outcome), and then compare that ratio to the input-outcome ratios of other workers. When they find that this relationship matches that of the relevant others, there is a state of justice (Robbins, 2005:58). The theory of justice has been extensively studied in recent decades under the title of distributive justice (Yusof & Shamsuri, 2006). It has been found that rewards only increase employee satisfaction if these rewards are valued and perceived by employees as being of equal value (Perry et al., 2006).

Vroom's Expectancy Theory (1964)

Victor H. Vroom asserts that people are motivated to work toward a goal when they believe that goal is worthy and there is a likelihood that what they are doing will help them achieve their goals (Wehrich & Koontz, 1999: 470). The Vrooms theory is based on three main variables: valance, expectation and instrumentality. Valance is the strength of a person's preference (or value, incentive, attitude, and expected utility) for a particular output. Expectancy is the probability that a given effort will lead to a given first-level outcome, while instrumentality is the extent to which a first-level outcome will lead to a desired second-level outcome (Luthans, 2005:247).

Expectancy theory recognizes the importance of various individual needs and motivations (Wehrich & Koontz, 1999:471). It suggests that rewards used to influence employee behavior must be valued by individuals (Perry et al., 2006). Therefore, theory is considered as the “most comprehensive theory of motivation and job satisfaction (Robbins, 2005:60).” It explains that motivation is a product of three factors: how much reward is wanted (valance), the estimate of probability that effort will lead to the successful performance (expectancy), and the estimate that performance will result in getting the reward (instrumentality) - explained as ‘Valance × Expectancy × Instrumentality = Motivation’ (Newstrom, 2007:115).

Porter/Lawler Expectancy Model (1968)

This model is a very popular explanation for the job satisfaction process. Porter and Lawler emphasize that effort (power or strength of motivation) does not lead directly to achievement. Rather, it is moderated by the skills and characteristics as well as the role ideas of an employee. Furthermore, satisfaction does not depend on performance but is determined by the likelihood of receiving a fair reward (Wehrich & Koontz, 1999: 473). The Porter-Lawler model suggests that motivation is influenced by several interrelated cognitive factors, for example, motivation arises from perceived effort-reward probabilities. However, before that effort translates into performance, the skills, attributes, and role models of employees affect the effort expended on performance. Furthermore, it is the perceived fair rewards that determine the workforce's job satisfaction (Luthans, 2005:249).

Goal-Setting Theory (Locke, 1968)

Edwin Locke (late 1960s) claimed that intentions can be an important source of motivation and satisfaction (Shajahan & Shajahan, 2004:95). Some specific goals (intentions) lead to an increase in performance, for example difficult goals (if accepted) lead to higher performance than easy goals and feedback triggers higher performance than no feedback. Likewise, specific hard goals lead to a higher level of achievement than general goals, which involve doing one's best. Additionally, people will do better when they receive feedback on how well they are accomplishing their goals, as the feedback will uncover discrepancies between what they have been doing and what they want to do. All of these studies reviewing goal setting theory show that challenging goals with feedback acts as motivating forces (Robbins, 2005:54).

Job Characteristics Theory (Hackman & Oldham) (1975-76)

Job characteristics are aspects of the individual employee's job and duties that affect how the individual perceives their unique role in the organization. Hackman and Oldhams (1980), in their original formulation of job characteristics theory, argued that the outcomes of workplace redesign would be influenced by multiple facilitators. These facilitators include the differences in which different employees desire personal or psychological advancement (Perry et al., 2006). Task clarity leads to greater job satisfaction, as greater role clarity leads to the workforce being happier, more engaged, and more engaged with their work (Moynihan & Pandey, 2007).

2.1.3 Factors Affecting Job Satisfaction

Several academic studies have demonstrated that a variety of factors can influence job satisfaction. Some of the factors are organizational, while others are personal. There are numerous aspects that determine job satisfaction, and throughout time, five elements have been found to represent the key employment features that elicit the strongest emotional reactions from employees. These elements include the actual work itself, compensation, chances for advancement, supervision, and coworkers. Luthans (2005, p. 212)

George and Jones (2008, p.85) stated four factors that affect the level of job satisfaction a person experiences: personality, values, the work situation and social influence. In addition George and Jones (2008) stated that the work situation includes the work itself, co-workers, supervisors and subordinates, physical working condition, working hours, pay and job security. According to George and Jones (2008) work itself is the most important factor and source of job satisfaction.

Many researchers have discussed the Herzberg's two-factor model or motivation-hygiene theory which illustrates two factors that affect job satisfaction, intrinsic job satisfaction factors or the motivator satisfaction factors and extrinsic job satisfaction factors or preventing dissatisfaction factors. Intrinsic factors are derived from achievement, recognition, responsibility, advancement, growth, and the work itself. Although their absence was not necessarily dissatisfying, when present, they could be a motivational force. While the hygiene factors or the extrinsic factors are supervision, working conditions, co-workers, pay, policies and procedures, job security, status, and personal life. They are not necessarily satisfying, but their absence could cause dissatisfaction (Aziri, 2011; Fugar, 2007).

Three levels of influencing factors have been identified by Armstrong et al. (2014) as having an impact on job satisfaction. The first level relates to intrinsic motivating factors that are related to job content, particularly the five dimensions of jobs or the job characteristics model: skill variety, task identity, task significance, autonomy, and feedback. The second factor is the standard of supervision, which are the main factor influencing employee attitudes. Third, success or failure: Obviously, success leads to satisfaction, whereas failure invariably leads to discontent. A person will feel better and be more satisfied when he works hard and makes the most of his ability to

demonstrate to himself and to others that he is capable, successful, and have the potential. While there is another person who consistently does not do chores as they should

There are several variables from the review of articles/literature that influences job satisfaction as recommended by Herzberg et. al (1959). These are pay, work itself, supervision, promotion, colleagues, working conditions, rewards and compensating framework; age, educational level, and personalities; accomplishment, gratefulness in basic leadership, pleased to work, and clear job description; training and job rotation. In this study, researcher proposes to investigate six factors that influence job satisfaction are selected as variables which are nature of work, pay and benefits, supervision, interpersonal relationship between workers (co-workers), career advancement (promotion) and workplace environment. The researcher discusses each job satisfaction facets which are defined in several studies some elements that affect job satisfaction and how they affect employee performance.

Nature of Work

According to Ivancevich and Matteson (2005), the nature of the job as a factor of job satisfaction focuses on how the job is structured. This dimension also refers to the extent to which job tasks are considered interesting and provide opportunities for learning and accepting responsibility. Badiane, K., & Chantal, T. (2017) suggests that job satisfaction might be influenced by mentally challenging work (work that tests employees, skills and abilities and allows them to set their own working pace). Such work is usually perceived as personally involving and important and provides the worker with clear feedback on performance. However, some work may be too challenging, and this can result in feelings of failure and reduced satisfaction (Dubinsky, 2004). In addition, some employees seem to prefer repetitive, unchallenging work that makes few demands on them (Wealleans, 2003).

According to Organ (1988), the primary factor in job satisfaction is the kind of work employees perform (especially when it is challenging or interesting) and the freedom they have to determine how the work be done. Thus if the job is intrinsically challenging, it may prove highly satisfying. Conversely, if the job is considered more routine and boring, and has less mental challenge and low/no decision making authority, it may be considered non- challenging and thus prove highly dissatisfying (Nicholson & Johns, 1985; Levine, 1995; Spector, 1997).

Ting (1997) argues that the varieties of skills strongly affect work satisfaction. When employees can use the more prominent assortments of attitudes in their employment will determine increasing satisfaction level. Sharma and Bhaskar (1991) claim that if the work assigned has enough diversity, challenging, obligation and extension for applying workers' own particular aptitudes and capacities, then that employment determines better work achievement.

Ting (1997) and Locke (1995) studied that the work itself has positively correlated with the satisfaction of employee. Robbins et al. (2003) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results". Jobs matched with the competencies and that are mentally stimulating are liked by the employees (Robbins, 1993).

Pay and Benefits

Pay, as mentioned in Noe et al (2010), is a tool for furthering company goals, which is defined into pay level and job structure. Pay level is described as wages, salaries and bonuses. Job structure is described as the relative pay of jobs within the organization. And benefits as mentioned in Mondy and Noe (2005) are the compensations. Compensations consist of direct (e.g. bonuses) and indirect compensation (e.g. retirement plans).

Job satisfaction results from a variety of elements, including compensation, advancement prospects, the work itself, supervision, and connections with coworkers (Opkara, 2002). Frye (2004) found that there is positive relationship between equity based compensation and performance. The results of a study on the degree of job satisfaction among managers in the public sector revealed that the main factor influencing job satisfaction is salary. (Sokoya, 2000).

According to Herzberg's (1966) two factor theory, if pay is acceptable to an employee, a level of job satisfaction may be increased to an extent that the employee's level of job satisfaction is dependent on pay. Armstrong (1993) also concluded that if employees perceive some equity between their work and pay, their job satisfaction will be enhanced to the extent that the satisfaction level depends on pay.

Supervision

This factor refers to the supervisors' ability to demonstrate interest in and concern about employees. It also refers to the ability of the supervisor to provide emotional and technical support as well as guidance on work related tasks (Robbins et al, 2013). According to Herzberg (1966), the mere availability of a competent supervisor as in the above definition, does not necessarily increase job satisfaction but at least to maintain a level of "no dissatisfaction". Noe et al (2010), defined supervisors as a people working in an organization (besides co-workers) that can affect job satisfaction. Supervisor with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. In addition, employees are satisfied when they are supported with their supervisors to achieve their own goals.

Brunetto and Farr-Wharton (2002) concluded that direct manager supervision raises public sector employees' degree of job satisfaction. The productivity and performance of subordinates can be improved with managerial actions and supervision. The recognition of the achievements by the supervisors leads toward job satisfaction and is useful to solve the problems (Yen and McKinney, 1992). Okpara (2004) conducted the study of IT managers and found that job satisfaction among managers can be increased with the help of supervision.

Co-Workers

Noe et al (2010), defined working with people in an organization (besides supervisors) can affect job satisfaction. Co-workers with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. In addition, employees are satisfied when they are supported with their coworkers to achieve their own goals. James (1996) concluded that the working as a team has significant impact on the satisfaction level of employees as it affects their performance.

In groups, employees must have corporate jobs so that they clearly determine the performance of the collective jobs commonly (Delarue, 2003); the worker and leader both realized the teamwork as mortal task. It is described that efficient teamwork can prompt employees and amend employees' jobs in the organization if the employees work in same prefaces. Execution and self-power, Person liberty, implication, attaching with team members and satisfaction are the origin

to raise employees self-powered and motive through teamwork. Rahman and Bullock's (2005) convinced that relation among employees is developed by use of mutual work.

Career Advancement (Promotion)

Promotion as a dimension of job satisfaction refers to the availability of opportunities for career advancement (George, 2000). Career advancement may not necessarily be associated with hierarchical progress in the organization, but includes opportunities for lateral movement and growth (Cockburn & Haydn, 2004). (Robbins et al, 2003) contend that promotion will give the workers with chances to development in their positions inside the organization. As it centers systems get headway, development, advancement and achievements. Higgins (1998 cited from Norizan Ismail, 2012) says that promotions talk about in regards to opportunities for self-improvement, more obligation, and better economic wellbeing.

(Nguyen et al., 2003) concluded that job satisfaction is the result of promotion opportunities in the organization. Teseema and Soeters (2006) determined that there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park et al., 2003).

Workplace Environment

The work environment, in the new research, was found to be better determinant of job satisfactions by the scholars (Reiner and Zhao, 1999; Carlan, 2007; Ellickson and Logsdon, 2001; Forsyth and Copes, 1994). Moreover, variation exists in terms of pay packages, working conditions, incentives, recognition and fringe benefits for the employees (Lavy, 2007). Guest (2004), Silla et al. (2005) and (Ceylan, 1998) concluded that the working conditions have an effect on the satisfaction of employees. These include comfortable proper work and office spaces, temperature, lighting, ventilation, etc. Hyz (2010) contends that the working conditions shall have three objectives: fineness in organization premises, meeting the client's prerequisites and necessities of employees. Luthans, Moorhead and Griffen (1992) say that working conditions are another component, which has the sensible impact at job satisfaction of employees.

2.1.4 Job performance

Understanding each employee's performance is critical since key management choices are made based on it, and successful organizations are those that have successful individuals (Sonnentag, Volmer, & Spychala, 2008). Performance is defined as "behavior that accomplishes results" (Armstrong & Taylor, 2014). Individual job performance is defined as "things that people actually do, actions they take, that contribute to the organization's goals" (Campbell & Wiernik, 2015). Moreover, performance behaviors are "the total set of work related behaviors that the organizations expect the individual to display" (Griffin, 2005).

The performance is a multi-dimensional concept that consists of two aspects: the behavioral (process) aspect and the outcome (result) aspects (Armstrong & Taylor, 2014). The behavioral aspect refers to "what people do at work", while the outcome aspect refers to the "results of the individual's behavior" (Sonnentag, Volmer, & Spychala, 2008). Numerous studies have been conducted to differentiate between different aspects of job performance according to Sonnentag et al. (2008) and Campbell & Wiernik (2015). The important of job performance extended to include both dimensions of the performance (Armstrong & Taylor, 2014).

According to Cambell, cited in Jex (2002, p. 89), job performance refers to the actions employees do while performing their duties. Yet, for such acts to be considered in the field of work performance, they must support corporate objectives. As Porter and Lawler cited in Pushpakumari (2008, p.91) performance is defined as a function of individual ability and skill and effort in a given situation. From Porter and Lawler definition it can be derived that Job performance as ability, skill and effort toward job. Pushpakumari (2008, p.91) states that in the short run employee's skill and abilities are relatively stable and defines performance in terms of effort extended to the job of an employee and increased effort results in better performances. Thus job performance is behaviors expected to organizational goal accomplishment from employees and is a function of outcome.

