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Effects of Organizational Environment på Employees Performance: T of Regional Bureaus and Zonal Departments at Bhir Dar City

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BAHIR DAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

**EFFECTS OF ORGANIZATIONAL ENVIRONMENT ON EMPLOYEES'
PERFORMANCE: THE CASE OF REGIONAL BUREAUS AND ZONAL
DEPARTMENTS AT BHIR DAR CITY**

By

Tesfahun Habtom

July, 2020

**EFFECTS OF ORGANIZATIONAL ENVIRONMENT ON EMPLOYEES'
PERFORMANCE: THE CASE OF REGIONAL BUREAUS AND ZONAL
DEPARTMENTS AT BHIR DAR CITY**

A Thesis Submitted To

**College of Business and Economics, Bahir Dar University, In Partial
Fulfillment of the Requirements for Degree of Master of Business
Administration (MBA)**

By

Tesfahun Habtom

Advisor: Alebachew Asfaw (PhD)

July, 2020

Bahir Dar, Ethiopia

DECLARATION

This is to certify that the thesis entitled “effect of organizational environment on employees’ performance: The Case of Selected Bureaus and Zonal Departments in Bahir Dar City”, submitted in partial fulfillment of the requirements for the degree Master of Arts in Business Administration (MBA) of Department of Management, Bahir Dar University, is a record of original work carried out by me and has never been submitted to this or any other institution to get any other degree or certificates. The assistance and help I received during the course of this investigation have been duly acknowledged.

Name of the candidate

Date

Signature

Bahir Dar University
College Of Business and Economics
Department Of Management

Approval Of Thesis For Defense

I hereby certify that I have supervised, read, and evaluated this thesis titled “effect of organizational environment on employees’ performance: The Case of Selected Bureaus and Zonal Departments in Bahr Dar City” by **Mr. Tesfahun Habtom** prepared under my guidance. I recommend the thesis be submitted for oral defense.

Advisor’s name

Signature

Date

Bahir Dar University
College Of Business and Economics
Department Of Management

Approval Of Thesis For Defense Result

As member of the Board of Examiners of the Master of Business Administration (*MBA*) thesis open defense, we certify that we have read and evaluated the thesis prepared by: **Mr. Tesfahun Habtom** entitled: “**effect of organizational environment on employees’ performance**” We recommended that it be accepted as fulfilling the thesis requirement for the Degree of Master of Business Administration (MBA) in **Business Administration**.

Board of Examiners

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Name of Chairman	Signature	Date
_____	_____	_____
Name of Internal Examiner	Signature	Date
_____	_____	_____
Name of External Examiner	Signature	Date

DEDICATION

This thesis is dedicated to my Father as a memorial to his great honor and love who died on October 29, 2009 E.C.

ABSTRACT

The purpose of this research was to examine the effects of organizational environment on employees' performance: the case of regional bureaus and zonal departments public organization at Bahir Dar city. Data was collected from primary source and secondary source. The research is used cross sectional survey method and the researcher have used Yemane (1967) sample size determination and stratified sampling method was employed to select the sample from each stratum to make the sample more representative of the population. Descriptive and inferential statistics of correlation and regression analysis were used to analyze the empirical data. Primary data were collected using five Point Likert-Scale questionnaires 275 responses were properly filled and returned. SPSS (v.20) was used to analyze empirical data collected through the close-ended questionnaire. The independent variables are leadership, training, organizational culture, motivation and physical working environment whereas the dependent variable is employees' job performance. The mean (St. Dev.), frequency (percentile) of the dependent and independent variables were computed and interpreted. Pearson correlation Coefficient (r) was used to determine the relationship between each independent variable with the dependent variable. The finding results indicated that the mean value for motivation (mean=2.18) and training (mean=2.89) were below average which indicate that there was limitation in implementing this practice in public sector. In addition, leadership (mean=3.21), physical working environment (mean=3.29), organizational culture (mean=3.56) above the mean average it indicates good leadership, physical working environment and organizational culture practice in public sectors. The correlation result indicated that there were positive relationship between all of independent variables and the dependent variable, accepting alternative hypotheses. This implies that any increase or decrease on the independent variable will bring corresponding change on employees' job performance. Multiple linear regression result indicates independent variables has a 41.9% influence on the dependent variable while the remaining 59.1% was unobserved factors in this study. The result revealed as increasing a positive contribution of leadership, motivation, physical working environment, training, organizational culture were positively affect the employee job performance.

Keywords: *Training, Motivation, Leadership, Bahir Dar, Public Sector.*

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ACRONYM/ ABERRATIONS

ANOVA	Analysis of Variance
CC	Contingency Coefficient
Coeff.	Coefficient
CSA	Central Statistics Agency
HR	Human Resource
HRM	Human Resource Management
Max	Maximum
Min	Minimum
N	Number of Sample
OLS	Ordinary Least Square
OP	Public Organization
PM	Performance Management
SPSS	Statistical Packages for Social Science
St. Dev.	Standard Deviation
VIF	Variance Inflated Factor

Chapter 1. INTRODUCTION

1.1 Background of the Study

Among other organizational resources, human resources are one of the most critical and valuable resource to achieve organizational objectives. The Human Resource Management (HRM) department of any organization is one of the most critical elements of the business, and one of its main aims is to maximize output from limited human resources and ensure that the organization is experiencing considerable growth through the strengthening of its employees. Human resources are one of the most critical and valuable resource to achieve organizational objectives. Human resource can be defined as the most essential resource to affect performance in organizations (Stone, 2008). An organization Effectiveness and efficiency cannot be achieved without effective management of human resource.

The Human Resource Management (HRM) department of any organization is one of the most critical elements of the business, and its main aims is to maximize output from limited human resources and ensure that the organization is experiencing substantial growth through the strengthening of its employees.

Performance analysis is an assessment of the knowledge, abilities, skill, and attitudes of employees, their present and future career goals and objectives, and the “match” between employees and organizational expectations. Such an analysis also helps determine how employee performance helps the organization achieve its strategic goals and objectives (Ann Gilley, *et al.*, 2009).

The main focus of Human resource management is the organization’s interest in employees’ performance. Human resource management (HRM) is a function performing by all managers to deploy human skill, knowledge, experience, and maximizing their performance to achieve organization objective (Armstrong, 2009).

Human resource can be defined as the most essential resource to affect performance in organizations. Human resource is an essential factor of the production process. A well trained, motivated workforce makes it possible to attain the organization’s success. Due to this reason, management has to supply not only raw materials, facilities, and equipment, but

it also has to motivate its employees. Productivity, quality and customer relations are the key areas of victory and these depend on performance of the employees. If employees motivated they will perform well (Stone, 2008). Employees are the most important assets of any organization among many resources without whom no production activity can perform. An organizational success mostly depends on the quality of its employees which is measured by their performance.

Performance management (PM) is one function performed by HR manager as well as all managers on how people should be managed to achieve the performance that the organization needs to succeed (Carter & Frank, 2012). Human resource activities are planned to match individuals to organizational tasks, to motivate the workforce, and to deal with conflicts and tensions at work. HRM practices, therefore, aim to achieve two sets of objectives: improve employee performance and enhance organizational effectiveness (Bratton and Gold, 2000).

Employee performance is the combined result of physical working environment, leadership, organizational culture, training, and motivation of tasks. Employees' performance is very important for organizational outcomes and success. Many factors influence employee performance and workplace environment factors stands out as the basic determinants of performance. It is the key multi character factor intended to achieve outcomes and has a major link with planned objectives of the organization (Sabir, *et al.*, 2012).

When come to Ethiopia case several unpublished researches and few published researches have been done on issues of employees' job performance. A study was conducted by Gebregziabher Hailesilasiye, (2009) on 128 Ethiopian Public Organizations and his study shows that the employees' job performance affected mainly by age, ability, and motivation in a positive manner but training and education has adverse effect. In addition, study employed by Mulatu, (2014) it is also tested and proved that motivation and training has significant positive effect on employees' job performance. Another comparative study on private and public banks by Haile, (2013), concluded that, training, empowerment, compensation, performance appraisal and promotion has positive significant relationship was achieved with employees' performance in the case public bank. On the other hand,

result on specific private bank shows that only performance appraisal has positive significant relationship with employees' performance but remaining have not significant. Therefore, the research was identifying the major factors affecting performance of the employees working in public organization through identifying the variables include motivation, leadership, physical working environment, organizational culture and training.

1.2 Statement of problem

The existing challenge of management today is to set up an environment that effect, affect, retain and motivate its employees for maximization of productivity. As it was done few years ago to keep employees satisfied; it takes a completely different approach than it did. The current working environment is unique, different and constantly changing from time to time and context.

In growing economy, workers have many opportunities and unlimited privileges. This condition created an environment where employers need its employees rather than the employees need its employer. Less concentration has been paid to workplace environment and in addition, employers and employees are not aware of the influence and hidden dynamics of the workplace environment. According to Hammed and Amjed (2009), the workplace environment, its significance and related issues are mostly ignored. Many workplace factors influence employee's productivity.

Creating an organizational environment appropriate for work, which promotes wellbeing of employees and increase individual performance is viewed as a strategy for enhancing company or organization efficiency and productivity. Employee's generally have anticipation and will demand a workplace environment that facilitates them to perform their work optimally. When this is sufficiently provided, it can increase organizational competitiveness (Heath, 2006).

Nowadays competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee's workplace environment that impact greatly on their level of performance and involvement. (Altrasi, 2014), explains that employees are a strategic asset in an organization whose performance at work influences

the overall performance of the organization. It is through employee performance that an organization can achieve and exceed its goals of productivity efficiently (Muda *et al.*, 2014).

Now a day, there is high competition; the organization is faced with the challenge of attracting, retaining and getting high performance from the employees. Organizations should have to be aware of the fact that employee performance is one of the key factors behind any business's success, which is why the management is usually finding ways to enhance the level of employee performance through various methods. It is the mission of organization to get people together to accomplish tasks and objectives by utilizing the resources effectively and efficiently.

There are various research studies conducted to identify the effect of organizational environment factors on employee's performance. For instance, Al-omari and Okasheh (2017) the study of the influence of work environment on performance: a case study of engineering company in Jordan and those finding physical condition such as noise, office furniture, ventilation and light had a significant determinant factors for employee performance, Samson and Waiganjo (2015) effect of workplace environment on the performance of commercial banks employees in Nakuru town, revealed that psychosocial aspects are the key determinant factors for employee performance. According to Diamantidis and Chatzoglou (2018) factors affecting employee performance: an empirical approach they found management support, organizational climate, environment, adaptability and intrinsic motivation are the major factor affecting employee performance, zafar *et al.*, (2017) factors of workplace environment that effects employee performance in an organization: a study on Greenwich university of Karachi, these authors identified the determinant factors of employment performance such as leadership, training and development and stress. in addition, Gebregziabher Hailesilase, (2009), determinants of public employees' performance: evidence from Ethiopian public organizations, international journal of productivity and performance management, the authors identified the significant variables that affects the employee performance such as ability, age of the employee, educational status of the employee, role perception and motivation are determinant factors.

On the above most recent findings are not similar with Ethiopian organizational environment and employee performance because the Ethiopian leadership style, motivation, training, organizational culture and physical work environment is really different from foreign organizational structure and employee performance. In addition some of the studies has been conducted in Ethiopian organization sectors but, the studies are outdated, in this case there is time variation that create infrastructure development, technological improvement, and change working environment, improvement polices, strategies and good working conditions and no one study in the Bahir Dar city, these are good opportunity to study about effect of organizational environment on employees performance in the case of Bahir Dar city, Amhara region, Ethiopia. Therefore, the study was adding valuable information and generates relevant evidence through a detail study highlight solution to improving the performance of employees at public organization.

1.3 Objective of the Study

1.3.1 General objective

The general objective of this study is to identify the effects of organizational environment on employees' performance in regional bureaus and zonal departments of public organization at Bahir Dar city.

1.3.2 Specific objectives

- To identify the relationship between organizational environment factors and employees' performance.
- To identify the determinate factors that affects the employees' performance.
- To investigate the effect of selected internal organizational environment factors on the performance of the individuals.

1.4 Research Hypothesis

Hypothesis: 1

H₁: Leadership has a positive relationship on employees' job performance.

Hypothesis: 2

H₁: physical Working environment has a positive relationship on employees' job performance.

Hypothesis: 3

H₁: Training has a positive relationship on employees' job performance.

Hypothesis: 4

H₁: Organizational culture has a positive relationship on employees' job performance.

Hypothesis: 5

H₁: Motivation has a positive relationship on employees' job performance.

Hypothesis 6

All organizational environment factor variables are that affect the employee performance.

1.5 Significance of the Study

The study was focus on factors affecting employees' performance in regional bureaus and zonal departments of public organization at Bahir Dar city. So this research was identifying the effect of factors on employees' performance, and it will provide insights for the improvement performance of the staff. The result of the study will help the organization to re-examine the system, and to take appropriate action.

This research also will be helpful for other organization to reconsider their workers' performance and to understand the implication of factors on employee's performance. In addition, to this; the study will serve as a reference for researchers who are interesting to conduct a research on the topic.

1.6 Scope of the Study

The study was focused on employees' in public organization at Bahir Dar city. This is the regional and zonal level public organization at the city of Bahir Dar. This study was found out the effect of organizational environment on employees' performance.

1.7 Limitation of the Study

This study was limited to public organization at Bahir Dar city. This may limit the representativeness of the study while intending to use it at all public organization. Conceptually, the study focuses on effect of five organization environment factors on employees' performance; all other factors was not be administered in this study due to time and budget constraints, which may have its own limitation in representing all types of factors of the study area.

It is obvious that adequate and reliable information is important to undertake any kind of survey precautions. However, the unwillingness and carelessness of some respondents while filing the questioners during data collection was considered as constraints to the study.

1.8 Definition of Terms

Organizational environment is the sum of the interrelationships that exists within the employees and the environment in which they work (Kohun, 2002).

Employee performance can be defined as the successful completion of a task by an individual, measured by the organization to check if it is up to the required standard with effective and efficient usage of the organization's resources.

Human resource management (HRM) is all manger activities performing to deploy human skill, knowledge, experience, and maximizing their performance to attain organization objective (Armstrong, 2010).

Organizational culture as a relatively uniform perception held of the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it put together individuals, groups and organization systems variables Robbins, (2013).

Performance: is connected with quantity of output, quality of output, timeliness of output, presence /attendance on the efficiency of the work completed and effectiveness of work completed/ (Mathis and Jackson, 2009).

Organizations: are suffering a transformation for coping against the changing needs of the environment and excelling in the business by building up their adaptive capabilities for managing change proactively. Sustainability of business organization is depending on talent,

skill, knowledge and experience of employees and on their performance (Armstrong Michael, 2009).