According to Nmadu (2013), employee's performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against preset standards of accuracy, completeness, cost and speed. Managers at workplace must

ensure that employee's activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Nmadu, 2013).

University of Minnesota Libraries Publishing (2015) illustrates the major predictors (determinants) of job performance as: perceptions of organizational justice and interpersonal relationships, stress, and work attitudes, particularly job satisfaction. While Campbell & Wiernik (2015) argued that the direct determinants of performance are role-specific knowledge, skill, and choice behavior regarding the direction, intensity, and duration of effort. However, Folami et al. (2005) used a job context model that classified the determinants into four groups, the individual factors, the task characteristics, the economic factors, and the organizational context.

Sonnentag et al. (2008) confirms that performance is a dynamic construct and that performance fluctuates within individuals and changes over time. So, the managers in the organization need to apply periodical performance measurements or performance appraisal. There are lots of methods which can be used to assess the individual work performance but "there is no ultimate criterion or even one best way" (Campbell & Wiernik, 2015). Some of them are rating, samples, simulations, proxies and technology-enhanced assessment (Campbell & Wiernik, 2015). The existence of several measurement methods indicates the importance of capturing the level and kind of employee performance.

Campbell (1990) cited in Motowildo et. al. (2006, p.50) argued that there are three determinants of job performance: declarative knowledge, procedural knowledge and skill, and motivation. Declarative knowledge is knowledge of facts, principles and procedures; procedural knowledge and skill is skill in actually doing what should be done and is a combination of knowing what to do and actually being able to do it and includes skills such as cognitive skill, physical skill, self-management skill and interpersonal skill; motivation is the combination of choice to exert effort, choice of how much effort to exert, and choice of how long to continue to exert effort.

Motowildo (2003, p.50) also incorporate Campbell (1990) idea stating that cognitive ability is a better predictor of task performance, whereas as personality variables such as extraversion,

agreeableness, and conscientiousness are better predictor of contextual performance. Knowledge, skills, and work habits directly affect both task and contextual job performance.

In addition Motowildo (2003, p.52) states that empirical and theoretical reports in the performance literature are converging on an overall model of performance that identifies variables such as knowledge, skill, motivation, and habits as direct determinant of the expected value of an individual's behaviors over time or job performance.

2.1.5 The Relationship between Job satisfaction and Employee performance

Many studies have examined the effect of job satisfaction on employee performance. Most of them indicated that there is an impact of job satisfaction on employee performance since, there is a large impact of the job satisfaction on the motivation of workers, and the level of motivation has an impact on productivity, hence also on performance (Aziri, 2011). Hamdan (2011) and Organ (1988) argue that their past studies demonstrated a huge association between employment satisfaction and work performance. Moreover, these studies have established that fulfilled workers give better performance in comparison to others. Subsequently, worker's happiness has a tendency to provide quality products or services for their clients. Underneath writing, audit legitimizes above articulation.

Prasetyo, R. A. (2016) has embraced a study on job satisfaction and job performance and find a positive correlation between them. There is likewise noticed that financial incentives may not be the primary inspiration component for employment performance, and a few cases, they are even counterproductive. Notwithstanding applying motivators and controls for enhancing employee's performance, the organization can hence propose other all the more well-disposed practices. Masood, A., and Afzal, M. (2016) has done a research on the subject of Investigating Elements Influencing Worker's Satisfaction at the job. It reasons that the organization needs administration effectiveness with a specific end goal to accomplish competitive advantages and adjust to the dramatic evolving environment. This can be accomplished by expanding satisfaction of worker at last work execution in the organization.

Pushpakumri (2008) has considered on The Effect of job satisfaction on Job Performance. Workers who are satisfied at work are more motivated, productive, error- and omission-free, loyal to the company, less dependable, open to new ideas, very interested in learning more, able

to handle more responsibility, strictly adhere to policies and procedures, and have lower absenteeism rates and lower turnover. The above uplifting states of mind of satisfied worker expand the nature of his/her performance compelling and effective.

Maroofi and Deghani (2013) have investigated the impacts of employment satisfaction on the performance of an employee and organizational commitment connection. The study contends that job satisfaction legitimizes the correlation between organizational commitment and execution. This examination gives chiefly to direct impacts played by the hygiene and motivation variables in the organizational commitment and work execution.

Job performance causes job satisfaction because job performance affects self-esteem (Pugno&Depedri, 2009). According to Platis et al. (2015) a large number of factors influence employee performance one of them is the job satisfaction. At the same time, there are some recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement (Aziri, 2011) especially in the volunteer work (Pugno&Depedri, 2009). A lot of researchers argued that employee performance itself affects employee's level of job satisfaction. For example, Sonnentag et al. (2008) based their in-depth performance study on the idea that high performance results in satisfaction, feelings of self-efficacy and mastery.

And some researchers suggested that employee performance does not affect their level of satisfaction. (Pugno&Depedri, 2009) examines the relationship between job performance to job satisfaction by considering the roles of economic incentives such as reward and promotions. He ended up with a negative route from job performance to job satisfaction. Some researchers combine job performance and job satisfaction into one variable. Funmilola et al. (2013) discovered that job satisfaction dimensions jointly and independently predict job performance. While Folami et al. (2005) studied a job context model assumes that both performance and satisfaction are outcomes of same factors.

2.2. Empirical review

Alamdar, Muhammad, and Wasim (2011) investigated the impact of job satisfaction on employee performance in autonomous Medical Institutions of Pakistan. The sample of the study was comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received back and used for analysis. SPSS is used for data analysis statistically. Findings revealed that facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with coworkers, relationship with supervisor and nature of work; affect the job satisfaction and performance.

Dr. Abdul Wahid A. Fadlallah (2015) conducted a research on impact of job satisfaction on employee's performance (employee's impressions, inclinations, desires, and visualizations towards their jobs) in the faculty of science and humanity studies (university of Salman bin Abdul-Aziz-Aflaj branch). Research determined the relation, association and impact of job satisfaction factors and its dimensions on employee's performance in the faculty. Total sample size of research is 86 members of teaching staff from the faculty (male =46 and female =40). SPSS was used to analyze the data. Research applied chi- squared or (χ^2) and regression analysis. Research examined that there is a positive and statistically significant relationship between job satisfaction factors and employee's performance. The research concluded that whenever there are better (work conditions, pay and promotion, and work relationships) there is a higher job satisfaction.

Theresa, I& Henry, C. (2016) also carried an investigation on the impact of job satisfaction on employees performance. The main objective of this study is to examine the impact of job satisfaction on employee's performance, with Nigerian Breweries Plc Kaduna as a case study. In view of the above cause, data was collected from both primary and secondary sources. 400 copies of questionnaire were administered to the respondents and 357 copies of questionnaire were returned successfully which was used as the bases for the research analysis. Ordinary least square regression was the statistical tool used in analyzing the data. Also, personal interviews and general observations were part of the source on information for this study. The research finding revealed that there is a linear relationship between job satisfactions (nature of job, job renewal and job security) and employee's performance proxy which is employee morale.

Beyene, G. (2020) the study examined in Debre Markos town administration public sectors to investigate the determinants of employees' job satisfaction. Data were collected through 34 structured close ended questionnaires from the samples of 270 permanent employees through stratified and simple randomly selected from eighteen Debre Markos town administration public sectors. Data were analyzed using descriptive and inferential statistics with the aid of Statistical Packages for Social Scientists (SPSS) version 23.0. Multiple regression analysis technique was used to explain the nature of the relationship between employees' job satisfaction and (working environment, payment, promotion opportunity, supervision, nature of job) that affect it. The reliability coefficient of 0.877 was computed using Cronbach Alpha formula to measure the internal consistency of the questionnaire items. The result suggest that there is significant relationship with working environment, payment, Promotion opportunities, supervision and nature of job with employees' job satisfaction and regression analysis result indicated that 53% of the variation on the employees' job satisfaction can be explained by the composite measure of working environment, payment, Promotion opportunities, supervision and nature of job.

In the same vein Mulugeta and Ayele in (2015) [17] conducted a study which explicitly focused on public health professionals toward their job satisfaction in west Shoa, Oromia. The finding revealed that Overall, only 34.9% of the study participants were satisfied with their job, while nearly a third, 65.1% were dissatisfied with their job. The findings revealed that variables such as management style, salary, working environment, training opportunity, performance evaluation and participation in decision making have a significant influence on the level of job satisfaction.

As the study finding of Mehari and Peteti (2017) on the job satisfaction differences between private and public employed workers in Woldia district indicated, statistically significant mean difference was observed between private and public workers job satisfaction of communication and relationship, job security, pay and promotion and fairness. Besides, their study indicated, privately employed workers were 1.8 times more likely satisfied in pay and promotion of their respective organization than the public worker's job motivation of pay and promotion. In contrast, public employed workers were 1.3 times more likely satisfied in job security of their organization than the private employed ones. This showed that, to really address the factors affecting the job satisfaction level of employees, the importance of separately viewing those from private and public organizations.

2.3. Conceptual framework of the study

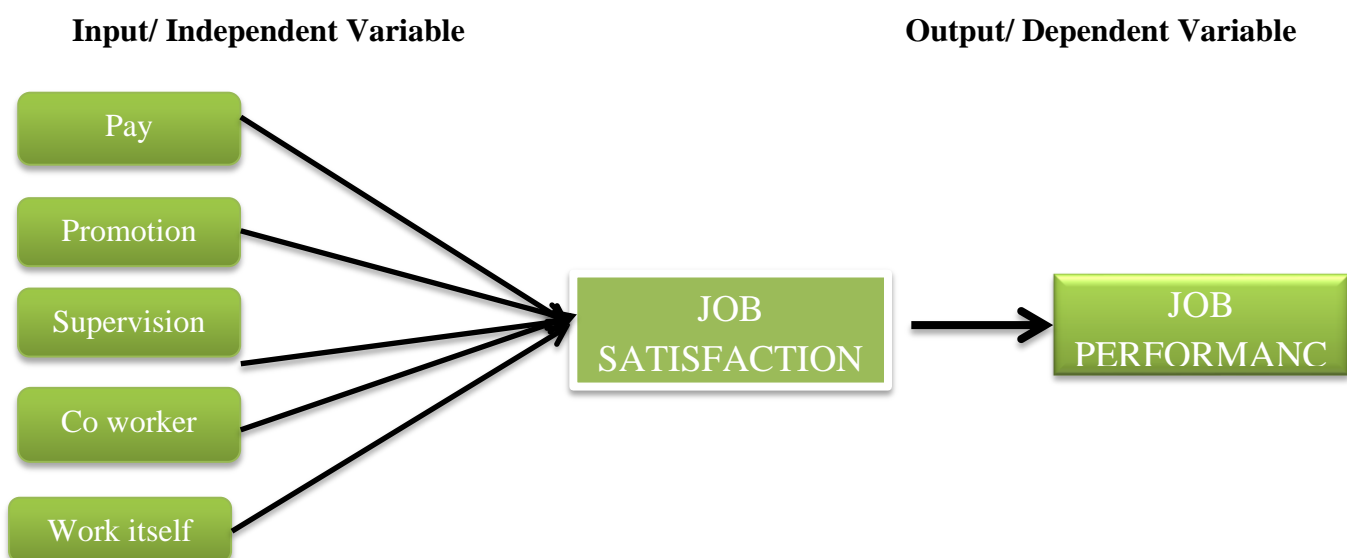
Conceptual framework is a set of coherent ideas or concepts organized in a manner that makes them easy to communicate to others (Schwartz, 2016). The conceptual framework is the researcher's view of the network of association of the several factors that have been identified as important to the problem (Dionco-Adetayo, 2011).

This conceptual frame work was taken from the reviewed literatures about job satisfaction and job performance and support the conceptualization of objectives and research questions of this study. The conceptual frame work states that pay, promotional opportunities, supervision, co-worker, work itself and workplace environment are factors that affect job satisfaction and job satisfaction has impact on job performance.

The key determinants of employee performance can be clearly viewed from Robbins et al. (2013) and Folami et al. (2005) point of view. They used task performance which is "performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks" and contextual performance behavioral dimension of job performance i.e. declarative knowledge, procedural knowledge, motivation and employee output.

The following figure 2.1 shows the relationship between the dependent variables and independent variable clearly in graphic form.

FIGURE 2.1: The research framework



Source: Funmilola, Sola, and Olusola (2013)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This section is concerned with the conceptual structure within which the research is conducted. This includes description of the study area, research design and approach, population of the study, sampling methods, sample size determination, tools for data collection, data analysis method and ethical consideration.

3.1. Description of Study Area

Ministry of Urban Development & Infrastructure is located in the central part of Ethiopia Addis Ababa, Ledeta sub city Sudan Street, in front of national bank of Ethiopia; near to Dashen bank headquarter new building. And it is one of the 21 Ministries of the country. The Ministry has recently shown improvement to implement the GTP and to upgrade progress towards achieving the MDGs main strategic directions in the human capacity building is at the center of all strategies in the federal government. Hence, the minister play its own vital role federal in establishing government structures with strong implementing capacity, ensuring transparency and implement cross cutting issues in the civil service are achieved through continuous HRD.

In the Ministry there are different office directorates with different mandates including HRD in providing services to the public and following up the performances of the lower levels of government. The study was conducted only in selected offices directorates and project office within the given time as well as with the available financial capacity. The researcher selects seven office of Directorates and one project office such as: Human resource and policy change Directorate , Legal service Directorate, Housing Development Directorate, Land & cadaster Department, Urban Plan Reform Directorate , Urban Construction Directorate, Finance & Procurement Directorate, Plan and program Budget Directorate and urban Revenue Reform Project Office with a total population of 202 as the study areas by considering large man power engagement and financial aspects invested that they have a wider scope than others do (MoUD, HRD&PC, 2022).