Performance is the achievement of a given task measured against preset known standards of accuracy, completeness, cost, and speed. Employee's performance is the involvement of employees for the achievement of organization objective. Employees expected to perform acceptable level of the standard and managers follow up, and evaluate the performance of employees to achieve the stated objective of an organization (Armstrong Michael, 2009).

According to Cooke (2000) performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed.

1.9 Organizations of the Study

The study was structured into five chapters: the organization of the study was following the Bahir Dar University thesis writing guide lines. The first chapter deal with background of the study, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, limitation of the study and definition of terms. The second chapter review literatures related to this particular study. The third chapter focused on the research design and the methodology. The fourth chapter result and discussion based on the collected data. The last chapter was containing the summary of major findings, conclusion and recommendation part of the research.

Chapter 2. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Concept of employee performance

Employee's performance is the contribution of employees for the achievement of organization objective. Employees expected to perform acceptable level of the standard and managers follow up, and evaluate the performance of employees to achieve the stated objective of an organization. Performance is the achievement of a given task measured against predetermined known standards of accuracy, completeness, cost, and speed (Armstrong, 2009).

2.1.2 Performance management

Performance management is a systematic approach to tracking individual performance against the targeted objectives of the organization, and identifying strengths and opportunities for improvement, (Smith and Mazin, 2004).

Based on Armstrong, (2009) converse one of the most important concepts of performance management is that it is a continuous process that reflects normal good management practices of setting direction, monitoring and measuring performance and taking action accordingly. Performance management should not be imposed on managers as something 'special' they have to do. It should instead be treated as a natural function that all good managers carry out.

According to Jones, (2000) Performance management is about getting results. It is concerned with getting the best from people and helping them to achieve their potential. It is an approach to achieving a mutual vision of the purpose and aims of the organization. It is worried with helping individuals and teams achieve their potential and recognize their role in contributing to the goals of the organization. According to Armstrong(2009) has defined performance management as a systematic process for improving organizational performance by developing the performance of the individuals and teams.

(Ndung'u,2009) has indicated that performance management aligns individual and organizational objectives. Wright, *et al.*, (2003) has pointed out that individuals are more

dedicated to their performance objectives when they believe those objectives are achievable and will result in important outcomes for themselves or, the organization in which they work.

Gary Cokins, (2004) define Performance management (PM) is the process of managing the execution of an organization's strategy. It is how plans are translated into results.

If manager and employees were the business owners, they are genuinely engaged and behave performance management to foster a work environment.

Objectives of performance management

Armstrong, (2009) argued that the overall objective of performance management is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organization. Performance management gives the basis for self-development but importantly it is also about ensuring that the support and guidance people need to develop and improve are readily available.

Reason for performance gap

According to Armstrong, (2009), confirmed in his book there may be a number of reasons for the poor performance.

Personal ability: Has the individual the capability? Is there a skills gap needing training?

Manager ability: Have I given adequate direction, and made sufficient resources available?

Process gap: Has the assessment system been at fault? Have the goalposts moved or external forces made the task unattainable? Have there been regular enough review sessions and is the reward system pointing in the right direction?

Environmental forces: Has the organization created departmental barriers, red-tape overkill, cultural restrictions or hidden agendas which make the task impossible?

Personal state of affairs: Has something at home affected performance at work?

Motivation: Is the person demotivating or suffering from stress or lack of challenge?

Poor performance can often be a symptom of other problems. Obviously, you need to work with the individual concerned to recognize where the problem is and how it should be resolved.

There is a total range of motivational theories but the secret to motivation is to understand your people. People are motivated by diverse things at different stages of their lives and you have a greater influence than you may realize in motivating your people. In America, due to they felt unappreciated 46% of those who quit their last year did (US Department of Labor).

Measures of performance

The measurement of performance is a procedure to quantify the efficiency and effectiveness of an action. The result provided by the measurement shows how well an organization is managed and if the organization could attain the target and values generated as promised to their stakeholders. Franco-Santos, M., *et al* (2007) depicted business performance measurement as a set of metrics used to quantify efficiency and effectiveness of actions and it also covers planning and budgeting as well.

Based on Armstrong & Baron (2005) individual performance can be measured by reference to key performance indicators (KPIs) and metrics. Key performance indicators (KPIs) define the results or outcomes that are identified as being vital to the achievement of high performance. Sternly speaking, metrics are measurements using a metric system, but the term is used generally for any form of measure. It can be argued that what gets measured is often what is easy to measure. And in some what is meaningful is not measurable and what is measurable is not meaningful.

Measuring performance is comparatively easy for those who are responsible for achieving quantified targets, for example sales. It is more difficult in the case of knowledge workers, such as scientists. But this difficulty is alleviated if a distinction is made between the two forms of results – outputs and outcomes (Armstrong & Baron, 2005).

2.2 Factors Affecting Employees' Performance

According to AS Le Tran, (2002) mentioned in his journal according to some researchers and practitioners, there are certain factors individually and collectively effect on the performance of employees in a positive or negative way including:

2.2.1 Leadership

It is difficult to provide a single definition for the word leadership. Leadership is a system by which an administrative can straight, directing and impact the behavior and work of others

toward the completion of precise goals in a specified condition. Leadership is an ability of a manager to induce the subordinates to work with confidence and enthusiasm. Leadership can be defined as the capacity to influence a group or employees realization of the goal. Leaders are required to develop the future vision, and to motivate the organizational members to want to achieve the visions and to improve the performance (Iqban N., *et al.*, 2015).

According to Adiar, (2002), “Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which truss a group together and to improve their performance and to direct them towards goals. Leadership is to deal and manage with change, focusing on the long-term and the big picture, not always doing to safe himself in fact to take risks, and concentrating on people and their values, not just the bottom line (Koudri,1999).

Leadership style

An effective leader has a responsibility to give guidance and share the knowledge to the employee to lead them for better performance and make them expert for retaining the quality. And to become a head of all the squad members is such a great responsibility. The introduction of clear standards of leadership encourages the core values and maturity on their role and responsibility. As the circumstances affects which functions the leaders carries out, it would also affect the manner in which the functions are performed.

There are broadly three types of leadership styles according to Carter &Frank (2005) and he also explains the different traits of each style that significantly affect the employee performance.

Leadership is a process whereby an individual influences a group of individuals to achieve common goals (Northouse P, 2007). Leadership mode is the combination of attitude and behavior of a leader, which leads to certain patterns in dealing with the followers (DuBrin, 2004).

The leadership style within an organization has a bearing on encouraging or inhibiting employee’s performance (Armstrong & Murlis, 2004).

As Iqban N. *et al.*, (2015), cited in their journal that elaborate by Myron Rush and Cole (2004) the participative style of leadership has a greater positive effect on employee performance in which situation employee feel power and confidence in doing their and in making different

decisions. And in autocratic style leaders only have the authority to take decisions in which employees' feels inferior in doing s and decisions. In democratic leadership style employees have to some extent discretionary power to do work so their performance is better than in autocratic style.

2.2.2 Organizational culture

Organizational culture is the set of important assumptions frequently unstated that members of an organization share in common. Beliefs and values are two major assumptions in common. Beliefs are expectations about reality and are derived and reinforced by experience. Values are assumptions about ideals that are desirable and worth striving for. When beliefs and values are shared in an organization, they create a organizational culture (Azhar, 2003). According to Robbins (2013) organizational culture as a relatively uniform perception held of the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it put together individuals, groups and organization systems variables. Organizational culture refers to a set of some frequently experienced stable characteristics of an organization which constitutes the uniqueness of that organization and differentiates it from others.

Organizational culture has been defined as the specific compilation of values and norms that are shared by employees and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Organizational values are beliefs and ideas about what kind of goals members of an organization should follow and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values, develop organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular conditions and control the behavior of organizational members towards one another (Black & Richard, 2003).

According to Schein (2004), defines organizational culture as a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be trained to new members as the correct way they perceive, think and feel in relation to those problems. Organizational culture is generally considered to be, at its deepest level, a cognitive

phenomenon, “the collective programming of the mind” (Hofstede, 2000) and “the basic assumptions and beliefs that are mutual by members of an organization, that operate unconsciously” (Schein, 2004). However, though organizational culture may reside in the collective minds of organizational members, it is manifested in tangible ways, such as behaviors, throughout the organization (Detert, 2000).

Stewart (2010), stated that norms and values of organizational culture highly effect on those who are directly or indirectly involved with the organization. These norms are invisible but have a great impact on the performance of employees and profitability.

2.2.3 Physical Environment

Based on Ismail, *et al.*(2010) suppose that the conditions of physical workplace environment influence the employees’ functions and it will determine the well-being of organizations. They add that the physical work environment comprises the internal and external office layout, temperature, comfort zone and also the work setting or arrangement. The physical workplace environment eight factors also include lighting both (artificial and natural), noise, furniture and spatial layouts in workplaces Vischer, (2007). The physical workplace environment contains comfort level, ventilation and heating, lighting. These features assist on functional and aesthetic side, the decor and design of the workplace environment that ultimately help improve the employees’ experience and necessitate better performance.

The comfort level and temperature also significantly influence health of employees. Niemela *et al.*, (2002) found out that there is decrement in work performance when temperatures are high, and low temperature has relation to performance of employees’ tasks. Office design encourages employees to work in a certain way by the way their workstations are built. Spatial layouts contribute a lot to wards how the employees’ execute their tasks Al- Anzi, (2009). Closed office floor plan, which may consist of each employee having a separate office of their own or a few people in each office, allows employees a greater amount of privacy than open plan office layout. It permits employees to work in peace and quiet, keeping them focused on their tasks without a lot of distraction. It also offers employees a thinking frame and creativity without much disruption. Based on McCoy and Evans (2005) suggestion the elements of physical work environment need to be proper so that the employees would not be

stressed while doing there. Physical components play an important role in developing the network and relationships at work. All in all, the physical work environment should support the planned performance. Vischer, (2008) stressed that conducive workplace environment should be prioritized as it provides support to the employees in carrying out theirs. It must be conducive enough to enable performance of tasks by employees.

2.2.4 Motivation

According to DeCenzo & Robbins (1996) explain a motivation as the willingness or desire to do something, conditioned by the activity or the ability to satisfy some needs. The researches on employees' motivation have widely been practiced in today's enterprises across all sectors, regardless of their size. Those enterprises comprehend that the actions of motivating their employees are vital in order to achieve the organizations' goals. The motivated employees relate to the manners of self-satisfaction, self-fulfillment and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialize efficiencies and competitive advantage. Motivation increases the involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their consequent performance (Kamery, 2004); (Ekerman,2006).

Motivation is a key determinant of employees' performance and a poorly motivated force will be costly in terms of extreme staff turnover, higher expenses, negative morale and increased use of managements' time (ber & Lee 1994). Therefore, management must know what exactly stimulates their staff so resources are not misallocated and dissatisfaction develops among employees (ber & Lee 1994). Based on Thad, (2000) has described motivation to be proactive in the sense of; in dealing with employees who are high performers, motivation is crucial, otherwise their performance will decline or they will simply leave them. While dealing with low performers employees, motivation is a prerequisite; otherwise these employees will drag results down, lower productivity and certainly would not leave the organization, as they will have nowhere else to go.

The employee motivation is obviously important. In reality, it is one of the most important and essential factors for the achievement of employees, and ultimately the organizational

targets and goals (Berman *et al.*, 2010). (N.P., 2006), declares that motivation to work, whether intrinsic or extrinsic are very essential in the lives of workers because they form the fundamental reason for working in life. It symbolizes the complex forces and needs which give the energy for an individual to perform a particular task (Schulze *et al.*, 2003).

2.2.5 Training

According to Jackson (2007), training is a process through which individuals are assisted to learn a skill or a technique. As Graham (2008), affirm that training has an important function of utilization and inspiration of organizational employees. Bernardin (2007), says that training is a systematic, intentional process of developing specific skills and influencing behavior of organizational members such that their resultant behavior contributes to organizational effectiveness. Bernardin (2007), continues to define training as any attempt to improve employee performance on a currently held or one related to it. Employees have viewed training positively and about two-thirds of employees, regardless of age and gender, view training as important in employee performance (Bernardin, 2007).

Grant (2002), is view that capacities of employees are a function of how effectively firms build and utilize their stocks of explicit and tacit knowledge. He argues that training programs are intended to develop knowledge based performance capacities. Grant continues to say that training helps employees understand what they actually experience and see at workplace. If employees understand what they, experience and see at workplace they are likely to be more productive than when they do not understand what they see and experience at work.

2.3 Empirical Review

Different researchers carried out study to assess what organizational environment factors affect employees' job performance in order to fulfill their responsibilities in the case of different nations and sectors of industries. Thus, in this segment the researcher attempts to discuss some specific factors that have a numerical result of relationship and effects on employees' job performance.

Thao &Hwang, (2002) carried a research on the underlying factors that determine employee performance of Vietnam Engineering Consultancy J.S.C. Leadership, motivation and training

are the main factors affecting employee performance at the case company. These three factors (leadership, motivation and training) not only affect the employee performance themselves but also affect each other indirectly. Let's take an example, training is also supposed to be a non-financial motivator to reward employee for their good performance. Leaders' coach and empowerment help to motivate their subordinates for better performance. Being trained on by direct supervisors helps employee to perform better and participate more in their works. Workplace environment is not an important factor influencing employee performance.

Gitongu *et al.*, (2016) analyzes Determinants of Employees' Performance of State Parastatals in Kenya: A Case of Kenya Ports Authority a sample of 142 respondents was selected from among the employees in Kenya ports authority using stratified sampling technique. The results reveal that individual characteristics and organizational factors have significant and positive effect on employees' performance while motivation factors have positive but significant effect on employees' performance of Kenya Ports Authority also.

Kihia, (2016) the study seeks to empirically investigate Factors affecting performance of government budget officers of public finance in Kenya. To achieve the objective, census research design was adopted and where the entire population participated as respondents. Empirical evidence shows that work environment significantly affects the employee performance. However, individual related factors remain moderately affect employee performance.

A recent research conducted by Nina Munira Naharuddin and Mohammad Sadegi, (2013): intends to investigate the effect of workplace environment's factors towards employees' performance in which the study revealed that work environment has strong positive and significant relationship with employees' job performance with the correlations of 0.828.

Agwu, (2014), surveyed sample size of 420 was judgmentally determined by selecting ten respondents from each of the 6 zonal and 36 state offices of NAFDAC in Nigeria to explore the effect of organizational Culture on Employees performance. It outlooks organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace. It assumes that a positive organizational culture will increase employees' performance.

Iqbal *et al.*, (2015) stated that the leadership practices have effect on employees' performance in their findings. Similarly way, Rochelle Joy Belonio (2013), in his journal stated that different leadership practice has effect on performance of the workforces. And the results were transformational leadership, transactional leadership, and laissez-faire Leadership has p-values of 0.030, 0.003 and 0.001 respectively. The result clearly indicates that leadership practice has positive significant relationship with employee's performance in the study firm.