3.2. Research Design of the Study

Research design can also be considered as a blueprint or the roadmap for the collection, measurement, and analysis of data (Kothari, 2004). For the purpose of this study descriptive and explanatory survey research design were used to collect data to answer the research questions formulated for the study. Descriptive research design was used because the study involved assessing the opinion of the respondents on job satisfaction as it affects their job performance. Then the study explains the causal relationship between job satisfaction and employee performance at Ministry of Urban and Infrastructure.

The research problem requires measuring job satisfaction variables and determining how these variables affect employee performance, hence the study adopts a more quantitative research approach. According to Dane (2000:88), quantitative methods include reviewing a substantial amount of literature in order to provide direction for the research questions.

3.3. Population of the Study

Population can be defined as a group of individual, items or objects from which samples are taken from measurement (Kombo, 2005). The population for the study is 202 employees in the selected offices of the ministry of urban and infrastructure development. Selecting sample would be fundamental for research study. Because taking the total population was impossible due to cost and time constraints. Employees who are middle level supervisors (team leaders), professionals, clerical and non-clerical were in the sampling frame. High level supervisors who are executive management members, department heads and managers are not included in this study as supervisor is stated as one factor that affect job satisfaction.

3.4. Sampling

Sampling involves any procedure that draws conclusions based on measurements of a portion of the population (Zikmund et al, 2009, pp.66). The target population for this research study is 202 employees of ministry of urban and infrastructure development. The sample size has to be large because the target population of this study is heterogeneous as employees of the ministry office have different age, sex, experience and occupation in the office and to reduce the sampling errors. Therefore for this study, the sample size of the study was determined using the formula adopted from kreijcie and Morgan's (1970).

Thus, the formula used to calculate the sample size is

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

Where: n = the sample size

N= the total population

e = the level of precision which is 5% (i.e. at 95% confidence interval)

1 = designates the probability of the event occurring

Therefore using the above formula the simple size of the study is determined as

$$n = 202 / (1 + 202(0.05)^2) = \underline{\underline{134}}$$

The researcher deemed necessary to take independent sample for each directorates/bureau to ensure equal representation. Therefore, the sample size for each office of the directorate was calculated by using proportion. The study uses proportionate sample allocation formula so as to make each stratum sampled identical with proportion of the population. Therefore, proportional sample size from each level was calculated by using the following formula.

$$ni = \frac{n * Ni}{N}$$

ni= sample size for individual office of directorates

Ni= the total number of employees in each directorates

N=the total number of employees in the selected directorates.

n= the total sample size for selected directorates.

Table3.1. Proportionate sample for each Ministry office of Directorate.

No.	List of Directorates /Bureaus	Total no of Employees in each Directorate	No of sample size in each directorate
1	Human resource development and policy change Directorate	12	7
2	Legal Service Directorate	11	7
3	Housing Development Directorate	28	18
4	Land &cadaster Directorate	33	22
5	Urban Plan and Reform Directorate	29	20
6	Urban Construction Directorate	41	27
7	Finance & procurement Directorate	14	9
8	Plan and program Budget Directorate	8	6
9	Urban Revenue Reform Project Office	26	18
Total			134

Source: Human Development and policy Change Directorate of the Ministry (2023).

3.5. Sampling Methods

Altman (2014) defines sampling technique as a definite plan for obtaining a sample from the sampling frame. The basic idea in sampling is that the analysis of some of the elements in a population provides useful information on the entire population. The study used probability sampling techniques because members of the population have an equal chance of being incorporated into the sample. As the ministry office divided between strata's like core processes and support processes and as each strata contain heterogeneous employees, stratified sampling and simple random sampling techniques of probability sampling were used to select the samples.

3.7. Tools for Data Collection

The primary data for this research were collected by using a survey questionnaire. Questionnaires which contain essential questions which are organized and prepared by the researcher in order to obtain the relevant data about the independent variables of employees' satisfaction. The questionnaire contains open and closed-ended questions with a 5 Likert Scale from "Strongly Disagree" =1 to "Strongly Agree" =5 and it is administered by the researcher.

Before distributing the questionnaire to the selected sample, pre-testing is conducted on a few employees to test the relevancy and accuracy of the designed questionnaire and to know how respondents understand the questions. Then the questionnaire is revised based on the pre-test information.

3.8. Data Analysis

In order to analyze the data and report of the results, the research applied SPSS version 20. It was used to analyze data obtained from primary sources. Descriptive statistics describe the phenomena of interest, used to analyze data for classifying and summarizing numerical data, and it includes frequency distribution, percentile, minimum, maximum, mean and standard deviation and complex statistical analysis like correlation and regression analysis. Correlation analysis was used to measure the strength or degree of association between variables. In addition, regression analysis was used in order to estimate or predict the impact of job satisfaction on job performance. The mean and standard deviation were used to describe data obtained from the independent variables; component of employees' satisfaction and the dependent variable of job performance. The variables for job satisfaction were nature of work, pay, supervision, coworkers, career advancement and workplace environment.

3.9 Reliability and Validity Test

A reliable instrument consistently yields the same results when used repeatedly to collect data from the same sample drawn from a population (Kothari, 2004). Reliability is therefore the degree to which research instruments yield consistent results when administered a number of times. Validity is defined as the degree to which results obtained from an analysis of data actually represent the phenomena under study (Mugenda, 1999). Validity of a data collection tool ensures that the items in the instrument are representative of the subject area while the content

validity ensures that the tool actually measures what it is supposed to measure. The researcher tried to address construct validity through the review of literature, adapting instruments used in previous research and collect data to demonstrate that the empirical representation of the independent variable produces the expected outcome. In addition, it's Draft given to my first advisor, Dr.TAye Amogne, who is expert in the field and help in providing adjustment over the questionnaire.

Cronbach-alpha method as (Kothari C., 2004) stated, it used to test the reliability of the instrument. This study also used Cronbach alpha to measure or tests each variable in the questionnaire by collecting data from pilot test of participant's response to draw conclusions about the consistency of measuring instrument. When cronbach alpha greater than 0.7 it considered as adequate to determine reliability of the instrument. In addition, to ensure the reliability of the data, the entire questionnaires used in the research would be uniform to all respondents.

Table 3.2. Cronbach's Alpha Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.843	.849	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Nature of work	18.13	12.556	.644	.527	.815
Pay & Benefit	20.03	12.297	.630	.479	.817
Supervision	18.71	12.789	.479	.288	.841
Coworker relationship	18.03	13.323	.579	.480	.826
Promotion	19.16	11.300	.615	.474	.822
workplace environment	18.48	11.373	.725	.622	.800
Employee performance	18.12	13.417	.578	.540	.827

Source: Field survey data 2023

3.9. Ethical Considerations

The study takes ethical considerations while utilizing data's. Ethical concerns included the following: voluntary participation, no harm intended to participants, anonymity and confidentiality of participants ensured, and conveyance of purpose and sponsors of the study. This study also provides information to the respondents about the purpose of the study and the use of the information as well. Information was held in strict confidentiality by the researcher. Respondent anonymity would be kept so that participants feel free and safe to express their ideas.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

In this chapter the data are presented and analyzed under three categories such as demographics variables of respondents, job satisfaction and employee performance parts. The data analysis was made with the help of Statistical Package for Social Science (SPSS) version 20. The analysis of the study was done using descriptive statistics by computing the mean scores and the purpose of using this parameter is to interpret the responses of respondent for each question that was stated under each dimensions of job satisfaction and employee performance. Correlation matrix and regression was used to analyze the effect of job satisfaction on employee performance in the ministry of urban and infrastructure.

4.1. Response Rate

The study targeted a total of 134 questionnaires were administered to respondents selected from ministry of urban and infrastructure. However, only 122 completed and properly returned the questionnaires. 5 participants did not fill the questionnaires correctly & these questionnaires were not used for analysis. Additionally, 7 participants did not return the questionnaires. This Result makes the response rate 91% which was sufficient for analysis and reporting.

4.2. Demographic Background of the Respondents

The demographic profile of the respondents was presented in this section. The personal profiles of the respondents were analyzed as per their sex, age, levels of educational achievements, and work experience in the organization. Descriptive statistics were performed on the demographic variables as a means of describing the respondents. In addition, statistical test was conducted to investigate the effect of job satisfaction on employee performance.

4.2.1. Gender of the Respondents

Table 4.1: Gender of respondents

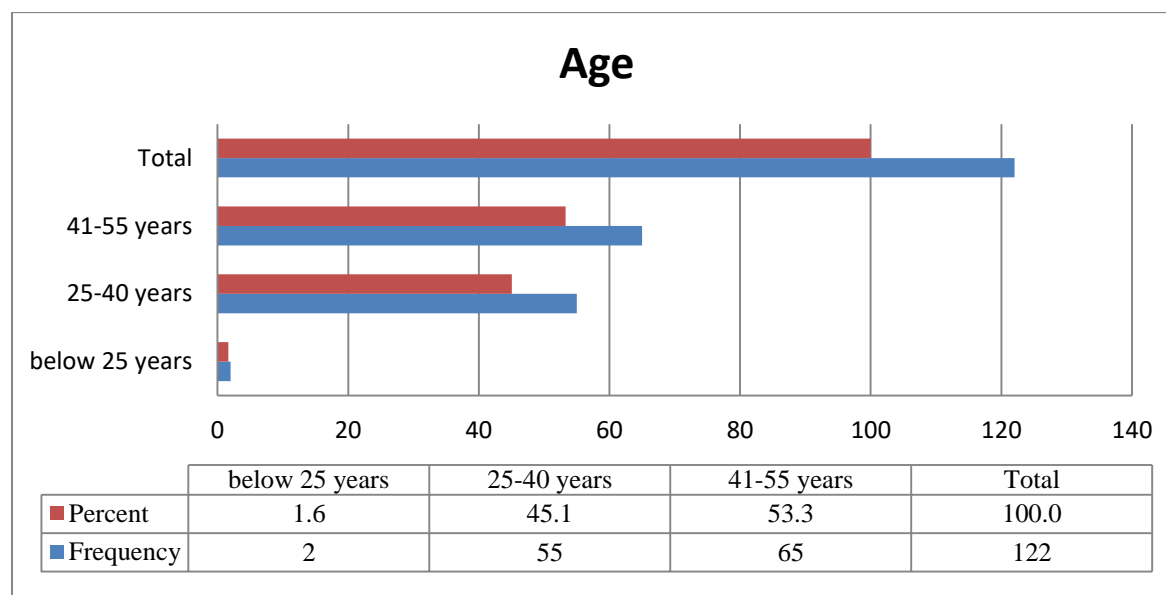
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	77	63.1	63.1	63.1
	Female	45	36.9	36.9	100
	Total	122	100	100	

Source: Field survey data 2023

The above figure shows the gender wise analysis of the respondents. It reveals that 45 (36.9%) of the respondents were female and the rest 77 (63.1%) of the respondents were male out of the total 122 respondents. This indicates that the number of males is higher than the number of females in ministry of urban and infrastructure and the male respondents formed majority of the target population.

4.2.2. Age of the respondents

Fig. 4.1: Age of the respondents



Source: Field survey data 2023

The above Figure 4.2 shows the age wise analysis of the respondents in the ministry of urban and infrastructure. It reveals that out of the total 122 respondents, 65 (53.3%) of the respondents fall into the age category 41-55 years, 55 (45.1%) of the respondents belong to 25-40 years of age group and only 2 individuals (1.6%) of the respondents are below 25 years. This shows that the ministry office is filled with more middle age employees and 65 % of the respondents belong to 41-55 years of age.

4.2.3. Level of education of the respondents

Table 4. 2: Level of education of respondents

Educational Background of Respondents				
	Frequency	Percent	Valid Percent	Cumulative Percent
BA Degree	51	41.8	41.8	41.8
Vocational/Diploma	16	13.1	13.1	54.9
Master's Degree & Above	55	45.1	45.1	100.0
Total	122	100.0	100.0	

Source: Field survey data 2023

When we come to the educational level from the above Table 4.2 illustrated that 16(13%) of them were vocational/diploma level, 51(41.8%) of them are degree level and the remaining 55 (45.1%) have masters and above. This result indicates that ministry of urban and infrastructure mostly run by employees with master's degree and first-degree holders. Here, to make it clear employees with diploma holder are more experienced and able to understand English version of the study questionnaire.

4.2.4. Job position of the respondents

Table 4. 3: Level of education of respondents

Job position				
	Frequency	Percent	Valid Percent	Cumulative Percent
Team Leader	9	7.4	7.4	7.4
Senior Office	52	42.6	42.6	50.0
Officer	33	27.0	27.0	77.0
Other	28	23.0	23.0	100.0
Total	122	100.0	100.0	

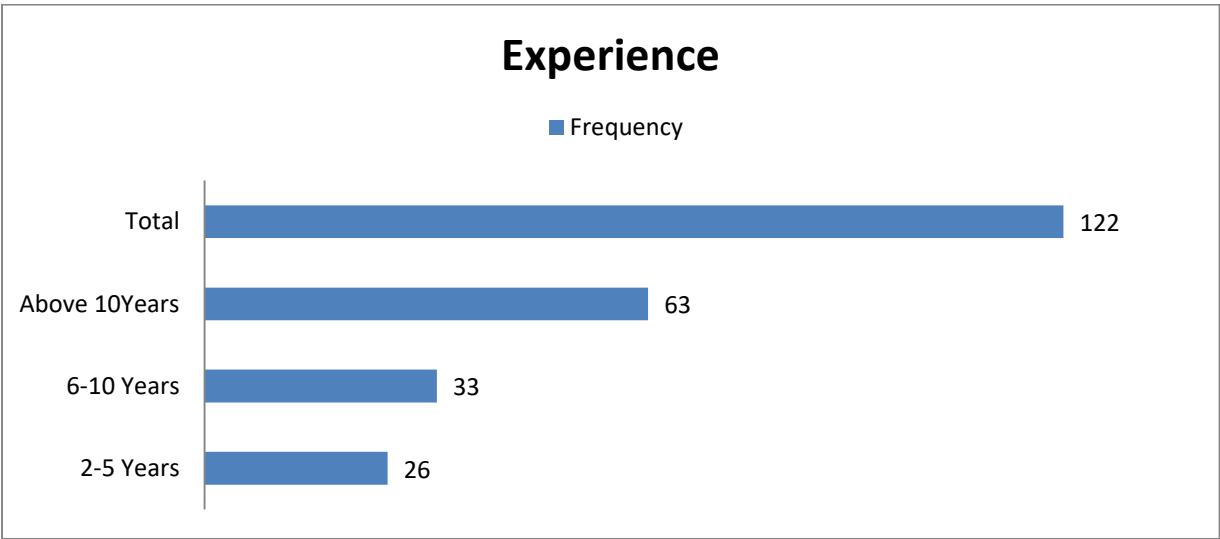
Source: Field survey data 2023

The above table 4.4 and figure 4.4 shows that 52(42.6%) of the job position of the respondents in the organization were senior officer, 33(27%) of the participants were officer, 9(7.4%) of the respondents were team leader, 28(23%) of the respondents were other positions in the organization. The most participants in this study were senior officers. This shows that the bank

has more professional employees and the sample in this research is taken to represent all employees with different positions in the ministry office.

4.2.5. Work experience of the respondents

Fig. 4.2: Work experience of the respondents

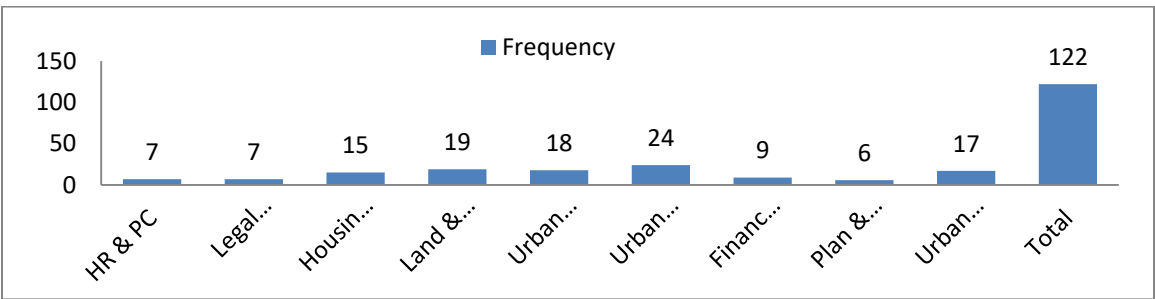


Source: Field survey data 2023

From the above 4.2 revealed that 26(21.3%) of the respondents of this study were had an experience of 2-5 years, 33(27%) of the respondents had of experience of 6-10 years and 63(51.6%) of the respondents had experience of above 10 years. The majority of the respondents had an experience of 6-10years.This indicates that the majority of the respondents have experienced in the sector and capable skill about the operation and also imperative in our study.

4.2.6. Department/processes of the respondents

Figure 4.3Processes of the respondents



Source: Field survey data 2023

Table 4.4: Department/process of the respondents in the organization

Department				
	Frequency	Percent	Valid Percent	Cumulative Percent
HR & PC	7	5.7	5.7	5.7
Legal Service	7	5.7	5.7	11.5
Housing Development	15	12.3	12.3	23.8
Land & Cadaster	19	15.6	15.6	39.3
Urban Plan	18	14.8	14.8	54.1
Urban Construction	24	19.7	19.7	73.8
Finance & Procurement	9	7.4	7.4	81.1
Plan & Program Budget	6	4.9	4.9	86.1
Urban Revenue Reform	17	13.9	13.9	100.0
Total	122	100.0	100.0	

Source: Field survey data 2023

The above figure and table 4.4 shows the place where the respondents worked in the ministry office. Out of the total 122 respondents 93 (76.3%) have been working in core processes (Housing Development, Land & Cadaster, Urban Plan, Urban Construction), 29 (23.7 %) have been working in Support processes (HR & PC, Legal Service, , Finance & Procurement, Plan & Program Budget). This shows that the respondents were taken from core processes and support processes of the ministry office and the samples were taken from all the strata in the population. This makes the study more representative of the population.

4.3. Employee Job satisfaction

The job satisfaction scale developed and rated on five point scale ranging on the continuum of highly satisfied to highly dissatisfy. Factors that affect employee's job satisfaction were presented. Those factors are nature of work, pay and benefit, supervision, coworkers, career advancement and workplace environment. Theory shows highly employee job satisfaction gain from fulfill of above factors. In the close-ended method questionnaire; given five statements for each factor and rated on five point Likert scale. A Likert scale data was collected rating the extent of agreement in a scale of 1 to 5 where 1 is the strongly disagree whereas 5 is the strongly agree indicator.

The results from the collected responses were analyzed based on means and their standard deviations to show the variability of the individual responses from the overall mean of the responses per each aspect. In order to make the interpretation of the data easy, the five scales was interpreted and calculated using the following formula (Jeff, 2011).

$$Interval = \frac{\text{highest score} - \text{lowest score}}{\text{no of interval}}$$

$$Interval = \frac{5-1}{5} = 0.8$$

Table 4.5: Mean Range

Range	Interpretation-1	Interpretation-2	Interpretation-3
1.00-1.8	Very low	Very poor	strong extent of disagreement
1.81-2.60	Low	Poor	Disagreement
2.61-3.40	Average	Fair	moderate extent of agreement
3.41-4.20	High	Good	Agree
4.21-5	Very high	Very good	strong extent of agreement

Source: Jeff, 2011

The results from the collected responses were analyzed based on means and their standard deviations to show the variability of the individual responses from the overall mean of the responses per each aspect. The mean results are therefore given on a scale interval where a mean value of up to 1.0 to 1.80 is an indication of a strong extent of disagreement; 1.81 – 2.60 is disagree; 2.61 – 3.40 is a moderate extent of agreement, 3.41 – 4.20 agree and a mean value of 4.21 and above is an indication of a strong extent of agreement.

4.3.1. Employee's satisfaction on the nature of work

The findings under this section are based on the means and standard deviation for the data that was collected through the Likert scale measuring the level of agreement of the respondents with respect to the given aspects of nature of job. The results on nature of work are as presented in Table 4.6;

Table 4.6: Satisfaction with nature of work

Statement	Mean	Std. Deviation
I like doing the things I do at work.	3.84	0.982
My skills and abilities are effectively used on the job	3.69	0.954
My job is mentally challenging with variety of job responsibilities.	3.43	1.12
My workload is reasonable	3.63	0.929

Source: Field survey data 2023

From table 4.6, the respondents agreed (mean = 3.84; std. dev. = 0.982) indicating that they like doing the things they do at work. The respondents agreed that their skills and abilities are effectively used on the job as shown by a mean of 3.69 with a standard deviation of 0.954. Findings also show that, the respondents agreed (mean = 3.43; std. dev. = 1.12) indicating that their job is mentally challenging with variety of job responsibilities. A mean of 3.63 with a standard deviation of 0.929 indicates that the respondents highly agreed on workload are reasonable. Thus all were in good extent agreement level, there were no in strongly extent disagreement level, disagree, moderate extent of disagreement and strongly extent agreement level and looking at the mean score the respondents were they like doing the things they do at work had highest mean and their job is mentally challenging with variety of job responsibilities had low mean score.

4.3.2. Satisfaction with pay and benefits

The findings under this section are also based on the means and standard deviation for the data that was collected through the Likert scale measuring the level of agreement of the respondents with respect to the given aspects of pay and benefits. The results on pay and benefits are as presented in Table 4.7;

Table 4.7: Satisfaction with pay and benefits

Statement	Mean	Std. Deviation
My salary is adequate and fair for my living expenses.	1.66	1.002
I am satisfied with the ministry welfare e.g.(Medical pay, provident fund, transportation service, house rent allowances, medical leaves, etc.	1.52	.845
The period of a pay rise is reasonable	1.96	1.040
I earn better salary if I compare with other organization	1.87	.918

Source: Field survey data 2023

As shown in above table 4.7, the respondents strong extent disagreed on their salary are adequate and fair for my living expenses according to a mean of 1.66 with standard deviation 1.002. And also the respondents strongly extent disagreed on they are satisfied with the ministry office welfare based on a mean of 1.52 with standard deviation 0.845. Further the respondents disagreed on the period of a pay raise is reasonable by a mean of 1.96 with standard deviation 1.040. The respondents also disagreed that they earn better salary compared with other government organization by a mean of 1.87 with standard deviation 0.918.

From the finding it can be induced that the level of satisfaction on the statement there was strongly extent disagreed and a low mean score on organizational welfare and had better mean score on the period of a pay rise.

4.3.3. Satisfaction with supervision

Table 4.8 presented the study results on satisfaction with supervision. The results are as well based on the means and standard deviation for the Likert scale data collected.

Table 4.8: Satisfaction with supervision

	Mean	Std. Deviation
My supervisor is reasonable and fair.	2.95	1.043
My supervisor gives me useful and constructive feedback	2.98	1.132
My supervisor allows me to participate in important decision making	3.00	1.128
I can freely share my opinion with supervisor.	3.3278689	1.040046272

Source: Field survey data 2023

Table 4.8 shown, the respondents moderate agreed on their supervisor is reasonable and fair. This indicates that a mean of 2.95 with standard deviation of 01.043. A mean of 2.98 with Std. deviation 1.132 indicating that the respondents moderately agreed that their supervisor is gives them useful and constructive feedback. The respondents moderate agreed on their supervisor allows them to participate in important decision making as indicated by a mean 3.00 with Std. deviation of 1.128. The respondents revealed that they can freely share their opinion with supervisor. This shows that moderate agreed as a mean of 3.32 with Std. deviation of 1.04. Thus there was a low mean score inmy supervisor is reasonable and fair and high mean score in I can freely share my opinion with supervisor.

4.3.4. Satisfaction with Co-workers relationship

The section presented the study results on co-workers and how it affects employee performance. The results were on means and standard deviation presenting the level of agreement of the respondents on the given aspects of interpersonal relationship. These are as presented in table 4.9;

Table 4.9: Satisfaction with interpersonal relationship (co-workers)

	Mean	Std. Deviation
I can trust my colleagues	3.57	0.891
My team cooperates to get the work done	3.76	.824
My colleagues do listen to my opinions or suggestions	3.8114754	0.764198572
My Co-workers at work are friendly and supportive	3.84	0.807

Source: Field survey data 2023

As of the table 4.9 shown that the respondents agreed on they can trust their colleagues by a mean of 3.57 with standard deviation of 0.891. A mean of 3.76 with Std. deviation of 0.824 shows that the respondents agreed on their team cooperates to get the work done. Also the respondents agreed on their colleagues do listen to their opinions or suggestions by a mean of 3.81 with Std. deviation of 0.764. A mean of 3.84 with Std. deviation of 0.807 indicated that the respondents agreed on they do have friendly and supportive co-workers at work. Thus all were above in agreed level, there was no in strongly disagree, disagree, and strong extent agreement level.

4.3.5. Satisfaction with career advancement (Promotion)

Under this section the study presented about career advancement that factors affecting job satisfaction. The results were on means and standard deviation presenting the level of agreement of the respondents on the given aspects of career advancement. These are as presented in table 4.12;

Table 4.10: Satisfaction with career advancement

	Mean	Std. Deviation
I am satisfied with promotion system.	2.33	1.087
Promotion is based on individual's performance	2.5901639	1.133662961
Those who do well on the job stand a fair chance of being promoted	2.63	1.228
My organization has a clear and fair promotion policy and strategy that takes efficiency performance into account	2.93	1.228

Source: Field survey data 2023

Tables 4.10 shown that, the respondents disagree with the promotion system of the organization by a mean result of 2.33 with Std. deviation of 1.087. As of a mean result 2.63 with Std. deviation of 1.228 the respondents moderate agreed on those who do well on the job stand a fair chance of being promoted. Also the respondents disagree on promotion are based on individual's performance. This indicated that a mean of 2.59 with Std. deviation of 1.133. Further a mean of 2.93 with Std. deviation of 1.228 shows that the respondents moderately extent disagreed on the organization has a clear and fair promotion policy and strategy that takes efficiency performance into account. Therefore, there was a disagreement and moderate extent disagreement on the satisfaction on carrier advancement.

4.3.6. Satisfaction with workplace environment

Under this section the study presented about factor of job satisfaction which is the working conditions. The results were on means and standard deviation presenting the level of agreement of the respondents on the given aspects of workplace environment. These are as presented in table 4.11;

Table 4.11: Satisfaction with workplace environment

	Mean	Std. Deviation
My work environment allows me to be highly productive	3.08	1.140
My organization creates harmonious working environment.	3.2868852	1.13893896
I am satisfied with my work environment.	3.29	1.056
My organization provides the resource necessary for me to execute my responsibility	3.30	1.135
My workplace provides an undisturbed environment	3.55	0.980

Source: Field survey data 2023

Findings from the above table 4.11 presented that the respondents moderate extent agreed on their work environment allows to them to be productive by a mean of 3.08 with Std. deviation of 1.140. A mean result of 3.3 with Std. deviation of 1.135 indicated that the respondents moderately agreed on their organization provide the resource necessary for them to execute their responsibility. The respondent agreed on their working environment is safe by mean result of 3.55 with Std. deviation of 0.980. A mean of 3.28 with Std. deviation of 1.138 result indicated that the respondents moderate level moderately extent agreed on their organization creates harmonious working environment. Finally the respondents moderate level agreed on they are satisfied with their work environment by a mean result of 3.29 with Std. deviation of 1.056.