Gebregziabher Hailesilasie, (2009), "determinants of public employees' performance: evidence from Ethiopian public organizations", international journal of productivity and performance management, the authors identified the significant variables that affects the employee performance such as ability, age of the employee, educational status of the employee, role perception and motivation are determinant factors.

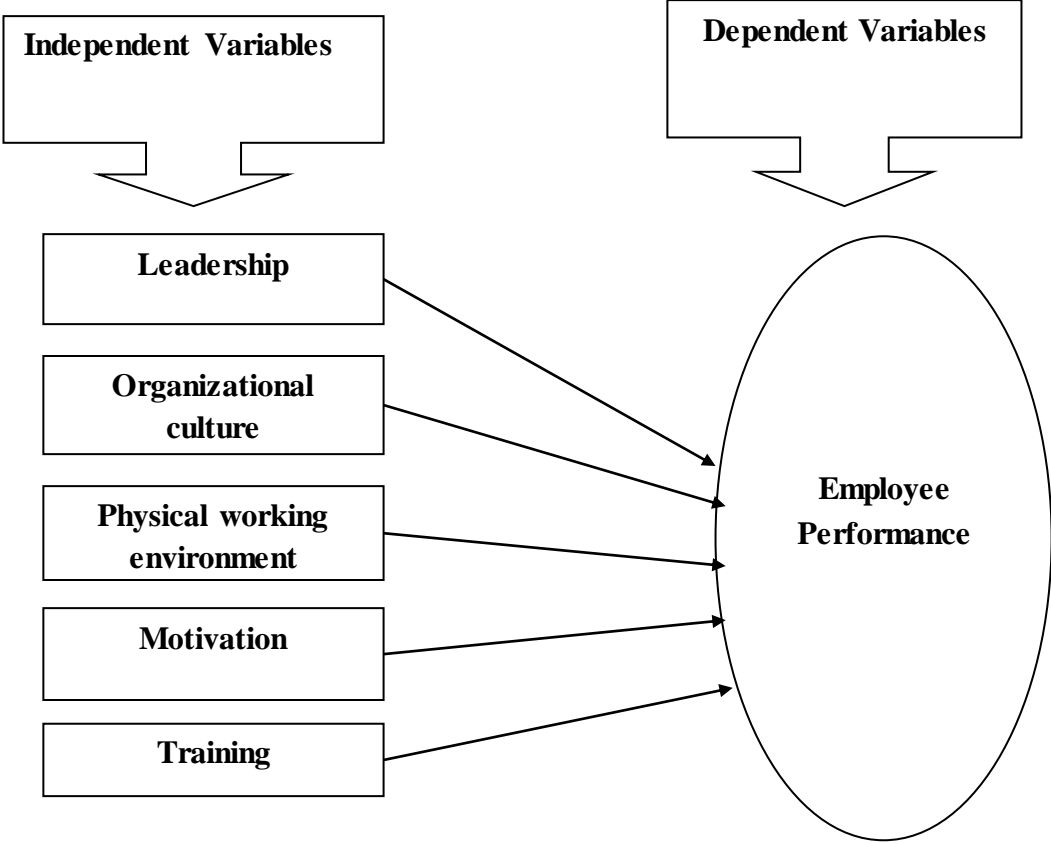
Consequently, from above all empirical research discussion the researcher can observe that performance of employees can be affected by several organizational environment factors. Among that factors which are included in this research such as leadership, physical working environment, training, motivation, organizational culture and have positive and significant relationship with employees' job performance. This assists us to conclude that a positive change in one of the above factors may offer positive significant effect on performance of employees.

2.4 Conceptual Framework

Accordingly, based on the previous research studies and research literature reviewed the following conceptual framework is developed for this study. It exhibits both dependent variable and independent variables. These variables are connected and linked to form a test on this research. Figure 2.3 is the conceptual framework that focuses on five dimensions that determines employee performance. The five dimensions of independent variable include leadership, organizational Culture, Training, Motivation and physical working environment and one dependent variable i.e. Employee performance.

The dependent variable is measured in the dimension of efficiency, quality, timeliness and achievement of targets.

Figure 2.3: Conceptual Framework of the Study



Source: compiled and modified from different literature
Figure 2. 1 Conceptual framework

Chapter 3. RESEARCH METHODOLOGY

3.1 Description of the study area

3.1.1 General overview

Bahir Dar is the capital city of the Amhara National Regional state it is located 565 km from Addis Ababa in north-west Ethiopia (<https://uil.unesco.org/case-study/gncl/bahir-dar>). Astronomically, the study area is located at 11° 29' – 11° 41' N latitude and 37° 16' – 37° 27'E longitude.

3.1.2 Population

According to the 2007 E.C Census conducted by the Central Statistical Agency of Ethiopia (CSA), Bahir Dar city has a total population of 221,991, of whom 108,456 are men and 113,535 women; 180,174 or 81.16% are urban inhabitants, the rest of population are living at rural kebeles around Bahir Dar.

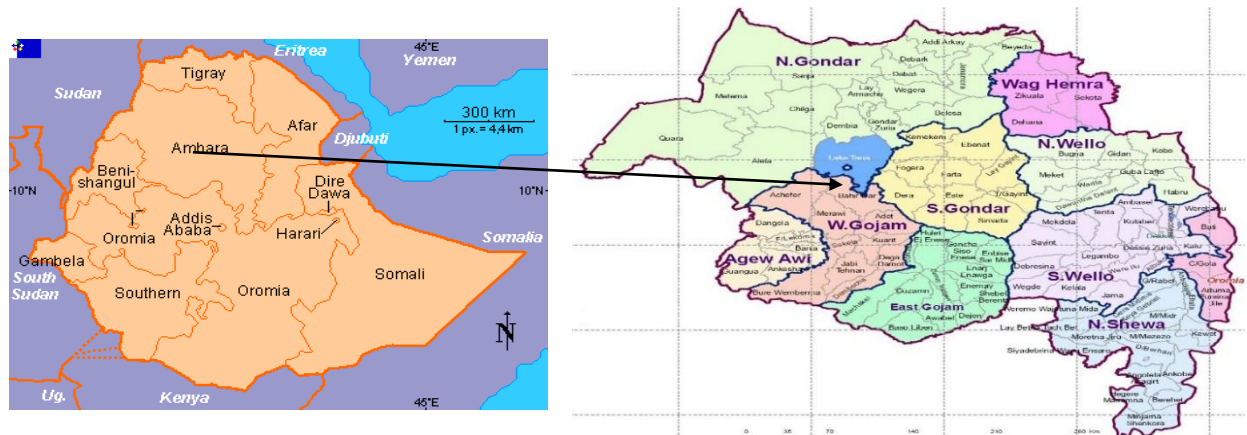


Figure 3. 1 The study area

Source: (geographical information system)

3.2 Research Design and Methodology

Based on Kothari (2004) reflection research design is a conceptual structure with in which research is conducted; it constitutes the blue print or plan for the collection, measurement and analysis of data. It assures that the study would be relevant to the problem and that it uses economical procedures. The researcher was employed quantitative research because the

researcher wants to identify factors which have effect on employees' job performance. A quantitative research design was set out to collect data. Quantitative approach helps researchers to test relationships between variables (Creswell, 2012). The researcher believes that this kind of research approach are provides pertinent data about the research topic, and supportive to meet the research objective since it can involves collecting and analyzing numerical data and applying statistical tests. It ensures that the study would be relevant to the problem and that it uses economical procedures. In this study, a quantitative approach which was practiced, as recommended by Creswell (2012). A quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, *i.e.*, cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistical data (Creswell, 2012). Hopkins (2000) suggested that quantitative research work connects independent and dependent variables.

3.2.1 Target population

According to Mugenda and Mugenda (2003) refer to target population as the entire group of individuals, events or objects having common observable characteristics to which the researcher wants to generalize the results of the study. The target population of the study was employees who are working at different position of the public organization of Amhara regional bureaus and zonal departments of Bahir Dar city administration (Trade and Market Development, Agriculture, Urban Development, Housing and Construction, Road and Transport, Water, land Administration and Conservation, Finance and Economic Cooperation, Revenues, Technical, Vocational and Enterprise Development, Justice, Women's and Children, Civil Service and Human Resource Development, Education, Health, Culture and Tourism and labor, social affairs and peace and security). Out of this sectors the population listed data obtained from eight public organization total of 882 population (ANRS Civil service HR, 2020).

3.2.2 Sampling techniques

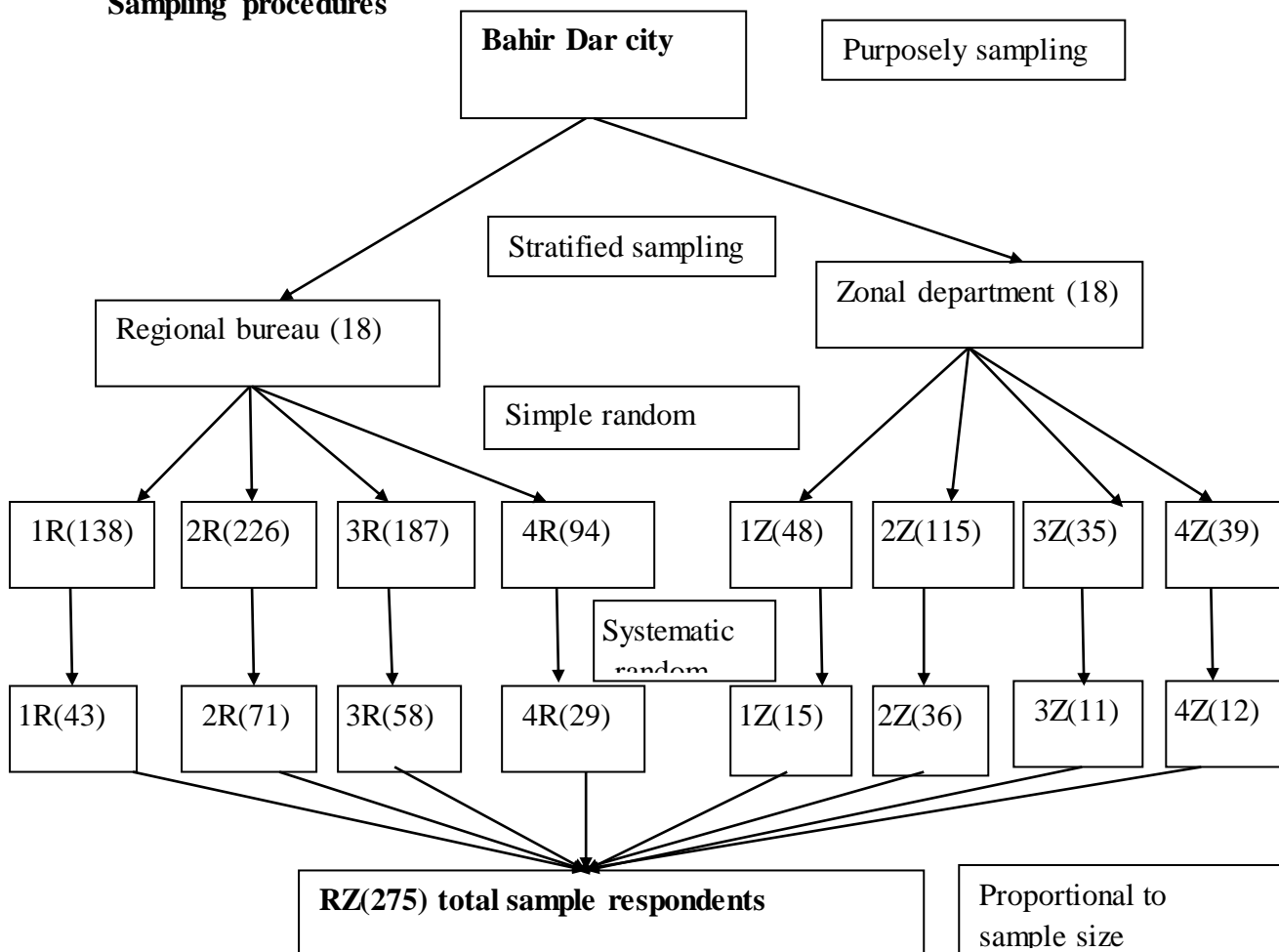
Stratified sampling was used to determine the respondents for interviewing from public organization of Amhara regional bureaus and zonal departments of Bahir Dar city administration.

The first stage Bahir Dar city was selected by using purposive sampling due to selection the researcher's familiar to the city; this opportunity helps to know more information and to collect quality data and the public organization of Amhara regional bureaus and zonal departments of Bahir Dar city administration is found in this city.

In the stratified sampling technique, the sampling frame was organized in to relatively homogeneous groups (strata) before selecting elements for the sample. As Janet (2006), justification this step increases the probability that the final sample was representative in terms of the stratified groups. The strata are eighteen Amhara regional bureaus of public organizations and eighteen zonal departments of public organization at Bahir Dar city administration.

Using simple random sampling eight public organizations were grouped in to stratum from each regional bureaus and zonal departments equally. Finally, 275 respondents were selected by systematic proportional sampling.

Sampling procedures



Note: 1R= industry and investment bureau, 2R= Agriculture, 3R= urban housing and construction bureau, 4R= trade and market development bureau; 1Z= Technical vocational and enterprise development department, 2Z= revenue department, 3Z= industry and investment department, 4Z= culture and tourism department.

Figure 3. 2 sampling procedure

3.2.3 Sampling size

According to Kothari (2004), sample size is the number of items to be selected from the universe to constitute a sample or Sample size is the determined total number of sampling units needed to be representative of them. It is true that census survey requires a large amount time, effort and money. To this end, social science research is generally about inferring patterns of behaviors within specific populations. That is, it is complicated to study the entire population because of feasibility and cost constraints, and hence, it is a must to select a representative sample from the population/target group of interest for survey and analysis (Bhattacharjee, 2012). Because of this reason, the researcher was used probability sampling method, in probability sampling every element in the population has a known nonzero probability of selection; each component of entire population has an equal probability of being selected. Thus, the researcher selects simple random sampling technique as a statistical tool to select sample from target population because, each unit is selected with known and non-zero probability, so that every unit in the population has an equal (known) chance of selection as a sample. The sample size was 275 respondents. The minimum required sample size for this study is specified by using Yamane (1967) sample size determination formula:

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

Where, n = sample size

N= Target Population, which is known (i.e., 882); and

e = the acceptable sampling error at 0.05.

$$\text{Hence, } n = \frac{882}{1+882(0.05)^2} = 275$$

Then after, the number of sample employees required from each sample public organization was determined using the formula of proportional proportion.

$$z = \frac{x_i}{\sum_{i=1}^n x_i} * N$$

Where z_i = number of employees to be selected from each public organization

Where

$i= 1, 2, 3$

x_i = total number of the employees is that Bureau, $\sum x_i$ = total number of the employees required for the study in six economic sector bureau, N = total number of employees required for the study

Hence, the number of sample employees selected from each sample public organization and used for data collection is show below.