From the finding it can be revealed that there was a low mean in organization creates harmonious working environment and a high mean on the organization provides an undisturbed environment.

4.3.7. Overall job satisfaction

Overall job satisfaction level is expressed as a mean value or percentage between 1(0%) and 5(100%). 5(100%) was representing with complete level of Job satisfaction. The questions were in Likert scales ranging from strongly disagree to strongly agree. To determine the overall of level of the job satisfaction the value of mean below 1.8(36%) is given to strong level of dissatisfaction of job; a mean value of 1.8(above 36%) to 2.6(52%) is given to dissatisfied level; a mean value of 2.6(above 52%) to 3.4(68%) is given to a moderate level of satisfied, a mean value of 3.4(above 68%) to 4.2(84%) is given satisfied level and a mean value of 4.2(above 84%) was given an indication of a strong level of satisfaction of job. Thus, by computing all the job satisfaction variable questions using this score line, the following result was found.

Table 4.12: Overall job satisfaction level

	Mean	Percent
Coworker relationship	3.74	74.9
Nature of work	3.65	72.9
Pay & Benefit	1.75	35
Promotion	2.62	52.4
Supervision	3.06	61.3
workplace environment	3.30	66
Overall Employee Job Satisfaction	3.02	60.410

Source: Field survey data 2023

The above table 4.12 shown that the descriptive statistics, clearly indicates mean, standard deviation and a percentage of every total individual job satisfaction facets. Thus overall satisfaction of nature of work has a mean value of 3.65. This indicates that the respondents moderate level of satisfied on the overall level of nature of work by 72.9% in the organization. Further overall Pay and Benefits has a mean of 1.75. The result shows that the respondent's strong extent of disagreement regarding pay and benefit and it covers 35%. The respondents satisfied on overall supervision by a mean of 3.06. This implies that 61.3% satisfied in a moderate level in supervision. Level on interpersonal relationship with co-workers have over all job satisfaction level of 74.9% and it has mean value of 3.74, satisfaction with Career advancement has satisfaction level of 52.4% and a mean value of 2.62, workplace environment has a mean of 3.3 and it covers the satisfaction level in the organization 66%. Finally overall Job satisfaction Mean value was 3.02. This result covers 60.40% of satisfaction exist in ministry of urban and infrastructure. The findings revealed that the respondents more satisfaction level on interpersonal relationship with co-workers (mean=3.74, 65.60%) and least satisfaction with pay and benefit (mean=1.75, 35%) in the ministry office.

4.4. Employee performance

In this section the study results on employee performance were presented. The findings were on means and standard deviation showing the extent of the respondent's agreement on the employee performance aspects given. And also the recent Balanced Scorecard (BSC) result of the respondent was presented. These were presented in the following section;

Under table 4.15 presented the factual knowledge about the job, procedural knowledge and skill in actually knowing what should be performed, the motivation exert more effort to do the job, about the organization job performance measurement criterion and employee satisfaction on performance evaluation result given.

Table 4.13: Employee performance

Statement	Mean	Std. Deviation
I have the necessary procedural knowledge and skills in actually knowing what should be performed	3.97	.823
I have the motivation to exert more effort into the job I am doing.	3.56	.971
The Organization follows a defined job performance measurement criterion	3.15	1.118
I have the necessary factual knowledge and information of the Job	3.94	.764
Do you feel happy by the performance result you got so far?	1.37	0.578

Source: Field survey data 2023

The above table 4.13 shows that the respondents agreed on they have the necessary factual knowledge and information of the job by a mean of 3.94 with standard deviation of 0.764. As of mean result of 3.97 with standard deviation of 0.823 the respondents agreed by they have the necessary procedural knowledge and skills in actually knowing what should be performed. The respondents moderately agreed on they have the motivation to exert more effort into the job they are doing by mean of 3.56 with standard deviation of 0.971. The organization follows a defined job performance measurement criterion (mean=3.15; std. deviation=1.118). Finally a mean of 1.37 with 0.578 the respondents strong extent of disagree on they are happy by the performance result in the performance evaluation given.

Thus there was a high mean value of they have the necessary procedural knowledge and skills in actually knowing what should be performed and low mean value on are happy by the performance result in the performance evaluation given.

4.4.1. Individual performance evaluation result

According to ministry of urban and infrastructure cascading guideline and procedure and manual of performance evaluation using balanced score card (BSC) 2020, employee performance evaluation point is classified as per the following performance level category.

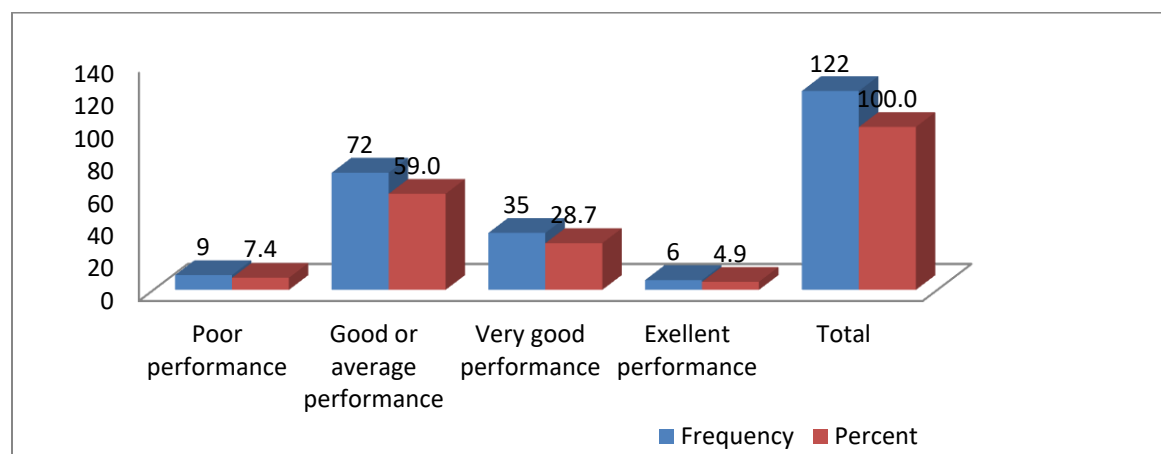
1. 95% to 100%5points (Excellent performance)
2. 85% to 94%4points (Very good performance)
3. 76% to 84%.....3points (good or average performance)
4. 66% to 75%.....2points (poor performance)
5. Below 66%.....,1points (Very poor performance)

Under the following table 4.16 presented individual performance evaluation results given in the organization.

Table 4.14Individual Performance level

	Frequency	Percent	Valid Percent	Cumulative Percent
Poor performance	9	7.4	7.4	7.4
Good or average performance	72	59.0	59.0	66.4
Very good performance	35	28.7	28.7	95.1
Excellent performance	6	4.9	4.9	100.0
Total	122	100.0	100.0	

Fig.4.4Individual Performance level



Source: Field survey data 2023

The above table 4.14 and figure 4.4 showed each respondent's employee performance evaluation. The findings revealed that majority of the respondents had good or average performance that range from 76% to 84% and no respondents gotten very poor performance, poor and excellent performance result with performance level category. Out of the 122 respondent's 72(59%) had good or average performance, 35(28.7%) had very good performance, 9 respondent's (7.4%) had poor performance and only 6 respondent's (4.9%) had an excellent performance .

4.5. Correlation analysis

Correlation analysis was used to measure the strength or degree of association between variables. A Pearson product-moment correlation analysis was used to investigate the relationship between job satisfaction variables and job performance variables. The variables were nature of work, pay and benefits, co-workers, Supervisor, career advancement, workplace environment and employee performance. The marks for the answers given by the employees about the Job Satisfaction and marks for the answers given on performance and calculated and Employee's Job Satisfaction is as independent variable (X) and Employee's performance is taken as dependent variable (Y) taken and calculated the Correlation Coefficient (r) and Calculated Mean Value of Satisfaction & Performance and then find the relation between employee's job satisfaction & employee's Performance.

Table 4.15: Correlations coefficient

		Nature of work	Pay & Benefit	Supervision	Coworker relationship	Promotion	workplace environment	Employee performance
Nature of work	Pearson Correlation	1	.397**	.325**	.557**	.415**	.600**	.581**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	122	122	122	122	122	122	122
Pay & Benefit	Pearson Correlation	.397**	1	.435**	.379**	.550**	.458**	.521**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	122	122	122	122	122	122	122
Supervision	Pearson Correlation	.325**	.435**	1	.412**	.404**	.342**	.223*
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.014
	N	122	122	122	122	122	122	122
Coworker relationship	Pearson Correlation	.557**	.379**	.412**	1	.347**	.572**	.286**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.001
	N	122	122	122	122	122	122	122
Promotion	Pearson Correlation	.415**	.550**	.404**	.347**	1	.581**	.358**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	122	122	122	122	122	122	122
workplace environment	Pearson Correlation	.600**	.458**	.342**	.572**	.581**	1	.593**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	122	122	122	122	122	122	122
Employee performance	Pearson Correlation	.581**	.521**	.223*	.286**	.358**	.593**	1
	Sig. (2-tailed)	.000	.000	.014	.001	.000	.000	
	N	122	122	122	122	122	122	122

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Field survey data 2023

From the above table 4.15 the bivariate Pearson product-moment correlation coefficient value of nature of work has a significant effect relationship with employee performance ($r=0.581$, $p < 0.01$), pay and benefits has a relationship with employee performance ($r=0.521$, $p < 0.01$), supervision has also correlate with employee performance ($r=0.233$, $p < 0.01$), interpersonal relationship with coworkers has a significant relationship with employee performance ($r=0.286$, $p < 0.01$), promotion has significant relationship with employee performance ($r=0.358$, $p < 0.01$) and satisfaction with workplace environment has a large effect correlate with employee performance ($r=0.593$, $p < 0.01$).

The correlation coefficient value among the job satisfaction variables indicated that **workplace environment** has been the highest correlation with employee performance ($r=0.593$, $p < 0.01$) whereas the lowest correlation with employee performance was supervision ($r=0.223$, $p < 0.01$).

The findings have revealed that there was a positive statistically significant relationship between job satisfaction variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) and employee performance.

4.6. Regression analysis

The regression analysis was conducted in order to estimate or predict by how much the independent variable affect the dependent variable. In this study multiple regressions were conducted in order to determine if job satisfaction variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) significantly predict employee performance. Before the detail analysis of multiple regression the assumption of normality distribution, linearity, multicollinearity, homoscedasticity (equal variance) and independence of residuals were first tested.

The first assumption is the normality of data checked by descriptive statistics. The mean, standard deviation, minimum and maximum values were depicted to show properly if there were problem in the data. Finally the skewness and Kurtosis statistics for variables shows this normality distribution. The skewness shows if the data is positively or negatively skewed in terms of the responses.

Table 4.16: Skewness and Kurtosis analysis

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Coworker relationship	122	2	5	3.74	.650	-.746	.219	.549	.435
Nature of work	122	2	5	3.65	.743	-.532	.219	-.130	.435
Pay & Benefit	122	1	5	1.75	.804	1.786	.219	3.107	.435
Promotion	122	1	5	2.62	1.010	.214	.219	-.920	.435
Supervision	122	2	5	3.06	.865	.161	.219	-1.174	.435
workplace environment	122	2	5	3.30	.887	-.358	.219	-.976	.435
Valid N (listwise)	122								

Source: Field survey data 2023

The kurtitosis shows the heights in the data trends. They should be in the range of -1 to +1. In this study the following table 4.16 shows that the research data has been within the acceptable range for normality of data except for pay and benefit. The data is positively skewed in the case of pay and benefit (Skewness=1.786 and Kurtosis=3.107) and negatively skewed for supervision Kurtosis is -1.174

The second assumption is the relationship between the independent variables and the dependent variable is linear. In Multiple Regression the relationship between the independent variables and the dependent variable can be characterized by a straight line. A simple way to check this is by producing scatter plots of the relationship between each of this independent variables and the dependent variable. A scatter plots was drawn for every independent variable against the dependent variable. The result (attached to appendixes) shows that the relationship between job satisfaction variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) and employee performance could be modeled by a straight line suggested that the relationship between these variables was linear.

The third assumption is there is no multicollinearity in the data. Multicollinearity occurs when independent variables in the regression model are too highly correlated with one another. In this study

the assumption tested in two ways. The first way the assumption tested was that the predictors (or independent variables) were not too highly correlated. Correlations of more than 0.8 may be problematic (Frost, 2017). Correlations table 4.18 shown that the highest correlation between independent variables was $r=0.593$. The second way the assumption tested was that calculation of both a Tolerance test and Variance Inflation Factor (VIF). If multicollinearity is not exist in the data when the results of the analysis are shows as all predictors VIF is not larger than 10 and none of the Tolerance levels is not below or equal to 0.1(Dhakal, 2016).

Table 4.17Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Nature of work	.560	1.784
Pay & Benefit	.613	1.630
Supervision	.715	1.399
Coworker relationship	.559	1.789
Promotion	.541	1.849
workplace environment	.450	2.224
a. Dependent Variable: Employee performance		

Source: Field survey data 2023

From the above table 4.17 the colinearity statistics result shows that tolerance value was not below 0.1 for each independent variable and Variance Inflation Factor (VIF) for each independent variable was not greater than 10. Therefore Multicollinearity was not a concern with this data set as confirmed by the main effect regression models.