Table 3. 1 list of sample size by each public organization

Case organizations	Stratum	Stratum population	Sample size
Regional Bureau	Industry and investment	138	43
	Agriculture	226	71
	Urban, house and construction	187	58
	Trade and Market Development	94	29
Zonal Department	Technical, Vocational and Enterprise Development	48	15
	Revenue authority	115	36
	Industry and investment	35	11
	Culture and tourism	39	12
Total		882	275

3.3 Source and Instrument of Data Collection

The study was used cross sectional data (2019/2020 G.C) and both primary and secondary sources of data collection. In order to realize the target, the study was used elegant questionnaire as best instrument.

Primary data was collected from selected organizational professional experts/ respondents. Secondary data were collected from previous works conducted in the subject matter mainly from reference books, journals, and organizations report and websites was review to make the study a complete picture.

The questionnaire method as instrument of data collection had use because it provides wider coverage to the sample and also facilitates collection of a large amount of data. The questionnaire was contained closed ended and some open ended questions with 5 Likert Scale agreement level from Strongly Disagree =1, Disagree = 2, Undecided = 3, Agree = 4, and Strongly Agree =5 and it was administered within closed and frequent supervision of the respondent and collected the questioners effectively by the researcher.

3.4 Data Analysis Method

To meet the specified research objectives, both qualitative and quantitative data analysis was applied for the study purpose. Both descriptive and inferential statistics methods had employed.

Descriptive statistics like (frequency distribution, percentile, minimum, maximum, mean and standard deviation, graphs, and charts) and inferential statistics such as correlation and multiple linear regressions (OLS) were used to statically estimation. The data entry and analysis was performed by using statistical package for social science (SPSS V.20).

3.5 Reliability of the Instrument

As Kothari (2004), suggested a measuring instrument is reliable if it gives consistent results. Cronbach's alpha is a coefficient of reliability. It is frequently used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. For testing the reliability of the data instrument, Cronbach's Alpha was calculated to test the reliability of the study instrument.

Based on Zikmund, Babin and Griffin (2010) scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 shows fair

reliability. The reliability of the construct items were evaluated using Cronbach's coefficient alpha. The result of the reliability test was 0.913 that exceeds the minimum acceptable cut-off point. One of the most regularly used indicators of internal consistency is Cronbach's alpha coefficient. Ideally, the Cronbach alpha coefficient of a scale should be above 0.7 (Pallant, 2005). All 54 items measured to test reliability showed that there was internal consistency reliability as indicated in Table 3.2 and Table 3.3 below. This recommended that the internal reliability in this study was acceptable and signified to be good.

Table 3. 2 Reliability Analysis of Variables

Variables	Reliability Statistics	
	Cronbach's Alpha	N of Items
Leadership	.863	9
Physical working environment	.803	7
Training	.893	8
Organizational culture	.764	7
Motivation	.853	9
Employee performance	.739	14
Aggregate	.913	54

Source: own survey result (2020)

3.6 Validity of the Instrument

Content validity involves the extent to which the study is measuring what it is supposed to measure. Simply, it focuses on the exactness of the measurement (John et.al, 2007). All measures used to build the instruments have shown acceptable level of construct and content validity in earlier studies and were used in this study with slight modification. The questioners were adapted from journal of Asad & Mahfod (2015); Rashid Saeed et.al. (2013); Agusiomma (2014); and Veronica Celattia (2011) under related research title. In addition, sample questionnaires were administered before distributing finalized one for 10 respondents and adjustments were made to the questionnaire items based on the comments of the respondents.

Additionally, several measures which are clarity of instructions, clarity of the questions, the layout of the questionnaire and other comments were employed to ensure that the results are free from substance errors from the design of the questionnaire.

3.7 Ethical Consideration

As Creswell (2012) explained “as the researchers’ foresee data collectors, they need to respect the participants and sites for the research’”. In the study, the researcher maintained objectivity, politeness and high professional standards through scientific process and no falsification, alteration or misrepresentation of data for biased or other purposes. The study was conducted by considering ethical responsibility. It includes providing information to the respondents, the purpose of the study and the use of the information as well. Information obtained was seized in strict confidentiality by the researcher. Participants’ anonymity was kept so that respondents would feel free and safe to express their ideas.

3.8 Significance of the Model

Normality Test: according to Ghozali, (2006) states that the normality can be seen on either the data distribution when the curve does not pass through the left or the right. The test result indicates the data is normally distributed test by histogram.

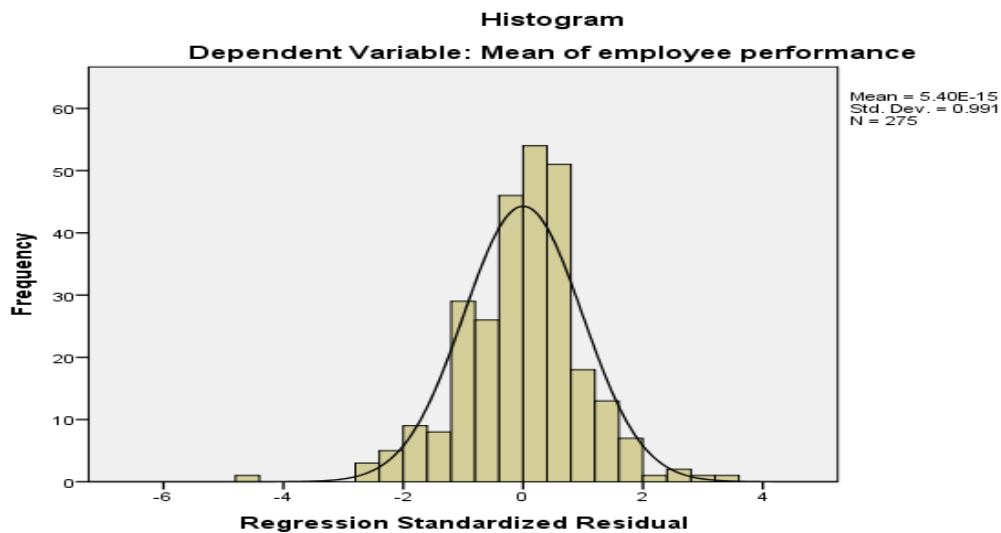


Figure 3. 3 Normality distribution

Another test for normality is to run descriptive statistics to get skewness and kurtosis. According to (Hair *et al.*, 1998) skewness and kurtosis should be within the range of +2 to -2 when the data are normally distributed.

Shukla, (2009), stated that skewness and kurtosis test, and the low difference between mean and median is the basic way to check the normality of the data. Accordingly positive skewness values suggest clustering of data on the low value (left hand side of the bell curve) and negative skewness values suggest that clustering of data points on the high values (right hand side of the bell curve). Positive kurtosis values suggest that the data points gathered in center with long thin tails. Kurtosis values below zero suggest the distribution of data point is relatively flat (Shukla, 2009).

In small samples, values greater or lesser than 1.96 are sufficient to establish normality of the data. However, in large samples (200 or more) with small standard errors, this criterion should be changed to ± 2.58 and in very large samples no criterion should be applied that is, significance tests of skewness and kurtosis should not be used (Ghasemi, 2012). Normality analysis for five variables was conducted with SPSS (V.20). As a result, the skewness of all the four variables in the study was found within the range of ± 2 whereas kurtosis for the independent variables and employee performance fall under ± 2.58 . Therefore, the input data are certainly normally distributed with large sample size of 275.

Table 3. 3 Normality test by kurtosis and skewness

	N	Skewness	Std. Err. Ske.	Kurtosis	Std. Err. Kur.
Leadership	275	-.386	.147	-.298	.293
Motivation	275	.440	.147	-.395	.293
Physical working environment	275	-.534	.147	.132	.293
Training	275	-.305	.147	-.698	.293
Organizational culture	275	-.633	.147	.546	.293
Employee performance	275	-.499	.147	.347	.293

Source: own survey result (2020)

Linearity assumption: For this study, the researcher also conducts a test of linearity assumption. Regression assumes that variables have a linear relationship (Berry and Feldman, 1985). Visual inspection of P–P plot used to test linearity. If there is no outlier from the regression, linearity is satisfied. According to this study figure of linearity, there are no far outliers from the regression line. This indicates that linearity assumption is fully satisfied.

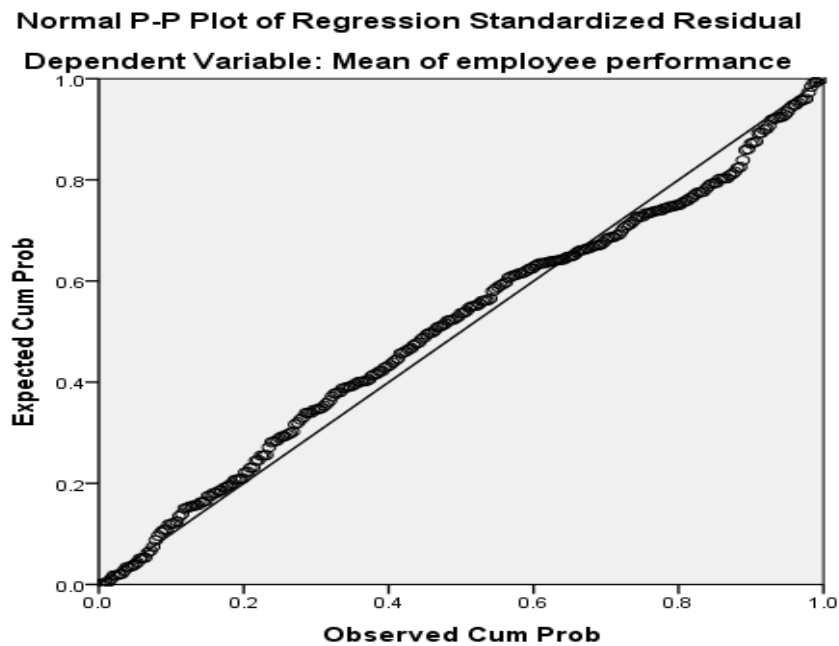


Figure 3. 4 Linearity test

Multi-co linearity Test: Before regressing Checking co-linearity problem with the assumption of tolerance and VIF statistics is important. According to Andy (2006) suggested that a tolerance value less than 0.1 almost undoubtedly shows a serious co-linearity problem. As Liu, (2010) also suggested that, a VIF value greater than 10 there is also serious co-linearity problem. This test seeks to see whether the regression model has a correlation between independent variables. The multi-co linearity will be test by variable inflated factor (VIF) for continuous variables and contingency coefficient (CC) for dummy and categorical variables. In this data, only VIF and tolerance value was checked because the variables are continuous. So the report showed that the VIF result was less than 10 and the tolerance value also greater than 0.1 based on the result there was no co-linearity problem.

Table 3. 4 Multicollinearity test by variance inflated factor (VIF)

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Mean of leadership	.736	1.359
Mean of physical working environment	.838	1.193
Mean of training	.911	1.098
Mean of organizational culture	.787	1.270
Mean of motivation	.671	1.491

Heteroscedasticity Test: This test would be done by brush pagan test. It shows the probability level whether significant or not. In this assumption the P-value, if significant the standard error it will be robust. However, in this result no heteroscedastic problem was found.

Table 3. 5 Heteroscedasticity and homogeneity test by brush-pagan test

Breusch-Pagan and Koenker test statistics and sig-values		
	LM	Sig
BP	8.604	.126
Koenker	4.249	.514

Note: Breusch-Pagan test is a large sample test and assumes the residuals to be normally distributed

Chapter 4. RESULT AND DISCUSSION

4.1 Introduction

In this chapter, the study attempted to examine the Relationship between the effects of organizational environment that affect the employees' performance. Therefore, the findings of the study were presented and analyzed in this chapter. The questionnaire were developed in five scales ranging from five to one; where 5 represents Strongly agree, 4 agree, 3 Undecided, 2 disagree, and 1 strongly disagree. Therefore, the questionnaire developed for this study was Likert scale in nature. The study used correlation analysis to measure the degree of association between different variables under consideration. Multiple linear regression analysis was also used to test the effect of independent variable such as leadership, motivation, physical working environment, organizational culture and training on dependent variable (employees' performance). For the study, 275 respondents were interviewed by list of 54 Likert questions. The collected data were presented and analyzed using SPSS (V. 20) software version.

Table 4. 1 Questionnaire response rate

Case organiza tions	Stratum	Expected Sample size	Distributed questionnaire	Actual responded	
				N	%
	Industry and investment	43	45	43	95.6
Regional	Agriculture	71	75	71	94.7
Bureau	Urban, house and construction	58	60	58	96.7
	Trade and Market development	29	30	29	96.7
Zonal	Technical, Vocational and Enterprise	15	15	15	100.0
Departm ent	Development				
	Revenue authority	36	36	36	100.0
	Industry and investment	11	13	11	84.6
	Culture and tourism	12	15	12	80.0
Total		275	289	275	95.2

4. 2 Participant by organization

Regarding number of participants by regional bureaus and zonal departments out of 275 respondents the highest number of respondent were taken in bureau of agriculture (71), bureau of urban housing and construction (58), bureau of industry and investment (43) and the rest 103 respondents taken from various sectors as showed table 4.2 below.

Table 4. 2 Participant by organization

Sample taken from bureau and zonal dept.	Frequency	Percent
Bureau of Trade and market development	29	10.5
Bureau of House construction and development	58	21.1
Bureau of Industry and Investment	43	15.6
Bureau of Agriculture	71	25.8
TVET Zone Department	15	5.5
Revenue Zone department	36	13.1
Industry and Investment zone department	11	4.0
Culture and Tourism	12	4.4
Total	275	100.0

Source: own survey result (2020)

4.3 Personal information of the Respondents

The personal information of the respondents was presented in this section. The personal profile of the respondents were analyzed as per their sex, age, levels of educational status, and years of working experience in the organization and job position of the respondent. Descriptive statistics were performed on the personal /demographic variables as a means of describing the respondents.

4.3.1 Sex of the respondent

The below pie chart indicates the majority of sex was found male respondents (60.73%) the rest were females (39.27%). In fact the time of data collection the female professionals can not get because due to corona virus the majority of females experts allowed legally absent from their work place and another fact in bahir dar city regional and zonal department sector majority of experts are males because of the higher expertise job position occupied by male professionals.