The fourth assumption was the values of the residuals are independent. The Durbin-Watson statistic was used to test the assumption that the values of residuals are independent (or uncorrelated).The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50 (Babatunde, 2014).

Table 4.18: Coefficient of determination results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.735 ^a	.540	.516	.440	1.571

a. Predictors: (Constant), workplace environment, Supervision, Pay & Benefit, Coworker relationship, Nature of work, Promotion

b. Dependent Variable: Employee performance

From Table 4.18 the Durbin-Watson statistic showed that this assumption had been met as the obtained value was (Durbin-Watson = 1.571) which is between the acceptable ranges. Therefore there was no auto correlation problems in the data used in this research.

The fifth assumption was the variance of the residuals is constant is called homoscedasticity (equal variance). It is the assumption that the variation in the residuals (or amount of error in the model) is similar at each point across the model. In other words, the spread of the residuals should be fairly constant at each point of the predictor variables (or across the linear model). In this study the scatter plot (attached appendix) of standardized residuals vs. standardized predicted values showed no obvious signs of funneling, suggesting the assumption of homoscedasticity has been met.

Finally there is a rule of thumb which can be used to determine the R² value as follows: < 0.1: poor fit, 0.11 to 0.30: modest fit, 0.31 to 0.50: moderate fit, > 0.50: strong fit (Muijs, 2004, p. 166). Therefore, regression analysis of Predictors and Dependent variables was conducted and the results of the regression analysis are presented as following section.

4.6.1. The Effect of job satisfaction on Employee Performance

According to Stephanie (2018) the value of R² shows in order to determine the amount of variance in the dependent variables which is explained by all variables in the formula i.e. it shows how well data points fit a regression line assuming every single variable explains the variation in the dependent variable.

In order to see the effect of job satisfaction on employee performance multiple linear regression analysis was employed. The regression model presents how much of the variance in employee performance is explained by the job satisfaction. Linear regression was calculated to predict employee performance. The above table 4.18 shows that the multiple correlation coefficient $R=0.735$ measure of the quality of the prediction of employee performance. It shows a strong positive relationship between facets of job satisfaction and employee performance. Therefore the six independent variables of job satisfaction (nature of work, pay and benefits, supervision, co-workers, career advancement and workplace environment) in aggregate are significant predictor of employee performance.

The coefficient of determination $R^2= 0.540$ means that job satisfaction variables explain 54% of the variability of employee performance. And 46% (100%-54%) of the variation is caused by factors other than the predictors included in this study. Therefore a one unit of change in job satisfaction 54% increases in employee performance.

Table 4.19: ANOVA for Regression analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.166	6	4.361	22.526	.000 ^b
	Residual	22.265	115	.194		
	Total	48.431	121			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), workplace environment, Supervision, Pay & Benefit, Coworker relationship, Nature of work, Promotion

The relationship between the independent variable and the dependent variable is determined by examining the significance of the regression. The probability of the significance statistic for the regression analysis is .000, less than the level of significance of 0.05 with 95% confidence interval. Thus there is significant relationship between the job satisfaction facets and Job performance.

Table 4.20: The Coefficients of the regression analysis

Coefficients ^a									
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	2.168	.254		8.537	.000	1.665	2.671		
Nature of work	.332	.072	.389	4.610	.000	.189	.474	.560	1.784
Pay & Benefit	.286	.064	.364	4.507	.000	.160	.412	.613	1.630
Supervision	-.035	.055	-.048	-.645	.520	-.144	.073	.715	1.399
Coworker relationship	-.241	.082	-.247	-2.925	.004	-.404	-.078	.559	1.789
Promotion	-.096	.054	-.154	-1.786	.077	-.203	.010	.541	1.849
workplace environment	.314	.067	.440	4.667	.000	.181	.447	.450	2.224

a. Dependent Variable: Employee performance

Source: Field survey data 2023

The above table 4.20 shows that Statistical significance of each of the job satisfaction variables tests= whether the un-standardized (or standardized) coefficients are equal to 0 (zero) in the population (i.e. for each of the coefficients. The β coefficient of the independent variable is the slope. It represents the amount of change in the dependent variable for a one-unit change in the independent variable. Looking at the β coefficient in the table, it is positive for (nature of work, pay and benefit and workplace environment) and negative for supervision, co-worker relationship and promotion).

The β coefficient for **Nature of work** ($\beta = 0.332$) itis positive, indicating that as nature of work increases Job performance also increases. It implies that by keeping other factors constant, 1 unit change in satisfaction of nature of work will lead to increase in employee's job performance by 33.2%.The magnitude of the coefficient for nature of work is greater than supervisor, pay and benefit, promotion, work itself and co-workers.

For **Pay and benefit** ($\beta = 0.286$) itis positive, indicating that as pay and benefit increases Job performance also increases which shows that by keeping other factors constant, 1 unit change in satisfaction of pay and benefit will lead to increase in employees job performance by 28.6%. The

magnitude of the coefficient for pay is less than the magnitude of the nature of work, working environment, supervision, promotional and co-workers.

For **Workplace environment**($\beta = 0.314$) it is positive, indicating that as pay and benefit increases Job performance also increases which shows that by keeping other factors constant, 1 unit change in workplace environment will lead to increase in employee's job performance by 31.4%. The magnitude of the coefficient for workplace environment is less than the magnitude of the nature of work and greater than the magnitude of pay and benefit, supervision, promotion and co-workers.

According to Julie Pallant (2005 pp 153-154) in the table 4.23 we need to look in the column labeled Beta under Standardized Coefficients. Under the Beta column we select the largest value. In this research case the largest beta coefficient is -.241(**Co-worker relationship**), which is distributive justice factor. This means that this variable makes the strongest unique contribution to explaining employee's performance, when the variance explained by all other variables controlled for.

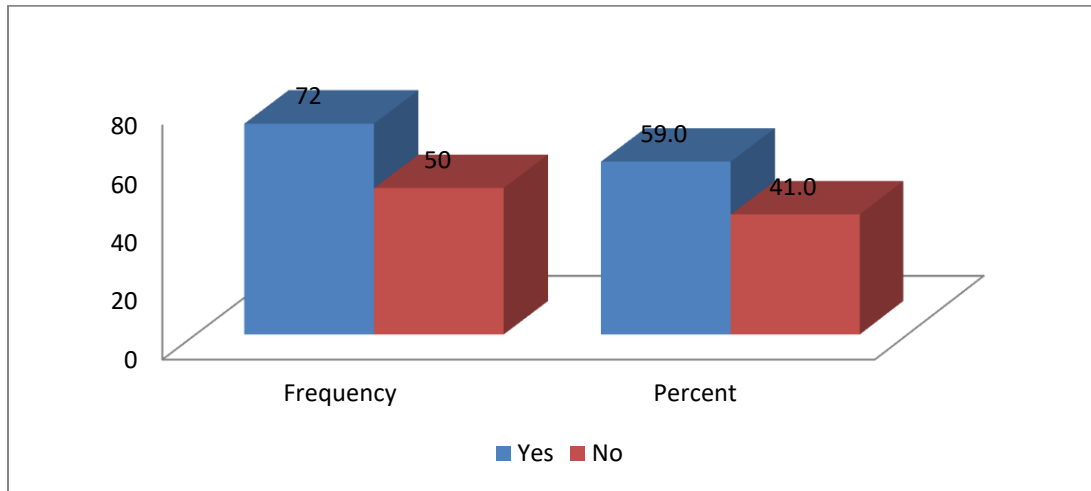
However, according to Julie Pallant (2005, pp 153-154) to confirm this variable as unique contributor to employee performance, we have to check the sig must be less than .05. This may tell us whether this variable is making a statistically significant unique contribution to the equation. The above table 4.23 shows that the significant value for coworker's relationship is less than 0.05. Therefore, this indicates that the coworker's relationship making a significant unique contribution to the prediction of the dependent (employee's performance) variable. Therefore, we can conclude that, coworker's relationship makes a unique, contribution to the prediction of employee's performance.

Un-standardized coefficient for supervision ($\beta = -0.035$) and for promotion ($\beta = -0.096$). The result of two variables **Promotion** and **Supervision** are statistically insignificant. Which means the primary data (questionnaires) used for these two variables is not adequate enough to support the relationship between promotion, supervision and job performance.

4.7. General comments on open ended questions

4.7.1 Do you feel happy by the performance result you got so far?

Figure 4.5 Happiness by performance result

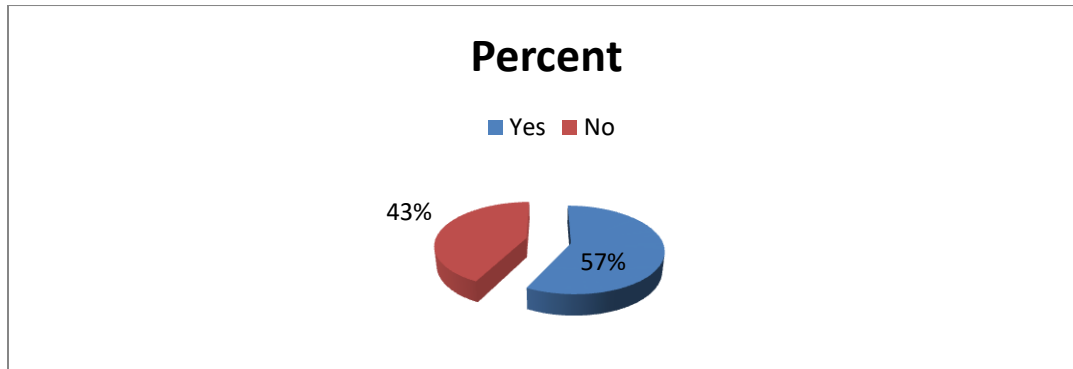


Source: Field survey data 2023

The above figure shows that out of 122 respondents, 72 (59%) answer yes and feel happy by the performance result they got so far and 50 (41%) answer no and don't feel happy by the performance result they got so far. The no answer respondent's comment on the reason why they don't feel happy with the performance result they got and their comments are summarized as follows. The performance evaluation subjectivity (sometimes it gives by personal preference), not well defined criteria, not appropriately measure their real performance and their individual performance result is affected by other departments work (like finance and budget).

4.7.2 Do you think that your job satisfaction level affects your job performance?

Figure 4.6 Respondent's thinking



The above figure shows that out of 122 respondents, 70 (57%) think that their job satisfaction level affects their job performance and 52 (43%) think that their job satisfaction level does not affect their job performance. The yes answer respondent's comment on how they think their job satisfaction level affects their job performance and their comments are summarized as follows. Job satisfaction increases their confidence and commitment to work, motivation and energy to perform well at work, salary and working environment can affect their satisfaction level and it has an impact on job performance.

Table 4.21. Summary of Hypothesis Testing

Developed Hypothesis	Coefficient (β)	Significance ($P < 0.05$)	Test Result
H1: Pay and benefit has a positive and significant effect on job performance	0.364	.000	Accepted
H2: Nature of job has a positive and significant effect on job performance	0.389	.000	Accepted
H3: Relation with supervisor has a positive and significant effect on job performance	-.048	.520	Rejected
H4: Working environment has a positive and significant effect on job performance	.440	.000	Accepted
H5: Relationship with coworkers has a positive and significant effect on job performance	-.247	.004	Accepted
H6: Promotion has a Positive and significant effect on job performance.	-.154	.077	Rejected

Source: Field survey data 2023

CHAPTER FIVE

FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter discusses the prominent findings of the study and refers to relevant research to support the findings of the current study. It includes a conclusion and recommendation. It also contains information about results obtained from the inferential statistics factors of job satisfaction, correlations between the factors of job satisfaction, multiple regression analysis, and significant statistical differences between dependent and independent variables. Conclusions are drawn based on the obtained results and recommendations are set for future research.

5.1. Summary of the Findings

The present study measured the effect of employee's job satisfaction on employee's job performance in ministry of urban and infrastructure Office. The research instrumentation was a questionnaire distributed to the target respondents. The questionnaire was designed to collect the personal characteristics of the respondents and components of Job Satisfaction (nature of work, pay and benefit, career development (promotion), supervision, work environment, and coworker's relationship).

In order to see the effect of job satisfaction on employee performance multiple linear regression analysis was employed. The regression model presents how much of the variance in employee performance is explained by the job satisfaction. The linear regression analysis result indicated the coefficient of determination $R^2 = 0.540$ means that job satisfaction variables explain 54% of the variability of employee performance. And 46% of the variation is caused by factors other than the predictors included in this study. Therefore a one unit of change in job satisfaction 54% increases in employee performance. A multiple regression was run to predict employee performance from nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment. The results of the regression analysis indicate that there is statistically significant between (nature of work, pay and benefit workplace environment and co-worker relationship) and statistically insignificant for supervision and promotion). The magnitude of the coefficient for nature of work is greater than supervisor, pay and benefit, promotion, work itself and co-workers.

5.2. Conclusions

The purpose of this study was to assess the effect of employee's job satisfaction on employee performance at ministry of urban and infrastructure. A total of 134 employees with different sex, experience, job position and from different departments were surveyed.

In this study six variables (nature of work, pay and benefits, co-workers, supervision, career advancement (promotion) and workplace environment) that affect employee's job satisfaction were used and their effect on employee performance analyzed. To analyze the data descriptive statistics like frequencies, percentages, figures, tables correlation and regression analysis were used. Overall in this study, the research revealed that the respondents are moderately satisfied with nature of work, co-workers, supervision, career advancement and workplace environment and strongly dissatisfied by pay and benefit. In regard to the overall job satisfaction, the overall job satisfaction level in ministry of urban and infrastructure is **60.41 %**. This implies that there was a moderate level of satisfaction.