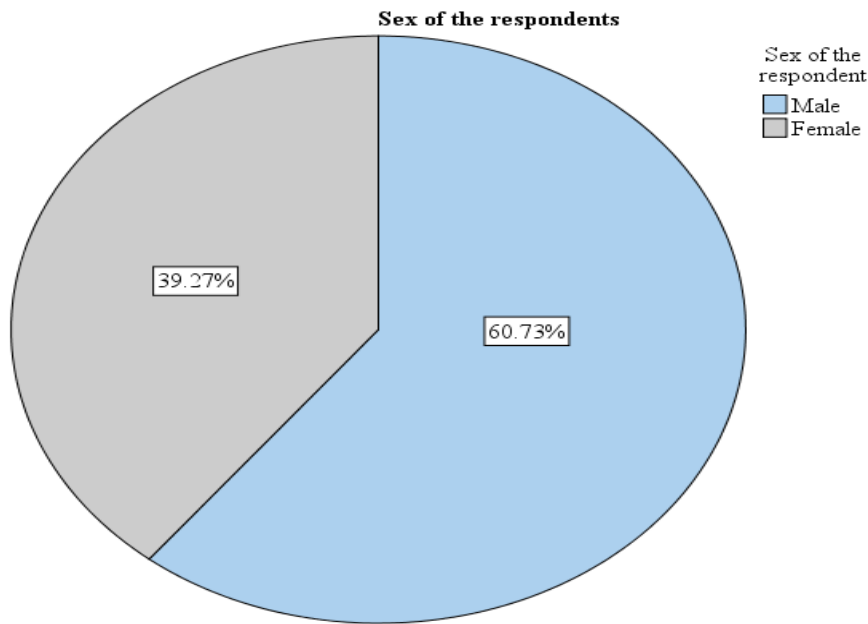


Figure 4. 1 Sex of the respondents

Source: own survey result (2020)

4.3.2 Age of the respondent

The Figure 4.2 indicated that the majority of the respondents 40.73% (Experts= 34.18% and Department head = 6.55) are from age 30-39years, 27.27% (experts=21.45 and department head =5.82%) the age between 40-49 years age category, 17.82% (experts= 16.73% and department heads = 1.09%) the age found between 20-29 years and the rest 14.18% (experts =10.18% and department heads = 4%) were found the age 50 years and above. The majority of experts age found in 30-39 years and the department head age 40-49years. This revealed that the department head respondents were aged and experienced.

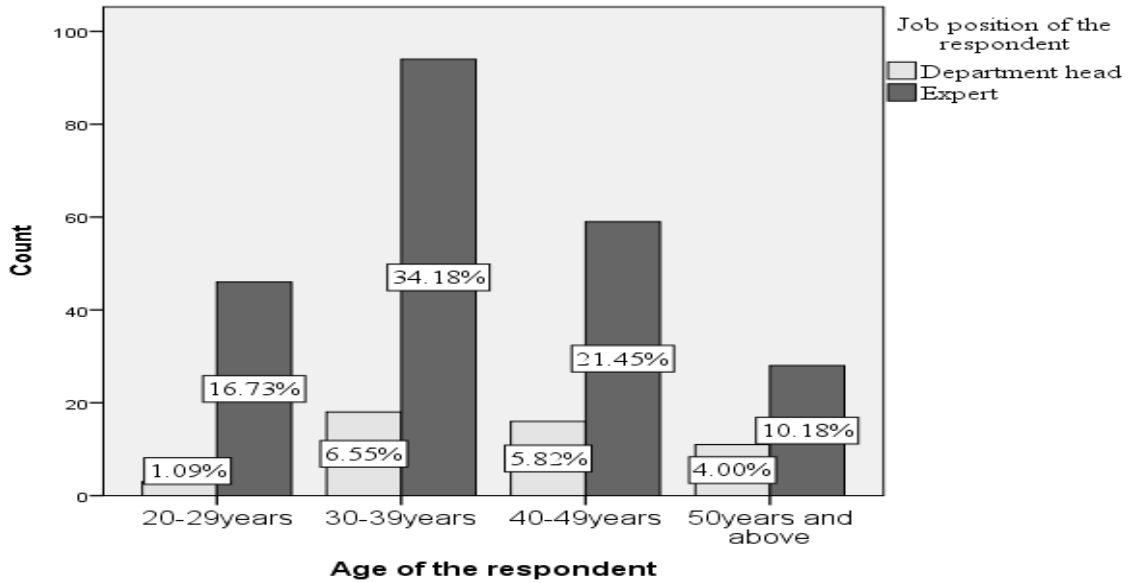


Figure 4. 2 Age of the respondent

Source: own survey result (2020)

4.3.3 Marital status of the respondent

The below Figure indicated about marital status of the respondents and from the targeted respondents 65.45 were married, 30.55% single and the remaining 4% divorced employees.

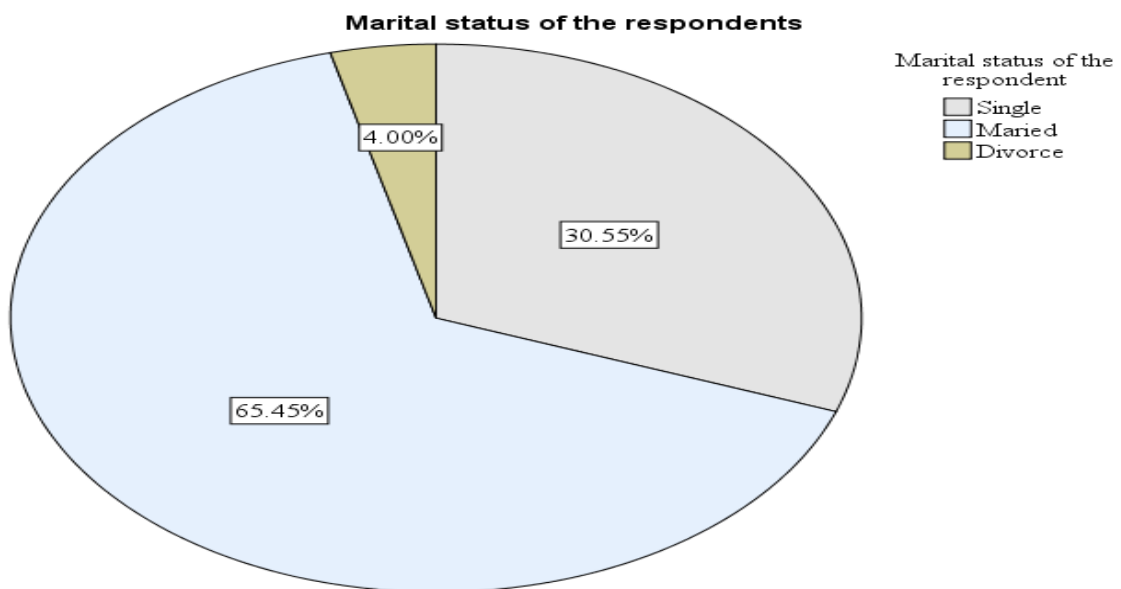


Figure 4. 3 Marital status of the respondent

4.3.4 Educational status of the respondent

It can be seen from Figure 4.4 that respondents hold a range of educational status from diploma to master's degree. The majority of the sample group holds a first degree, which accounted 68.4% (40.73% = male and 27.64% = females), master degree 27.3% (18.55% of male and 8.73% of females), diploma holders of the respondents are 3.6% (females are 2.91% and the rest 0.7) and others (higher diploma holders) are 0.7 percentage were males.

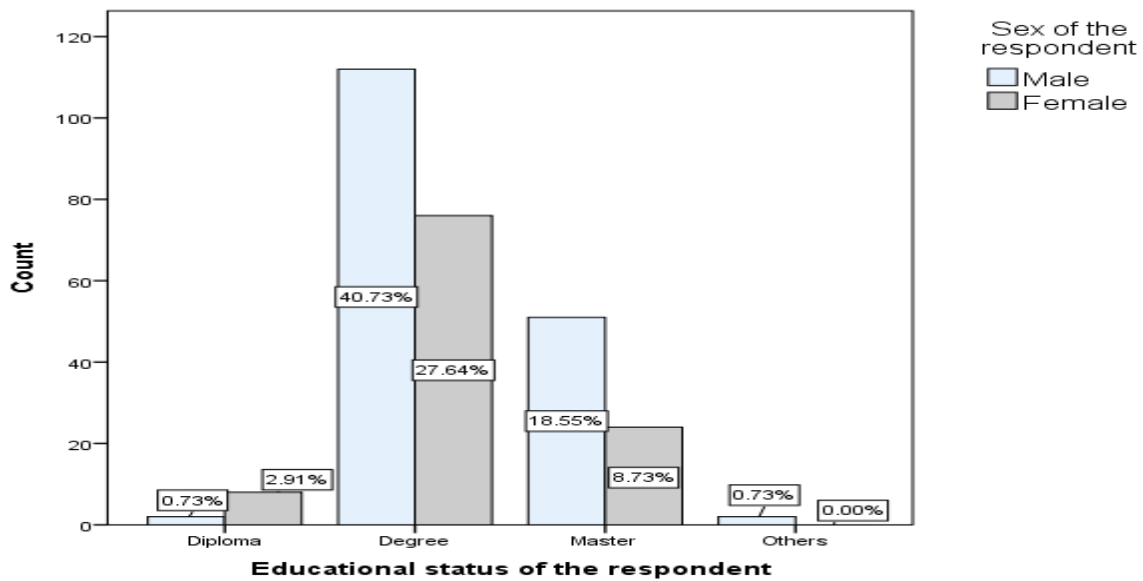


Figure 4. 4 Educational status of the respondents

Table 4. 3 Educational status of the respondent

Educational status	Freq.	%	Valid Percent	Cumulative Percent
Diploma	10	3.6	3.6	3.6
Degree	188	68.4	68.4	72.0
Master	75	27.3	27.3	99.3
Others	2	.7	.7	100.0
Total	275	100.0	100.0	

Source: own survey result (2020)

4.3.5 Work experience of the respondent

Table 4.4 shows that the respondents have served in study area from one year up to above 10 years. From the respondents, majority of respondents 81(29.5%) had 10 years and above of

them have served worked experience in their own sectors. 70 (25.5%) of respondents have 7-9 years' experience served their own sector, 57 (20.7%) and 52(18.9%) of respondents had 1-3 year and 4-6 years' experience respectively. In addition, the rest 15 (5.5%) respondents had below one-year working experience on their sectors. According to this Table, employees' of the public sector are largely dominated by workers who have been working in the sector for 10 years and above.

Table 4. 4 Work experience of the respondent

Experience	Frequency	Percent	Valid Percent	Cumulative Percent
Below 1 year	15	5.5	5.5	5.5
1-3 years	57	20.7	20.7	26.2
4-6 years	52	18.9	18.9	45.1
7-9 years	70	25.5	25.5	70.5
10 years and above	81	29.5	29.5	100.0
Total	275	100.0	100.0	

Source: own survey result (2020)

4.3.6 Current Job Position of Respondents

Figure 4.5 illustrate that the position of respondents 82.55% out of 275 respondents are experts and 17.45% of the respondents are department head. The data indicates that the majority of the respondents were experts, this is help to gain more information about organizational environmental factors weather affect the employees' performance or not.

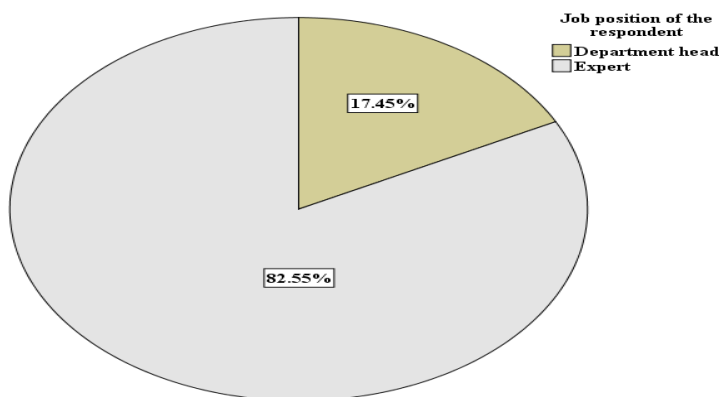


Figure 4. 5 Job position of the respondent

Source: own survey result (2020)

4.4 Descriptive Statistics

4.4.1 Leadership

The majority of the respondents 52.36% (144) have good attitude towards the existing leadership practice but 30.58% (84) disagree and the remaining 17.07% (47) were neutral (see appendix 1.3). On the other side Table 4.5 we can also observe from the mean average score 3.21 which are above the average Likert scale 3.0. This implies that the existing leadership practice are exercised well in which the employees are slightly satisfied, some treatments gain from leadership and participated any concerned issues.

Table 4. 5 Allover leadership descriptive statistics

Description	N	Mean	Std. Dev.	Min	Max
I get the support of my supervisors all the time when needed (Q1)	275	3.68	1.003	1	5
I am satisfied with freedom to make decision on my role affairs (Q2)	275	3.27	1.202	1	5
I have the opportunity to participate when decisions are made (Q3)	275	3.21	1.071	1	5
My supervisor supports me to achieve the organization objectives (Q4)	275	3.63	.947	1	5
I get a clear direction from supervisor in which the organization is headed hence motivating me to work (Q5)	275	3.20	1.054	1	5
My supervisor helped me when I have problems in applying my new skills in training (Q6)	275	3.03	1.065	1	5
My supervisor is unbiased and treats equally every employee without discrimination (Q7)	275	3.20	1.184	1	5
The existing Leadership style motivate employees for high level of performance (Q8)	275	2.61	1.135	1	5
My supervisor gives me regular feedback on my job performance (Q9)	275	3.09	1.126	1	5
Mean of leadership	275	3.2157	.75421	1.22	5.00

Source: own survey result (2020)

4.4.2 Physical working environment

The physical working environment in the study area 59.2% (163) of the respondents are response agree, 28.96% (80) are responded disagree and the remaining respondents respond undecided 11.9% (33) (see appendix 1.4).

From this data, we can conclude that most public employees had responded it positive agreement towards physical working environment to improve their employee performance.

For this reason that, the majority of the respondent moderately satisfied due to the fulfillment of facilities and resources to do their job. As indicate Table 4.6 the data showed that the mean value of physical working environment was 3.29, this indicates nearly the average mean value (3), and therefore they need additional facilities and resources such as good ventilation room, refrigerators, setting arrangements, good lightening room and materials to highly perform their work.

Table 4. 6 Allover of buddle questions of physical working environment

Description	N	Mean	Std. Dev.	Min	Max
I am provided with adequate facilities and resources to do my job effectively (Q1)	275	2.98	1.133	1	5
The physical surrounding where I am working is comfortable and convenient to perform my job (Q2)	275	3.26	1.109	1	5
The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc. helped me to do my duties in better way (Q3)	275	3.03	1.152	1	5
Our offices and workspaces are well designed (Q4)	275	3.28	1.158	1	5
The level of cleanliness of the physical environment here is good (Q5)	275	3.35	1.058	1	5
The temperature at my workplace is moderate and has good air conditions (Q6)	275	3.62	.914	1	5
The physical surrounding where I am working is Noise-free (Q7)	275	3.58	.949	1	5
Mean of physical working environment	275	3.299	.72652	1.00	5.00

Source: own survey data (2020)

4.4.3 Training

Training is one of another determinant factor for achieve their employee performance. Table 4.7 indicates that the mean average of training was 2.89. The result revealed that 39.7% (109) of respondents had gave negative response due to training, 37.9% (104) of respondents positively agreed and the rest 22.4% (62) of respondents had can't decide.

These indicate that regional and zonal public sectors cannot provide a good training for their employees. The majority of respondents raised some gap of training practice such as employees cannot get a chance to participate in identifying their training needs with superiors public sectors cannot evaluates employee's performance after training, majority of the public sectors had believed that provide training is can't create to boost and affect positively their performance (see appendix 1.5).

Table 4. 7 Allover bundle questions of training

Description	N	Mean	SD	Min	Max
After training I had a comprehensive understanding of the knowledge learned in training program (Q1)	275	3.03	1.10	1	5
Training provided leads to improve my performance (Q2)	275	3.08	1.08	1	5
I feel a strong desire to apply what they have learned during training (Q3)	275	3.40	1.21	1	5
The necessary training is given to ensure job effectiveness (Q4)	275	2.59	1.06	1	5
Employees participate in identifying their training needs with superiors (Q5)	275	2.54	1.10	1	5
Training leads me to reduce my mistakes (Q6)	275	3.11	1.07	1	5
The organization evaluates employee's performance after training (Q7)	275	2.48	1.05	1	5
Training that provide are enables to boost and affect positively the Employees' performance (Q8)	275	2.88	1.16	1	5
Mean of training	275	2.89	0.84	1.00	5.00

Source: own survey data (2020)

4.4.4 Organizational culture

As Table 4.8, the overall mean average value of organizational culture was 3.56. This shows more of the respondents, 65.15% (179) are positively agreed the organizational culture, 15.73% (43) of respondents are respond negatively and the remaining 19.14% (53) of respondents are undecided (see appendix 1.6).

As the majority of the respondents are familiar with the overall organizations shared values and beliefs, it shows that employees of the public sectors have a good understanding the shared values and beliefs, there is a culture of encouraging an employee who come up with new ideas, and employees are committed to the organizational mission and vision statement.

Table 4. 8 Bundle questions of organizational culture

Description	N	Mean	Std. Dev.	Min	Max
I am familiar with the overall organizations shared values and beliefs (Q1)	275	3.73	.774	1	5
There is a shared value of cooperation among employees (Q2)	275	3.61	.866	1	5
Employees are committed to the organization's vision, mission and goals (Q3)	275	3.35	1.015	1	5
We have a respect polite culture to one another in the organization (Q4)	275	3.71	.802	1	5
I am expected to have more individual responsibility for my job performance (Q5)	275	4.18	.745	1	5
Employees are flexible and adaptable when changes are necessary (Q6)	275	3.48	.960	1	5
The existing organization's values and beliefs motivated employees for high level of performance (Q7)	275	2.90	1.019	1	5
Mean of organizational culture	275	3.5654	.57265	1.71	5.00

Source: own survey data (2020)

4.4.5 Motivation

The below Table 4.9 shows that the average mean score of public sectors in the study area motivational practice is 2.18 which can be considered as low mean score. This also explained by average percentile 66.1 % (182) are disagree to the current motivational practice help to contribute higher level of job performance and 16.9 % (46) are agreed while the remaining 17.3% (47) are undecided (see appendix 1.7). Based on this response the researchers conclude that employees are not provide opportunities of promotion for high performing employee, not satisfied with their salary as compared as other organizations; the employee can't get a chance to upgrade their educational status, they may feel benefit packages are not satisfied; and recognition and promotional practice are not follow the rule and regulation. Therefore, the motivational practice should be designed carefully to improve employee performance.

Table 4.9 All over bundle questions of motivation

Description	N	Mean	Std. Dev.	Min	Max
My organization provides opportunities for promotion for high performing employees (Q1)	275	2.37	1.181	1	5
My salary is equitable when compared with other government and non-government sector (Q2)	275	1.57	.782	1	4
The organizations have given a chance to upgrade educational background by financial and other support motivates me to perform better at work (Q3)	275	2.24	1.223	1	5
My organization provides incentives that generally support my work (Q4)	275	2.12	.998	1	5
My salary payment is satisfactory in relation to what I do (Q5)	275	1.84	1.063	1	5
The organization motivations are given follow their motivation rules (Q6)	275	2.11	1.031	1	5
The motivation I got from the organizations contributes for high level of job performance (Q7)	275	2.10	1.040	1	5
Hard working employees are recognized (Q8)	275	2.47	1.134	1	5
Employees, who receive frequent feedback concerning their performance, are usually more highly motivated than those who do not (Q9)	275	2.84	1.098	1	5
Mean of motivation	275	2.1837	.72353	1.00	4.11

Source: own survey data (2020)

4.4.6 All over mean average of independent variables

As the below Table 4.10, indicates there are five independent variables are responded by 275 interviewers. As the result revealed that the total mean average was 3.03, these are indicates the five independent variables are slightly affect the employee performance. However, some variables such as strong organizational culture (mean=3.56), good physical working environment (mean= 3.29) and good leadership practice (mean= 3.21). The rest motivation (mean=2.18) this indicate the respondents decision in their organization were the motivation styles are not strictly follow the rule, in many public sectors motivation practices was limited and in the public sectors provide training packages were not attractive and value addition (mean=2.89).

Table 4. 10 All over mean value of independent variables

Description	N	Mean	Std. Dev.	Min	Max
Mean of physical working environment	275	3.2994	.72652	1.00	5.00
Mean of training	275	2.8911	.83552	1.00	5.00
Mean of organizational culture	275	3.5654	.57265	1.71	5.00
Mean of motivation	275	2.1837	.72353	1.00	4.11
Mean of leadership	275	3.2157	.75421	1.22	5.00
Mean of independent variable	275	3.0311	.45971	1.93	4.21

Source: own survey data (2020)

4.4.7 Employee job performance

Furthermore, the below Table 4.11, result shows that the average mean value of employee performance was 3.17. The respondent's response indicates 47.97% (132) of the respondent agree that perform their specific task following organizational procedures, their believe training is to improve their performance, the employee completed their work on time, the employees achieve those works without complaining, but still respondents of 30.81% (85) disagree while the remaining 21.19% (58) are undecided(see appendix 1.8). Based on this finding can also understand from the mean value 3.17 which shows that the responses are mostly inclining to agree on employee performance measures. Due to this, employees have slightly job performance because the mean value is considered as moderate. Therefore, the

researchers conclude that employees' of public organization have an average level job performance because they are highly dissatisfied with motivational and training practices.

Table 4. 11 Bundle questions of employee performance

Description	N	Mean	Std. Dev.	Min	Max
I believe strictly follow the policies and procedures of the organization's rule and regulation is affected by leadership (Q1)	275	3.02	1.018	1	5
Organizational environment factors affected me effectively use resources available including time and materials (Q2)	275	2.89	1.070	1	5
I believe training is improving my performance (Q3)	275	4.11	.780	1	5
I receive regular job performance feedback (Q4)	275	3.12	1.134	1	5
I believe there is fairness in the way my performance is assessed (Q5)	275	2.99	1.041	1	5
Organizational culture is good for employees in terms of enabling them effectively work with other employees (Q6)	275	3.20	1.003	1	5
I complete my work within the time allocated (Q7)	275	3.67	.915	1	5
Organizational environment factors have an effect on me work overtime to complete my tasks when needed (Q8)	275	2.86	1.062	1	5
Organizational environment factors affect the degree to which I do my work to meets our clients/customers' requirements (Q9)	275	2.97	1.030	1	5
My performance is limited by poor leadership of my supervisor (Q10)	275	2.78	1.149	1	5
My performance is measured against the productivity (Q11)	275	3.15	1.097	1	5
Employee's job performance is affected by the current motivational practice that the organization is trying to offer (Q12)	275	2.77	1.153	1	5
The organization physical environment is good for employees in terms of enabling them to optimally utilize their knowledge, skill and ability (Q13)	275	3.15	1.099	1	5
I do my work effectively without complaining (Q14)	275	3.65	1.001	1	5
Mean of employee performance	275	3.1702	.50422	1.36	4.50

Source: own survey result (2020)

4.5 Correlation Analysis between Independent variables and Dependent Variable

The hypotheses explained in the first chapter planned to investigate the relationship between independent variables which is (motivation, training, leadership, organizational culture, and working environment) and dependent variable (employees' job performance) in regional bureaus and zonal public sectors at Bahir Dar city. Correlation analysis is done to observe this relationship. The Pearson Correlation Coefficient is a statistic that indicates the degree to which variables are related to one another. The sign of a correlation coefficient positive and negative sign indicates the direction of the relationship between -1.00 and +1.00. Variables are either positively or negatively correlate. A positive correlation of the variables of independent and dependent shows a direct positive relationship between two variables. A negative correlation, on the other hand, indicates an inverse relationship between two variables (Ruud *et. al.*, 2012).

Table 4.12 below clearly shows that the relationship between two variables will be negligible, low, moderate, substantial, or very strong.

Table 4. 12 Correlation coefficient table

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 upto 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Joe W. Kotrlik, J. C. Atherton, A. Williams and M. KhataJabor.(2011)

Thus, on the below Table 4.13, results showed that any corresponding change in the independent variables such as increase relevant training, increase motivational practices, improved leadership practice, improvement in organizational culture, and improvement in physical working environment will have a positive relationship on the dependent variable of employees' job performance.

Table 4. 13 Correlations table

Variables		motivat ion	organizatio nal culture	trainin g	physical working environment	leaders hip	Employee perform ance
motivation	Pearson Correlation	1	.331**	.295**	.395**	.404**	.541**
	Sig.		.000	.000	.000	.000	.000
	N	275	275	275	275	275	275
organizatio nal culture	Pearson Correlation	.331**	1	.117	.153*	.427**	.399**
	Sig.	.000		.052	.011	.000	.000
	N	275	275	275	275	275	275
training	Pearson Correlation	.295**	.117	1	.092	.145*	.264**
	Sig.	.000	.052		.129	.016	.000
	N	275	275	275	275	275	275
physical working environme nt	Pearson Correlation	.395**	.153*	.092	1	.225**	.383**
	Sig.	.000	.011	.129		.000	.000
	N	275	275	275	275	275	275
leadership	Pearson Correlation	.404**	.427**	.145*	.225**	1	.450**
	Sig.	.000	.000	.016	.000		.000
	N	275	275	275	275	275	275
employee performanc e	Pearson Correlation	.541**	.399**	.264**	.383**	.450**	1
	Sig.	.000	.000	.000	.000	.000	
	N	275	275	275	275	275	275

**, * Correlation is significant at 0.01 level and at 0.05 level (2-tailed) respectively.

Source: Own survey result (2020)

Motivation

As it is clearly indicated in the above table 4.13, the results show that there is a significant positive relationship was found between each of the independent variables with the dependent variable. However, the strength of the relationship is differed. The highest relationship was found between motivation and employee performance ($r = .541$, $p < .01$). Moreover, the value of the correlation coefficient, which is .541, falls under the coefficient range of (0.50 to 0 .69) based on table 4.12. This indicates that a substantial relationship between motivation and performance of employees.

Leadership

There is a significant positive relationship between leadership and performance of employees. Due to the reason that the ($r=0.450$, $p<0.01$) the value of the correlation coefficient, which is falls under the coefficient range of (0.30 to 0.49). This indicates that a moderate relationship between leadership and employees' performance.

Physical working environment

Moreover, the Table 4.13 presents the association between the selected variables and employees' performance. There is moderate, however statistically significant relationship between physical working environment and performance ($r=0.383$, $p<0.01$). This would imply that, the moderate relationship between physical working environment and employees' performance.

Organizational culture

The result of organizational culture on table 4.13 above further indicates that, there is a moderate positive correlation between organizational culture and employees' performance ($r=0.383$, $p<0.01$), this indicates a moderate relationship between organizational culture and employees' performance.

Training

As indicated, the Table 4.13 there is a positive relationship between training and employees' performance. Because the value of the correlation coefficient ($r= .264$, $p<0.01$), which is falls under the coefficient range of (0.10 to 0.29). This indicates that there is a low relationship between training and employees' performance, but it is least correlated factor compared to others.

Finally, on the above Table 4.13, results showed that any corresponding change in the independent variables such as increase relevant training, increase motivational practices, improved leadership practice, improvement in organizational culture, and improvement in physical working environment would have a positive relationship on the dependent variable of employees' job performance.

Determining the degree of association between the selected internal factors (training, motivation, leadership, organizational culture and working environment) and employees' job performance is the main purpose of conducting an analysis using Pearson correlation. So, in this section the first five hypotheses were tested based on the correlation result summarized in Table 4.13.

4.6 Hypothesis Testing by Correlations Analysis

Hypothesis 1

Alternative hypothesis (H1): Leadership has a positive relationship on employees' job performance. As indicated in the below Table the correlation coefficient result of leadership in regional and zonal public sectors at Bahir Dar city is ($r = .45$, $p < 0.01$). This implies the presence of moderate relationship between leadership and employees' job performance in the study area, which is statistically significant. Therefore, the alternative (H1) hypothesis was accepted.

Hypothesis 2

Alternative hypothesis (H1): Physical Working environment has a positive relationship on employees' job performance. From the Table 4.13 it can be conclude that physical working condition ($r = 0.383$, $p < 0.01$) is positively correlated with employee performance. This implies the presence of moderate relationship between physical working environment and employees' job performance in the study area, which is statistically significant at 1% level of significance. In addition, change in physical working environment given to employees has a corresponding effect on job performance of employees. Therefore, the prior assumption was accepted or alternative hypothesis was accepted.

Hypothesis 3

Alternative hypothesis (H1): Training has a positive relationship on employees' job performance. The result it indicates that the existing training practice of the public sectors in the study area ($r = .264$, $p < 0.01$) is low and positive relation, the data showed that statistical significantly. This means an increase in training activities will bring an increment in employees' job performance. Therefore, prior expectation was accepted.

Hypothesis 4

Alternative hypothesis (H1): H₁: Organizational culture has a positive relationship on employees' job performance. The Table it shows that organizational Culture ($r=.399$, $p<0.01$) is positively correlated with employee performance. This implies the presence of moderate relationship between organizational culture and employees' job performance. This is statistically significant at 1% level of significance as the result revealed that change in organizational culture has a corresponding effect on job performance of employees. Therefore, the alternative (H1) hypothesis was accepted.