Analysis shows that there is a positively moderate correlation between nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment. In addition, there is a strong positive correlation between workplace and employee performance. The effect of job satisfaction on job performance is predicated that job satisfaction have a positive impact on job performance and nature of work, pay and benefits, and workplace environment increases employee performance also increases. For three independent variables (co-workers, supervision, and career advancement) there is an inverse relationship with employee's job performance.

The implication of this study is that job satisfaction has a significant effect on employee performance of employees and employee performance can be increased by increasing job satisfaction. In addition, when job satisfaction facets (nature of work, pay and benefits, and workplace environment) increase employee performance also increases. Co-worker relationship makes the strongest unique contribution to explaining employee's performance, when the variance explained by all other variables controlled for.

5.3. Recommendations

Based on the study findings and conclusions the following recommendations are follows:

1. It is evident that there is a positive moderate correlation between nature of work, pay and benefits, co-workers, and workplace environment and employee performance. Thus, management of the ministry of urban and infrastructure need to take into account these variables to attract retains and motivates their employees, so that employees are satisfied with their jobs and have good performance.
2. Management of ministry of urban and infrastructure and policy planners needs to considers pay and benefit, nature of work as an important factor while designing the job, setting and developing pay and compensation system. Especially the Management should pay more attention to salary paid, bonus payment, incentives to promote employee job satisfaction to enhance their performance
3. Ministry of urban and infrastructure needs to ensure that the existing system of pay and financial compensation is fair and equitable and promotional policies and procedures in for a better advancement are fair and within performance.
4. The ministry office may consider and give attentions to job satisfaction variables which have a lower score level like promotional opportunities and supervision. And also create a performance evaluation system which is well defined, well communicated and which appropriately measures individual work performance
5. Finally; the effect of job satisfaction on job performance is predicated that there is a positive relationship in between some variables. Thus, the institution needs to use job satisfaction as an effective tool for improving employee performance and organizational performance at large.

References

- Alderfer, P. (1969). An empirical test of a new theory of human needs. *Organisational Behaviour and Human Performance*, 10 (6), 142–175.
- Alromaihi, M. A., Alshomaly, Z. A., & George, S. (2017). Job satisfaction and employee performance: A theoretical review of the relationship between the two variables. *International Journal of Advanced Research in Management and Social Sciences*, 6(1), 1-20.
- Armstrong, D. (1993). *Revolution and world order: The revolutionary state in international society*. Oxford University Press.
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practices* (13 ed.). London:
- Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Practice*,
- Bacon, C., Benton, D., & Gruneberg, M. M. (1979). Employers' opinions of university and polytechnic graduates. *The Vocational Aspect of Education*, 31(80), 95-102.
- Badiane, K., & Chantal, T. M. (2017). Investigating the relationship between organizational citizenship behavior, organizational commitment and satisfaction among church community members in DR Congo: assessing the relevance of believing and belonging. *British Journal of Economics*, 13, 2.
- Beyene, G. (2020). *Determinants of employees' job satisfaction: the case of debre markos town administration public sector* (Doctoral dissertation, Debre Markos University).
- Brunetto Y, Farr-Wharton R (2002). Using social identity theory to explain the job satisfaction of public sector employees. *Int. J. Public Sector Manage.*, 15 (7): 534-551.
- Campbell, D. T. (1967). Stereotypes and the perception of group differences. *American psychologist*, 22(10), 817.
- Campbell, J. D. (1990). Self-esteem and clarity of the self-concept. *Journal of personality and social psychology*, 59(3), 538.
- Carlan P (2007), The search for job satisfaction. A survey of Alabama policing. *Am. J. Criminal Justice*, 32 (1-2): 74-86.
- Ceylan C (1998). Do professional women have lower job satisfaction than professional men? Lawyers as a case study. *Sex Roles*. 38(7&8): 521-537.
- Chang, E. C., Rand, K. L., & Strunk, D. R. (2001). Optimism and risk for job burnout among working college students: stress as a mediator. *Personality and Individual Differences*, 29(2), 255-263.

- Chaudhry, A. Q., & Javed, H. (2012). Impact of transactional and laissez faire leadership style on motivation. *International Journal of Business and social science*, 3(7).
- Chen, J. C., & Silverthorne, C. (2005). Leadership effectiveness, leadership style and employee readiness. *Leadership & Organization Development Journal*, 26(4), 280-288.
- Cockburn, D. & Haydn, T. (2004). *Recruiting and retaining teachers: Understanding why teachers teach*. London: Routledge Falmer
- Cucina, J., & Bowling, N. (2015). Robert Hoppock: Early Job Satisfaction and Vocational Guidance Pioneer. *The Industrial-Organizational Psychologist*, 53(2), 114.
- Dessler, G. (2010) Human Resource Management. Prentice Hall, Upper Saddle River, 612-650.
- Dionco-Adetayo, E. (2011). Guide to business research and thesis writing. *Rasmed Publications Limited, Ibadan, Nigeria*.
- Dubinsky, R. (2004). *Human resources management. (6th ed.)*. Englewood Cliffs, NJ: Prentice-Hall.
- Durant, R. F., Kramer, R., Perry, J. L., Mesch, D., & Paarlberg, L. (2006). Motivating employees in a new governance era: The performance paradigm revisited. *Public administration review*, 66(4), 505-514.
- Ellickson, M. C., & Logsdon, K. (2001). *Determinants of Job Satisfaction of Municipal Government Employees*. 33(3), 173–184.
- Fadlallh, A. W. A. (2015). Impact of job satisfaction on employees performance an application on faculty of science and humanity studies university of Salman Bin Abdul-Aziz-Al Aflaj. *International Journal of Innovation and Research in Educational Sciences*, 2(1), 26-32.
- Fliess, M., Lévine, J., Martin, P., & Rouchon, P. (1995). Flatness and defect of non-linear systems: introductory theory and examples. *International journal of control*, 61(6), 1327-1361.
- Forsyth, C. J., & Copes, J. H. (1994). Determinants of job satisfaction among police officers. *International Review of Modern Sociology*, 109-116.
- Francis, J.G. & Milbourne, G. (1980). *Human behaviour in the work environment: A managerial perspective*. Santa Monica, CA: Goodyear.
- Frye MB (2004). Equity-based compensation for employees. Firm performance and determinants. *J. Finan. Res.* 27(1): 31-54.

- Fugar, F. D. (2007). Frederick Herzberg's motivation-hygiene theory revisited: The concept and its applicability to clergy (A study of fulltime stipendiary clergy of the global evangelical church, Ghana). *Journal of Science and Technology (Ghana)*, 27(1), 119-130.
- Funmilola, O. F., Sola, K. T., & Olusola, A. G. (2013). Impact of job satisfaction dimensions on job performance in a small and medium enterprise in Ibadan, South Western, Nigeria. *Interdisciplinary journal of contemporary research in business*, 4(11), 509-521.
- George, J.M. (2000). *Essentials of managing organisational behavior*. Englewood Cliffs, NJ: Prentice-Hall.
- Griffin, R. W., & Lopez, Y. P. (2005). "Bad behavior" in organizations: A review and typology for future research. *Journal of management*, 31(6), 988-1005.
- Guest DE (2004). Flexible employment contracts, the psychological contract and employee outcomes. *An analysis and review of the evidence*. Int. J. Manage. Rev., 5/6 (1): 1-19.
- Hamdan, M. H. (2011). Mediators of the relationship between person-organization fit and individual outcomes. *PhD thesis*, Queensland University of Technology.
- Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). The motivation to work New York Wiley, 1959. *Studies of Accountants and Engineers*.
- Hyz A. (2010). Job satisfaction and employee performance of Greek banking staff: *An empirical investigation*.
- Indermun, V., & Bayat, M. (2013). The Job satisfaction-Employee performance relationship: a *Interdisciplinary Journal of Contemporary Research in Business*, 4(11), 509-521.
- Ivancevich, J. M., Matteson, M. T., & Konopaske, R. (2008). *Organizational behavior and management* (Vol. 33). New York: McGraw-Hill/Irwin.
- Jain, A., Ong, S. P., Hautier, G., Chen, W., Richards, W. D., Dacek, S., ... & Persson, K. A. (2013). Commentary: The Materials Project: A materials genome approach to accelerating materials innovation. *APL materials*, 1(1), 011002.
- James D (1996). Forget Downsizing, Now It's Participative Redesign, *Bus. Rev. Weekly*, 18(46): 70-72.
- Javed, M., Balouch, R., & Hassan, F. (2014). Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions. *International Journal of Learning & Development*
- Jensen, S. L., & Hertzberg, S. I. S. S. E. L. (1966). Selective preparation of lutein monomethyl ethers. *Acta chem. scand*, 20(6).

- Johns, G. (1992). *Organisational behaviour: Understanding life at work*. (3rd ed.). New York: Harper Collins.
- Krietner, R., Kinicki, A. & Buelens, M. (2002). *Organizational Behaviour*. Second Edition. Berkshire: McGraw-Hill.
- Lambert EG, Hogan NL, Barton SM (2001). The impact of job satisfaction on turnover intent: a test of structural measurement model using a national sample of workers. *Soc. Sci. J.*, 38: 233-51.
- Lambert, E. G., Hogan, N. L., Paoline, E. A., & Clarke, A. (2005). The impact of role stressors on job stress, job satisfaction, and organizational commitment among private prison staff. *Security Journal*, 18, 33-50.
- Lavy V (2007). Using performance based pay to improve the quality of teachers. *Future Children*. 17(1): 87-109.
- Lee-Ross, D. (1998). The reliability and rationale of Hackman and Oldham's job diagnostic survey and job characteristics model among seasonal hotel workers. *International Journal of Hospitality Management*, 17(4), 391-406.
- Levine, D.I. (1995). *Reinventing the workplace: How business and employees can both win*. Washington, DC: Brookings Institution.
- Locke, E. (1976). the nature and causes of job satisfaction, In M. D. Dunnette(ed.) *Handbook of industrial and organizational psychology*. Chicago: Rand McNally.
- Locke, E.A. (1968) Toward a Theory of Task Motivation and Incentives. *Organizational Behavior and Human Performance*, 3, 157-189. [https://doi.org/10.1016/0030-5073\(68\)90004-4](https://doi.org/10.1016/0030-5073(68)90004-4)
- Luthans, F. (1995) *Organizational behavior*. 7th ed. McGraw-Hill.
- Luthans, K. W., & Jensen, S. M. (2005). The linkage between psychological capital and commitment to organizational mission: A study of nurses. *JONA: The Journal of Nursing Administration*, 35(6), 304-310.
- Maritz, D., Robbins, S., Odendaal, A., & Roodt, G. (2003). Leadership and trust. *SP Robbins, A. Odendaal, & G. Roodt, Organisational behaviour. Global and Southern African perspectives: South Africa. Cape Town: Pearson Education*, 241-267.
- Maroofi, F., & Deghani, M. (2013). Effect of knowledge management on CRM prosperity. *International Journal of Research In Social Sciences*, 3(3), 75-86.

- Maslow, A. H. (1943) A theory of human motivation. *Psychological Review*, July, 370-396. (Karimi, 2007)
- Masood, A., & Afzal, M. (2016). Determinants of audit quality in Pakistan. *Journal of Quality and Technology Management*, 13(II), 25-49.
- Mathieu, C. (2013). Personality and job satisfaction: The role of narcissism. *Personality and individual differences*, 55(6), 650-654.
- McCrae, R. R., & John, O. P. (1992). An introduction to the five-factor model and its applications. *Journal of personality*, 60(2), 175-215.
- Mehari, H. and Peteti P., 2017. Employees' job satisfaction in Ethiopia: A comparative study of selected public and private sectors in Woldia district, IJAR, 3(4): 19-25.
- Motowidlo, S. J., Hooper, A. C., & Jackson, H. L. (2006). Implicit policies about relations between personality traits and behavioral effectiveness in situational judgment items. *Journal of Applied Psychology*, 91(4), 749.
- Moynihan, D. P. & Pandey, S. K. (2007) Finding Workable Levers over Work Motivation Comparing Job Satisfaction, Job Involvement, and Organizational Commitment. University of Wisconsin–Madison, the University of Kansas, Lawrence
- Ndegwa, E. W., & Minja, D. (2018). Determinants of employee job satisfaction among county government enforcement officers in Kenya, the case of Nairobi City County. ... *Current Aspects in Human Resource Management* ..., 1(ii), 129–148.
- Ndulue, T. I., & Ekechukwu, H. C. (2016). Impact of job satisfaction on employees performance: A study of Nigerian breweries PLC Kaduna State Branch, Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 33(3820), 1-11.
- Nguyen A, Taylor J, Bradley S (2003). Relative Pay and Job Satisfaction. Some New Evidence, MPRA Paper No 1382. Dawson P (1987). Computer Technology and the Job of the First-line Supervisor New Technology. *Work Empl.*, 2(1): 47-59.
- Nicholson, N., & Johns, G. (1985). The absence culture and psychological contract—who's in control of absence?. *Academy of management review*, 10(3), 397-407.
- Norizan, I. (2012). *Organizational commitment and job satisfaction among staff of higher learning education institutions in Kelantan* (Doctoral dissertation, Universiti Utara Malaysia).
- Okpara JO (2004). Personal characteristics as predictors of job satisfaction. An exploratory study of IT managers in a developing economy. *Inform. Technol. People*, 17(3): 327-338.