Hypothesis 5

Alternative hypothesis (H1): Motivation has a positive relationship on employees' job performance. As indicated in the correlation Table 4.18, the correlation coefficient result of motivational practice is ($r= .541$, $p<0.01$). This implies the presence of significant association between motivational practice and employees' job performance. This is statistically significant at 1% level of significant. Therefore, the alternative hypothesis (H1) is accepted.

4.7 Regression Analysis

Multiple linear regression analysis is used to measure the statistical significance of the effect of each individual independent variable on the dependent variable through F and P value. This measurement is made by inferring the value of R² to explain the magnitude of the effect of the independent variable on the dependent variable. Here below depicted and explained are the linear regression of various independent variables and dependent variable.

On below Table 4.14 the relationship between training and employees' job performance is significant ($P<0.01$). F value, which is the ratio of variance between groups and variance within groups, is well above one (if F value is close to 1, it implies that the null hypothesis is accepted). As a result, the alternative hypothesis (H1) which states that training has effect on employees' job performance is accepted. Similarly relationship between motivation and employees' job performance is significant ($P<0.01$, $F >1$), which ultimately illustrates that the alternative hypothesis (H1) was accepted, leadership was significant relationship on employees' job performance ($P<0.01$, $F>1$). Hence, it is concluded that the alternative

hypothesis is accepted and Organizational Culture and employees' job performance ($P < 0.01$, $F > 1$) was a significant relationship so the prior expectation was accepted and physical working environment is a significant relationship on employees' job performance ($P < 0.01$, $F > 1$). Hence, it is concluded that the alternative hypothesis (H1) which states that physical working environment has effect on employees' job performance is accepted.

Table 4. 14 ANOVA table

Variables		Sum of Squares	df	Mean Square	F	Sig.
Leadership	Between Groups	31.531	33	.955	8.731	.000
	Within Groups	26.374	241	.109		
	Total	57.904	274			
Physical working environment	Between Groups	23.119	26	.889	6.339	.000
	Within Groups	34.786	248	.140		
	Total	57.904	274			
Training	Between Groups	24.247	28	.866	6.329	.000
	Within Groups	33.657	246	.137		
	Total	57.904	274			
Organizational culture	Between Groups	28.735	22	1.306	11.284	.000
	Within Groups	29.169	252	.116		
	Total	57.904	274			
Motivation	Between Groups	37.683	26	1.449	17.776	.000
	Within Groups	20.221	248	.082		
	Total	57.904	274			

Source: survey data (2020)

4.7.1 Multiple linear regression analysis

Regression analysis is a systematic method that can be used to investigate the effect of one or more predictor variables on dependent variable. That is, it allows us to make statements about how well one or more independent variables will predict the value of a dependent variable. Specifically this multiple regression was conducted in order to investigate the effect overall

bundle of selected determinant factors on employees' job performance which is clearly stated at hypothesis 6.

Hypothesis: 6

Alternative hypothesis (H1): The overall bundle of determinant factors has an effect on employees' job performance.

Table 4. 15 Multiple Linear Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.648a	.419	.409	.38775

^aPredictors: (Constant), motivation, training , organizational culture, physical working environment, leadership

^bDependent Variable: employee performance
Source: survey data (2020)

As shown in the above Table 4.15, the overall bundle of determinant factors of the five independent variables such training, motivation, leadership, organizational culture and working environment explains 41.9% ($R^2 = 0.419$) of the dependent variable (employees' job performance). This suggests that 41.9% of employees' job performance level in the public sector clearly depends on the independent variables while the remaining 59.1% is determined by other unobserved errors in this study. Since as the data show Table 4.16, the result $F=38.866$ which is greater than 1 and $P<0.01$ we can conclude that the combination of determinant factor have positive effect on employees' job performance which is statistically significant at less than 1% level of significance. Thus, this study accepts the alternative hypothesis.

Table 4. 16 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.217	5	5.843	38.866	.000b
	Residual	40.444	269	.158		
	Total	69.661	274			

a Dependent Variable: employee performance, b Predictors: (Constant), motivation, training , organizational culture, physical working environment, leadership

From the below Table 4.17, the analysis easily showed the relative contribution of each of the different variables by taking the coefficient. The higher the coefficient value, the strongest its contribution becomes. The analysis revealed that the statistical significance of each variables training ($P < 5\%$), motivation ($P < 1\%$), leadership ($P < 1\%$), organizational culture ($P < 1\%$) and physical working environment have a statistically significant contribution ($P < 1\%$) for the prediction of the dependent variable. Therefore, the study concluded that the selected variables of organizational environment factor positively and significantly affected employees' performance.

Motivation

The motivational practice ($\beta = .208$) makes the strongest unique contribution to explaining the dependent variable in which the results revealed that, a one unit increase or positive change in motivational practices would lead to a 0.208 unit increase the level of employees' job performance the other variables held constant. This result line with Gitongu *et al.*, (2016); Diamantidis and Chatzoglou (2018); Gebregziabher Hailesilasie, (2009), these studies investigate motivation factors have positive and significant effect on employees' performance.

Organizational culture

Organizational culture ($\beta = .154$) this result indicates that increase organizational culture the probability of employee performance also increase or a positive change by 0.154 unit the other variables held constant. This result similar with Thao & Hwang (2002); Agwu, (2014), thus studies identified organization cultures was a positive change for employee performance.

Physical working environment

Physical working environment the prior expectation was a positive influence to employee performance, in this result line with prior expectation this mean a unit of physical working environment increase the probability of employee performance will be increase by 0.128 unit. The result agreed with Al-omari and Okasheh (2017) and Kihia, (2016) the authors indicated that fulfillment of physical working environment that affect to employee performance positively. On the hand a contrary result with Thao & Hwang(2002) these study indentify the

physical working environment is not an important factor that influence for employee performance.

Leadership

Leadership has positive effect on employee performance in the prior expectation, the result revealed that a positive change of leadership that affect the employee performance by 0.132 unit the other variables held constant. In this result agreed with Rochelle Joy Belonio (2013); Agwu, (2014); Iqbal *et al.*, (2015) and Diamantidis and Chatzoglou,b(2018), leadership was a positive significant change for employee performance.

Training

Training the previous expectation there is positive and significant effect factor for employees' performance; the analysis result revealed that a positive change of training that affect the employee performance by 0.06 units the other variables held constant. The result line with zafar *et al.*, (2017), training was a positive effect for employee performance.

Table 4. 17 Multiple Regression Coefficient

Model 1	Coeff.		t	Sig.	
	Unstandardized				Standardized
	Coefficients				Coefficients
	B	Std. Error	Beta		
(Constant)	1.129	.184		6.139	.000
Leadership	.132	.036	.198	3.652	.000
Physical working environment	.128	.035	.184	3.626	.000
Training	.066	.029	.110	2.255	.025
Organizational culture	.154	.046	.175	3.344	.001
Motivation	.208	.040	.298	5.249	.000

a Dependent Variable: Mean of employee performance

Table 4. 18 Variables of the study

Independent Variable (IV)	Dependent variable (DV)
Leadership	Employee job performance
Organizational culture	
Physical working environment	
Training	
Motivation	

4.7.2 Hypothesis Testing by regression analysis

The regression analyses presented in table 4.16 and 4.17: reveals the results of the effects of the factors making up the independent variables in a more inclusive manner to test the research hypotheses. The detail discussion of each of the hypotheses based on the regression analyses results are presented below.

Hypothesis 1

H1: Shows Leadership has a positive relationship effect on employees' job performance relationship between Leadership and employee performance ($\beta = 0.132$, $p < 0.01$) and $P = 0.00$, the hypothesis of leadership has been a positive and significant effect on employee performance. Therefore, the alternative (H1) hypothesis was accepted.

Hypothesis 2

H1: Shows Physical Working environment has a positive relationship effect on employees' job performance relationship between Physical Working environment and employee performance ($\beta = 0.128$, $p < 0.01$) and $P = 0.00$, the hypothesis of Physical Working environment has been a positive and significant effect on employees' performance. Therefore, the alternative (H1) hypothesis was accepted.

Hypothesis 3

H1: Shows Training has a positive relationship effect on employees' job performance relationship between Training and employee performance ($\beta = 0.066$, $p < 0.05$) and $P = 0.025$, the hypothesis of Training has been a positive and significant effect on employees' performance. Therefore, the alternative (H1) hypothesis was accepted.

Hypothesis 4

H1: Shows Organizational culture has a positive relationship effect on employees' job performance relationship between Organizational culture and employees' performance ($\beta = 0.154$, $p < 0.01$) and $P = 0.001$, the hypothesis of Organizational culture has been a positive and significant effect on employee performance. Therefore, the alternative (H1) hypothesis was accepted.

Hypothesis 5

H1: Shows Motivation has a positive relationship effect on employees' job performance relationship between Motivation and employee performance ($\beta = 0.208$, $p < 0.01$) and $P = 0.00$, the hypothesis of Motivation has been a positive and significant effect on employees' performance. Therefore, the alternative (H1) hypothesis was accepted. In similarity to this result, studies have suggested the potential link between motivation and employee performance.

Summary of Hypothesis Testing

Table 4. 19 Summary of Hypothesis testing

Developed Hypothesis	Test result (decision)
Alternative hypothesis (H1): Training has a positive relationship and significant effect on employees' job performance	Accepted
Alternative hypothesis (H1): Motivation has positive relationship and significant effect on employees' job performance.	Accepted
Alternative hypothesis (H1): Leadership has a positive relationship and significant effect on employees' job performance.	Accepted
Alternative hypothesis (H1): Organizational culture has a positive relationship and significant effect on employees' job performance.	Accepted
Alternative hypothesis (H1): Working environment has a positive relationship and significant effect on employees' job performance.	Accepted
Alternative hypothesis (H1): The overall bundle of determinant factors has employees' job performance. has effect on employees' job performance	Accepted

Chapter 5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This research had an aim of investigating the effect of selected organizational factors which are training, motivation, leadership, organizational culture and physical working environment on employees' job performance. This was done by investigating effect and the relationship between each determinant factors and employees' job performance using both descriptive and inferential statistics analysis to determine the extent of change in employees' job performance due to the selected organizational environmental factors. In addition, the study examined how well employees are performing their job in the public organization of Amhara regional bureaus and zonal departments of Bahir Dar city administration by looking at their mean scores of the response of the sample respondents, which is summarized under the descriptive statistical analysis.

In this section, summary of findings, conclusions and suggested recommendations were illustrated in detail.

5.1 Summary of Findings

The researcher found out that employees were dissatisfied with motivation and training practice of the public organization. While other factors such as leadership, physical work environment and organizational culture employees' were moderately satisfied. From this result shows that employees of regional bureaus and zonal departments of public organization at Bahir Dar city are moderately agreed or satisfied with the internal factors practice. Still these practices need improvements so that employees will bring the better result that as the organizations expects from its employees. Especially the motivational and training practice of the organization which have the lowest satisfaction of employees', are in need of greater attention. In addition, performance of employees in the organizations under this study is an average level job performance.

The correlation result revealed that the organizational environment factors which is leadership, training, physical working environment, organizational culture and motivation has a positive and significant relation with the employees' performance. This implies that any corresponding change in the independent variables such as increase relevant training, increase motivational practices, improved leadership practice, improvement in organizational culture,

and improvement in physical working environment would have a positive relationship on the dependent variable of employees' job performance. Based on the correlation result the whole alternative hypothesis was accepted.

The multiple linear regression result revealed that which are incorporated in the regression model. Therefore, internal organizational environment factors are leadership, physical working environment, organizational culture, training and motivation that affect positively and significantly on employees' performance which is statistically significant. So the researchers' conclude that accepts the alternative hypothesis.

5.2 Conclusion

The study, after doing different analyses that the research objectives need, arrived and based on the major findings, the following conclusions were made: Determinant internal factors examined in this study such as motivation, leadership, training, physical work environment and organizational culture in the study area are not being implemented properly as they have to be put into effect. That means there are still limitations in implementing these practice.

Regardless of, moderately well implementation of the regional and zonal public organizational practices, the job performance of employees is not bad. However, the public sectors still not get utilize the full potentials of its human recourses due to the above limitations in implementing the human resource management practices properly.

As result shown from correlation results, that leadership, organizational culture, motivation, physical working environment and training has significant positive relation on employee performance.

Multiple linear regression analysis result indicates motivation, leadership, training, physical working environment and organizational culture were positive significant factors on employees' job performance in public organization, means positive or a unite change of motivational practice, leadership, training, physical working environment and organizational culture that positively affect on employee performance.

Moreover, the overall bundles of organizational environment factors incorporated in this study have positive effect on employees' job performance. For that reason, some extent of the

employees' job performance is explained by leadership, motivation, training, organizational culture and physical working environment in the study regional bureaus and zonal departments of Bahir Dar city administration public organization.

5.3 Recommendation

The study investigated that the public organization has limitations in properly implementing of the internal factors assessed in this research, which are leadership, organizational culture, training, motivation, and physical working environment. Hence, the management of the public sector should review their Human resource management implementations. In doing, so ensuring the participation of employees from every level in the organization is indispensable. Because, it is essential to get enough direct input concerning the human resource related factors that affect employees. This is helpful in developing smart human resource policies that could inspire employees for enhanced job performance. If not employees may no longer stay working in this public sectors where:

- They do not get adequate training to reduce difficulties in order to discharging their responsibilities, no equitable salary and no fair promotion, without freedom in making decision related to their job, no culture of encouraging for an employee who score high level of job performance, and poorly designed office layout which may lead to risk for that specific job.

Since training was found to be a positive predictor of employees' job performance, the public sectors should engage in increasing the qualities and quantities of the training program so as to increase their employee's performance which helps the public sectors to make best use of its human resources in favor of gaining competitive advantage; enhance employees' ability to adapt to the changing and challenging work behavior and technology for better performance; increase their knowledge to develop creative and problem solving skills. So the organization must be designed provide quality and quantities training should give their employee, after training monitor, evaluate the training, and readjust the drawbacks.

A positive motivational practice can be achieved through that: management should increase compensation in accordance with work experience and in equitable manner within the public sectors and equitable when compare to others which are in the same industry on the basis

assessments of the job relative internal value and of the external relativity's i.e. market rate. Besides, to equitable salary payment, recognition and promotion programs should be regularly considered to recognize good job performer of the employee. Promotional opportunities should also be administered based on employees performance evaluation score in a fair and transparent way in which considers all employees equally without any discrimination. And alternative forms of reinforcement should also be introduced and used frequently, including verbal reinforcement and priority for educational opportunities for employees who excel in their job performance.

The study concludes leadership has significant contribution account for variance in job performance. The researcher therefore, recommend that public sectors, which want to be more competitive should consider adopting a more democratic leadership style that give room for employee participation and freedom in decision-making, treating all in equal way, help to communicates freely on the goals of the organization, inspires staffs.