- Opkara JO (2002). The Impact of Salary Differential on Managerial Job Satisfaction. A Study of the Gender Gap and Its Implications for Management Education and Practice In A Developing Economy. *J. Bus. Dev. Nation*, 65-92.
- Organ, D.W. (1988). *Organisational citizenship behavior: The good soldier syndrome*. Lexington, KY: Lexington Books.
- Pandey, D. P., Subedi Pandey, G., Devkota, K., & Goode, M. (2016). Public perceptions of snakes and snakebite management: implications for conservation and human health in southern Nepal. *Journal of ethnobiology and ethnomedicine*, 12, 1-25.
- Park HJ, Mitsuhashi H, Fey CF, Bjorkman I (2003). The effect of human resource management practices on Japanese MNC subsidiary performance. A practical mediating model. *Int. J. Hum. Res. Manage.*, 14(8): 1391-1406.
- Perera, G. D. N., Khatibi, A., Navaratna, N., & Chinna, K. (2014). Job satisfaction and job performance among factory employees in apparel sector. *Asian journal of management sciences & education*, 3(1), 96-104.
- Platis, C., Reklitis, P., & Zimeras, S. (2015). Relation between job satisfaction and job performance in healthcare services. *PROCEDIA-Social and behavioral sciences*, 175, 480-487.
- Prasetyo, R. A. (2016). *The Analysis of The Influence of Training Development, and Working Condition on Employees Performance with Job Satisfaction as An Intervening Variable in PT. Aseli Dagadu Djokdja, Yogyakarta* (Doctoral dissertation, Universitas Islam Indonesia).
- Prasetyo, R. A., & Fachrurrozie, F. (2016). Analysis of Factors Effecting on The Probability of Financial Distress. *Accounting Analysis Journal*, 5(4), 370-380.
- Pugno, M., & Depedri, S. (2009). The relationship between job satisfaction, work-life balance and organizational commitment on employee performance. *Advances in Business Research International Journal*, 4(1), 42-52.
- Pushpakumari, M. D. (2008, January). The impact of job satisfaction on job performance: An empirical analysis. In *City Forum* (Vol. 9, No. 1, pp. 89-105).
- R. W. Mondy and R. M. Noe, "Human resource management," International Edition, 9th Edition, Prentice Hall, 2005.
- Rast, S., & Tourani, A. (2012). Evaluation of employees' job satisfaction and role of gender difference: An empirical study at airline industry in Iran. *International journal of business and social science*, 3(7), 91-100.

- Rehman, K., Rehman, Z., Saif, N., Khan, A. S., Nawaz, A., & Rehman, S. (2013). Impacts of job satisfaction on organizational commitment: a theoretical model for academicians in HEI of developing countries like Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 3(1), 80-89.
- Rizvi, S. H., Alam, K., & Iqbal, M. J. (2019). Spatio-temporal variations in urban heat island and its interaction with heat wave. *Journal of Atmospheric and Solar-Terrestrial Physics*, 185, 50-57.
- Robbins & Stephen P. (1998). Organizational behavior: Concepts, controversies and Applications. Prentice-Hall
- Robbins, S. P., & Judge, T. A. (2013). organizational behavior (15th ed.). Library of Congress Cataloging-in-Publication Data.
- Robins, R. W., Hendin, H. M., & Trzesniewski, K. H. (2001). Measuring global self-esteem: Construct validation of a single-item measure and the Rosenberg Self-Esteem Scale. *Personality and social psychology bulletin*, 27(2), 151-161.
- Salim, I. M., & Sulaiman, M. (2011). Organizational learning, innovation and performance: A study of Malaysian small and medium sized enterprises. *International Journal of Business and Management*, 6(12), 118.
- Saqib, S., Abrar, M., Sabir, H. M., Bashir, M., & Baig, S. A. (2015). Impact of tangible and intangible rewards on organizational commitment: evidence from the textile sector of Pakistan. *American Journal of Industrial and Business Management*, 5(03), 138.
- Schuster, J. W., Griffen, A. K., & Wolery, M. (1992). Comparison of simultaneous prompting and constant time delay procedures in teaching sight words to elementary students with moderate mental retardation. *Journal of Behavioral Education*, 305-325.
- Schwartz, M. S. (2016). Ethical decision-making theory: An integrated approach. *Journal of Business Ethics*, 139, 755-776.
- Sharma, B. R., & Bhaskar, S. (1991). Determinants of job satisfaction among engineers in a public sector undertaking. *ASCI Journal of Management*, 20(4), 217-233.
- Silla I, Gracia F, Peiro JM (2005). Job insecurity and health-related outcomes among different types of temporary workers. *Econ. Ind. Democracy*, 26: 89–117.
- Sokoya, SK (2000). Personal predictors of job satisfaction for the public sector manager: Implications for Management practice and development in a developing economy. *The journal of Business in developing nation*. 4(1). Available online at: (www.ewp.rpi.edu/jbdrm) accessed on 4th, March, 2009.

- Sonnentag, Volmer, & Spychala, (2008). *The Sage Handbook of Organizational Behavior*, vol. 1, London
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences* (Vol. 3). Sage.
- Stajkovic, A. D., & Luthans, F. (1998). Self-efficacy and work-related performance: A meta-analysis. *Psychological bulletin*, 124(2), 240.
- Teclemichael Tessema, M., & Soeters, J. L. (2006). Challenges and prospects of HRM in developing countries: testing the HRM–performance link in the Eritrean civil service. *The international journal of human resource management*, 17(1), 86-105.
- Ting, Y. (1997). Determinants of job satisfaction of federal government employees. *Public personnel management*, 26(3), 313-334.
- Velampy, T., & Sivesan, S. (2012). Customer relationship marketing and customer satisfaction: A study on mobile service providing companies in Srilanka. *Global Journal of Management and Business Research*, 12(18), 318-324.
- Wealleans, D. (2003). *The people measurement manual: Measuring attitudes, behaviours and beliefs in your organization*. Gower Publishing, Ltd..
- Wiernik, B. M., Wilmot, M. P., & Kostal, J. W. (2015). How data analysis can dominate interpretations of dominant general factors. *Industrial and Organizational Psychology*, 8(3), 438-445.
- Yen, T. H., & McKinney, W. R. (1992). The relationship between compensation satisfaction and job characteristics: a comparative study of public and private leisure service professionals. *Journal of Park and Recreation Administration*, 10(4), 15-36.
- Yusof, A. A., & Shamsuri N. A. (2006). Organizational justice as a determinant of job satisfaction and organizational commitment. University Utara Malaysia Faculty of Human and Social Development. *Malaysian Management Review*, 41 (1).
- Zhilla, E. (2013). Work motivation in the academe: the case of Albanian public universities. *Journal of Educational and Social Research*, 3(1), 93-98.
- Zhul (2014). A Review of Job Satisfaction. Retrieved from URL: [http:// dx.doi.org /10.5539/ass.v9n1p293](http://dx.doi.org/10.5539/ass.v9n1p293)

APPENDICES I QUESTIONNAIRE
ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDY

MASTERS OF BUSSINESS ADMINISTRATION

**Questionnaire for Employees in Ministry of Urban and Infrastructure on the
Title: - The Effect of Employees Job satisfaction on Employee Performance.**

Dear respondents

This study is conducted in partial fulfillment of the requirements for the Master of Business Administration. This questionnaire has been prepared in view of **Effect of Employees Job Satisfaction on Employee Performance: The case of Ministry of Urban and Infrastructure Development**. The primary objective of this questionnaire is to collect data, information and opinion for research purpose. The information given this questionnaire shall be used for academic purposes only and will be handled and stored with the highest order of confidentiality

I thank you very much in advance for your cooperation.

Instruction

1. Please do not write your name anywhere on the questionnaire
2. Put “√” in the box of your choice and write in the blank space where it provided.

Section A. General Information

1. Sex: Male ☐ Female ☐
2. Age of respondent: below 25 years ☐ years 41-55year ☐ ☐
3. Level of education
- Bachelor Degree ☐ Vocational/Diploma ☐ Master's Degree/Above ☐
- 4) What is your position in the organization?
- Team leader ☐ Senior Officer ☐ Officer Other ☐ ☐

5. For how many years you have worked in the organization?

Below 2 years ☐ 2-5 years ☐
 6-10 years ☐ above 10 years ☐

6. Please indicate the department you work in?

No.	Department	Please “√” your response
1	Human resource development and policy change Directorate	
2	Legal service Directorate	
3	Housing & Development Directorate	
4	Land cadaster Department	
5	Urban Plan and Reform Directorate	
6	Urban Construction Directorate	
7	Finance & Procurement Directorate	
8	Plan and Program Budget Directorate	
9	Urban Revenue Reform Project Office	

Section B. Rate the statements

Please tick (✓) the choice of your response which shows the level of your agreement or disagreement to the given statement.

(Key: 1=strongly disagree 2= disagree 3= neutral 4= agree 5= strongly agree)

S/n	Statements	1	2	3	4	5
1.	Nature of work					
1.1	I like doing the things I do at work.					
1.2	My skills and abilities are effectively used on the job					
1.3	My job is mentally challenging with variety of job responsibilities.					
1.4	My workload is reasonable					
2.	Pay and Benefit	1	2	3	4	5
2.1	My salary is adequate and fair for my living expenses.					
2.2	I am satisfied with the ministry welfare e.g.(Medical pay, provident fund, transportation service, house rent allowances, medical leaves, etc.					
2.3	The period of a pay rise is reasonable					
2.4	I earn better salary if I compare with other organization					
3	Supervision	1	2	3	4	5
3.1	My supervisor allows me to participate in important decision making					
3.2	My supervisor is reasonable and fair.					
3.3	My supervisor gives me useful and constructive feedback					
3.4	I can freely share my opinion with supervisor.					
4	Co-workers relationship	1	2	3	4	5
4.1	I can trust my colleagues					
4.2	My Co-workers at work are friendly and supportive					
4.3	My team cooperates to get the work done					

S/n	Statements	1	2	3	4	5
4.4	My colleagues do listen to my opinions or suggestions					
5	Career Advancement (Promotion)	1	2	3	4	5
5.1	My organization has a clear and fair promotion policy and strategy that takes efficiency performance into account.					
5.2	Those who do well on the job stand a fair chance of being promoted.					
5.3	Promotion is based on individual's performance and ability					
5.4	I am satisfied with promotion system.					
6	Workplace Environment	1	2	3	4	5
6.1	My work environment allows me to be highly productive					
6.2	My organization provides the resource necessary for me to execute my responsibility					
6.3	My workplace provides an undisturbed environment					
6.4	My organization creates harmonious working environment.					
6.5	I am satisfied with my work environment.					
7	Employee performance	1	2	3	4	5
7.1	I have the necessary factual knowledge and information of the Job					
7.2	I have the necessary procedural knowledge and skills in actually knowing what should be performed					
7.3	I have the motivation to exert more effort into the job I am doing.					
7.4	The Organization follows a defined job performance measurement criterion					

8. Do you feel happy by the performance result you got so far? Yes ☐ No ☐

If No why.....

9. Do you think that your job satisfaction level affects your job performance? Yes ☐ No ☐

If yes How.....

10. How much result do you achieved in the recent performance evaluation given?

APPENDIX II: RESULT OF SPSS OUTPUT

Frequency Table

Gender of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	77	63.1	63.1	63.1
Valid Female	45	36.9	36.9	100.0
Total	122	100.0	100.0	

Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 25 years	2	1.6	1.6	1.6
Valid 25-40 years	55	45.1	45.1	46.7
Valid 41-55 years	65	53.3	53.3	100.0
Total	122	100.0	100.0	

Educational Background of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid BA Degree	51	41.8	41.8	41.8
Valid Vocational/Diploma	16	13.1	13.1	54.9
Valid Masters Degree & Above	55	45.1	45.1	100.0
Total	122	100.0	100.0	

Position inthe Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Team Leader	9	7.4	7.4	7.4
Valid Senior Office	52	42.6	42.6	50.0
Valid Officer	33	27.0	27.0	77.0
Valid Other	28	23.0	23.0	100.0
Total	122	100.0	100.0	

Respondents Experience in the Organizaion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2-5 Years	26	21.3	21.3	21.3
6-10 Years	33	27.0	27.0	48.4
Above 10Years	63	51.6	51.6	100.0
Total	122	100.0	100.0	

Department of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid HR & PC	7	5.7	5.7	5.7
Legal Service	7	5.7	5.7	11.5
Housing Development	15	12.3	12.3	23.8
Land & Cadaster	19	15.6	15.6	39.3
Urban Plan	18	14.8	14.8	54.1
Urban Construction	24	19.7	19.7	73.8
Finance & Procuremnet	9	7.4	7.4	81.1
Plan & Program Budget	6	4.9	4.9	86.1
Urban Revenue Reform	17	13.9	13.9	100.0
Total	122	100.0	100.0	

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions						
				(Constant)	Nature of work	Pay & Benefit	Supervision	Coworker relationship	Promotion	workplace environment
1	1	6.706	1.000	.00	.00	.00	.00	.00	.00	.00
	2	.123	7.380	.03	.01	.51	.00	.01	.07	.00
	3	.067	10.030	.01	.00	.36	.05	.00	.64	.02
	4	.049	11.754	.00	.04	.09	.73	.01	.07	.08
	5	.027	15.815	.30	.00	.02	.17	.00	.18	.56
	6	.017	19.983	.20	.94	.01	.01	.04	.00	.17
	7	.012	23.566	.46	.01	.01	.02	.93	.03	.16
2	1	5.754	1.000	.00	.00	.00		.00	.00	.00
	2	.122	6.861	.03	.01	.53		.01	.06	.00

3	.065	9.405	.01	.00	.45	.01	.71	.01
4	.029	14.037	.25	.01	.00	.00	.19	.65
5	.017	18.433	.15	.97	.00	.05	.01	.19
6	.012	21.661	.56	.01	.02	.92	.03	.15

a. Dependent Variable: Employee performance