The organizational culture should be binding on all public sectors as this will encourage uniformity among members of the public sectors which can be achieved through orientation and different training programs and thus which can bring to enhance individual commitment to the goals of the government organizational and also improve group efficiency. Since the shared values and beliefs mostly adopted from top level management thus the organization should give recognition, and verbal reinforcement who has being a role model of good performer and familiar with organization's values and beliefs in exchange of encouraging, and respecting his/her subordinates.

As we infer the result shows in the finding that physical working environment has positive significant relationship with employees' job performance thus, management should provide a better physical working environment to its employees, which is adequate in terms of offering adequate facilities and resources to do their job effectively; and conducive in terms of space, seating arrangement (ergonomic), ventilation, and lighting for maximum comfort, efficiency, safety, and ease of use which particularly true for those employees who spend most of the day operating their activities.

In addition, the public sectors should make the layout and seating arrangement apply in a consistent way with clear procedure through sectors in order to be standardized.

Since employee's job performance is one of the important factor for public sectors to achieve their work. Thus, the public sectors must avoid discouraging culture in order to have positive effect on employees' job performance. As we know, every individual has different culture, value, and beliefs from his own. So, in order to modify the existing unnecessary culture, management should notify and made to learn the modification of the old culture that will negatively effect on their job performance.

5.4 Further Research Work

This research work was limited to identify the effect of organizational environment factor on employee performance such limited factors are the data collected a cross-sectional survey, only five variables used and the target population focus on only service sectors. Therefore, the future research works to identify the all determinants that effect on employee performance by using different variable combination in the analysis, use a longitudinal data and different sectors.

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Appendices 1. 1 English version questionnaire

Bahir Dar University
College of Business and Economics
Department of Management

Questionnaire prepared for public employees in Bahir Dar city

Dear respondents, I am a postgraduate student at Bahir Dar University, and currently conducting a research leading to MBA degree at the university. The title of the research is **“Effects of Organizational Environment on Employees Performance: The Case of Public Organization at Bhir Dar city”**.

The successful completion of the study and the realization of its objectives however considerably depend on your willingness and cooperation to provide necessary data for the research.

The information you provide is solely for research and academic purpose. Participation in the study is based on your free will and consent; you are not obliged to do so. **There is no penalty or loss of benefit for non-participation**. You are free to withdraw any time and without giving a reason as well. There are no foreseen risks of participation (and/or no research related adverse event expected) in the study; the information you provide will not bring any harm or injury whatsoever.

Finally, I confirm you that the information that you share me will be kept **confidential** and **only used for the academic purpose**. No individual’s responses will be identified as such and the identity of persons responding will not be published or released to anyone. All information will be used for academic purposes only.

General Instructions

- Do not write your name in any part of the questionnaire
- Your honest response is vital for the success of the study
- In this research **organizational environment factors includes training, motivation, organization culture, physical working environment and leadership**
- Please put a tick mark “√” your choices

I thank you

Part I-Personal profile of Respondents

1. Gender: 1. Female 2. Male
2. Age: 1. 20-29 2. 30-39 3. 40-49 4. 50+
3. Marital Status 1. Single 2. Married 3. Divorce
4. Your level of education 1. Diploma 2. Degree 3. Masters 4. PhD
5. Others state here-----
5. Your experience in your current organization (years):
1. <1 year 2. 1-3 years 3. 4-6 years 4. 7-9 years 5. Over 10 years
6. Job Department : _____
7. Respondent job position: 1. Department Head 2. Experts

Part II: Information about Specific Objectives

This section is seeking your opinion regarding the effect of organizational environment factors on employee performance.

Please put a tick mark “√” in front of the boxes of your choice once only. By rate your response based on the following weighted scale

1= strongly disagree (SD); 2= disagree (DA); 3 = undecided (UD); 4= agree (AG) and (5) = strongly agree (SA)

No	Questions	1 SD	2 DA	3 UD	4 AG	5 SA
1	LEADERSHIP					
1.1	I get the support of my supervisors all the time when needed.					
1.2	I am satisfied with freedom to make decision on my role affairs.					
1.3	I have the opportunity to participate when decisions are made.					
1.4	My supervisor supports me to achieve the organization objectives.					
1.5	I get a clear direction from supervisor in which the organization is headed hence motivating me to work.					
1.6	My supervisor helped me when I have problems in applying my new skills in training.					
1.7	My supervisor is unbiased and treats equally every employee without discrimination.					

No	Questions	1 SD	2 DA	3 UD	4 AG	5 SA
1.8	The existing Leadership style motivate employees for high level of Performance.					
1.9	My supervisor gives me regular feedback on my job performance.					
2	PHYSICAL WORKING ENVIRONMENT					
2.1	I am provided with adequate facilities and resources to do my job Effectively.					
2.2	The physical surrounding where I am working is comfortable and convenient to perform my job.					
2.3	The working condition like space, seating arrangement, ventilation, refrigerator, lighting etc. helped me to do my duties in better way.					
2.4	Our offices and workspaces are well designed.					
2.5	The level of cleanliness of the physical environment here is good.					
2.6	The temperature at my workplace is moderate and has good air conditions.					
2.7	The physical surrounding where I am working is Noise-free.					
3	TRAINING					
3.1	After training I had a comprehensive understanding of the knowledge learned in training program.					
3.2	Training provided leads to improve my performance.					
3.3	I feel a strong desire to apply what they have learned during training.					
3.4	The necessary training is given to ensure job effectiveness.					
3.5	Employees participate in identifying their training needs with superiors.					
3.6	Training leads me to reduce my mistakes.					
3.7	The organization evaluates employee's performance after training					
3.8	Training that provide are enables to boost and affect positively the Employees' performance.					
4	ORGANIZATIONAL CULTURE					

No	Questions	1 SD	2 DA	3 UD	4 AG	5 SA
4.1	I am familiar with the overall organizations shared values and beliefs.					
4.2	There is a shared value of cooperation among employees.					
4.3	Employees are committed to the organization's vision, mission and goals.					
4.4	We have a respect polite culture to one another in the organization.					
4.5	I am expected to have more individual responsibility for my job performance.					
4.6	Employees are flexible and adaptable when changes are necessary.					
4.7	The existing organization's values and beliefs motivated employees for high level of performance.					
5	MOTIVATION					
5.1	My organization provides opportunities for promotion for high performing employees.					
5.2	My salary is equitable when compared with other government and non-government sector.					
5.3	The organizations have give a chance to upgrade educational background by financial and other support motivates me to perform better at work.					
5.4	My organization provides incentives that generally support my work.					
5.5	My salary payment is satisfactory in relation to what I do.					
5.6	The organization motivations are given follow their motivation rules.					
5.7	The motivation I got from the organizations contributes for high level of job performance.					
5.8	Hard working employees are recognized.					
5.9	Employees, who receive frequent feedback concerning their performance, are usually more highly motivated than those who do not.					
6	EMPLOYEE PERFORMANCE					
6.1	I believe strictly follow the policies and procedures of the organization's					

No	Questions	1 SD	2 DA	3 UD	4 AG	5 SA
	rule and regulation is affected by leadership.					
6.2	Organizational environment factors affected me effectively use resources available including time and materials.					
6.3	I believe training is improving my performance.					
6.4	I receive regular job performance feedback.					
6.5	I believe there is fairness in the way my performance is assessed.					
6.6	Organizational culture is good for employees in terms of enabling them effectively work with other employees.					
6.7	I complete my work within the time allocated.					
6.8	Organizational environment factors have an effect on me work overtime to complete my tasks when needed.					
6.9	Organizational environment factors affect the degree to which I do my work to meets our clients/customers' requirements.					
6.10	My performance is limited by poor leadership of my supervisor.					
6.11	My performance is measured against the productivity.					
6.12	Employee's job performance is affected by the current motivational practice (like salary, benefit, recognition, promotion, etc.) that the organization is trying to offer.					
6.13	The organization physical environment is good for employees in terms of enabling them to optimally utilize their knowledge, skill and ability.					
6.14	I do my work effectively without complaining.					

Finally, write your view about the overall organizational performance:

Thank you again for your cooperation!!

ባህርዳር ዩኒቨርሲቲ
ንግድና ኢኮኖሚክስ ኮሌጅ
ስራ አመራር ትምህርት ክፍል

በባህር ዳር ከተማ ለሚገኙ የክልል ቢሮዎች እና መምሪያዎች ላሉ ሰራተኞች የተዘጋጀ መጠይቅ

ዉድ የዚህ መጠይቅ መላሾች:-

እኔ በባህር ዳር ዩኒቨርሲቲ ስራ አመራር ትምህርት ክፍል የሁለተኛ ዲግሪ ተማሪ ስሆን በአሁኑ ሰዓት በንግድ አስተዳደር የት/ት ዘርፍ ላይ በባህርዳር ከተማ የሚገኙ የክልል ቢሮዎች እና መምሪያዎች የሚኖሩ ሰራተኞችን አፈፃፀም ውጤታማነት የሚያስከትል ተቆማዊ ተጽኖዎች በሚል የመመረቂያ ጽሁፍ በመስራት ላይ እገኛለሁ።

የዚህ ጥናታዊ ዕሁፉ በተሳካ ሁኔታ ለማጠናቀቅና የታሰበለትን ዓላማ እዉን ለማድረግ መረጃ በመስጠት የእርስዎ መልካም ፈቃድና ትብብር ወሳኝነት አለዉ።

ከእርስዎ የሚሰበሰበዉ መረጃ የምርምር ሂደቱን እና ስነ-ምግባሩን ጠብቆ ለጥናቱ ዓላማ ብቻ የሚዉል ነዉ። የእርስዎ ተሳትፎ የሚወሰነዉ በእርስዎ ሙሉ ፍቃደኝነትና ስምምነት ሲሆን በዚህ መጠይቅ በመሳተፊዎም ሆነ ባለመሳተፊዎ የሚያጡት ነገር የለም። ያለ ምንም ቅድመ ሁኔታዎች/ምክንያቶች መጠይቁ ላይ አለመሳተፍ/ራስዎን ማግለል ይችላሉ። የሚሰጡት መረጃ በእርስዎ ላይ የሚያመጣው ምንም አይነት ጉዳት አይኖርም።

በመጨረሻም ለእኔ ያጋሩት መረጃ በምስጢር እንደሚያዝ እና ለትምህርታዊ ዓላማ ብቻ ጥቅም ላይ እንደሚውል በእኔ እና በባህርዳር ዩኒቨርሲቲ ስም አረጋግጣለሁ። የተሰጡ ምላሾችም ሆነ የመላሾች ማንነት በህትመትም ይሁን በሌላ ማናቸው መንገድ የሚገለጽበት ሁኔታ አይኖርም። ሁሉም መረጃዎች ለትምህርታዊ ዓላማ ብቻ ጥቅም ላይ ይውላሉ።

አጠቃላይ መመሪያዎች:-

የትኛዉም የመጠይቁ ክፍል ላይ ስም መጻፍ አያስፈልግም

የእርስዎን ምርጫ ለማመልከት ይህን ምልክት (✓) ያስቀምጡ

1. በዚህ የምርምር ጥናት ውስጥ፡- የተቋማዊ አካባቢ ሁኔታዎች ውስጥ የሚካተቱ ስልጠና ፣ ማበረታቻ፣ የተቋማዊ ባህል፣ የአካል የስራ ቦታዎች እና አመራር ይገኙባቸዋል

መጨረሻ ላይ ባለው ክፍት ቦታ የተሰማዎትን አጭርና ግልፅ አስተያየት ያስቀምጡ

ለትብብርዎ በጣም አመሰግናለሁ!!

ክፍል አንድ፡የመላሾች ግለ-ታሪክ

በእያንዳንዱ ዐረፍተ-ነገር ጎን ከተሰጡት የመልስ አማራጮች እርስዎ የሚስማሙበትን መልስ አንዱን ብቻ በመምረጥ ይህን ምልክት (✓) ፊት ለፊት በተቀመጠው ባዶ ሳጥን ውስጥ ያስቀምጡ።

- 1 ጾታ፡- 1. ወንድ 2. ሴት
- 2. እድሜ ፡- 1. ከ20-29 2. 30-39 3. 40-49 4. 50+
- 3. የጋብቻ ሁኔታ፡ 1. ያላገባ/ች 2. ያገባ/ች 3. የፈታ/ች
- 4. የትምህርት ደረጃ፡- 1. ዲፕሎማ 2. ዲግሪ 3. ሁለተኛ ዲግሪ 4. ዶ/ር
- 5. ሌላ ካለ ይገለጽ
- 5. አሁን በሚሰሩበት ተቋም ያገልግሎት ጊዜ፡ 1. ከ1 አመት በታች 2. ከ1-3 አመት
- 3. ከ4-6 አመት 4. ከ7-9 አመት 5. ከ10 አመት በላይ

6. የስራ ክፍል፡- _____

7. የስራ ደረጃ፡- 1. የስራ ክፍል ኃላፊ 2. ባለሙያ

ክፍል ሁለት፡ የሰራተኞችን አፈፃፀም ውጤታማነት ሊወስኑ የሚችሉ ተጽኖዎች

በዚህ ክፍል የሰራተኞችን አፈፃፀም ውጤታማነት ሊወስኑ ስለሚችሉ ተጽኖዎች በተመለከተ የእርስዎን ግላዊ አመለካከት ለማወቅ ነው። በእያንዳንዱ ዐረፍተ-ነገር ጎን ከተሰጡት የመልስ አማራጮች እርስዎ የሚስማሙበትን መልስ አንዱን ብቻ በመምረጥ ይህን ምልክት (✓) ፊት ለፊት በተቀመጠው ባዶ ሳጥን ውስጥ ያስቀምጡ።

የመልስ አማራጮች፡-

1 = በጣም አልስማማም፣

- 2 = አልስማማም፤
- 3 = ገለልተኛ ነኝ፤
- 4 = እስማማለሁ፤
- 5 = በጣም እስማማለሁ።

መጠይቅ	ተ.ቁ	መግለጫ	የመልስ አማራጮች				
			1	2	3	4	5
1. አመራር	1.1	አስፈላጊ ሆኖ ሲገኝ ያለቃየን ድጋፍ በማንኛውም ሰዓት አገኛለሁ					
	1.2	እኔ በሚመለከቱ ጉዳዮች ላይ ውሳኔ የማድረግ ነፃነት አግኝቻለሁ					
	1.3	ውሳኔዎች ሲደረጉ የመሳተፍ ዕድል አለኝ					
	1.4	የተቋሙን ዓላማዎች እንዲሳኩ የስራ ኃላፊዎ ድጋፍ ያደርግልኛል					
	1.5	ተቋሙ የሚመራበትን ግልጽ አሰራር ከኃላፊዎቻቸው በማግኘቱ ለስራ አነሳስተኛል					
	1.6	አዲሱን ስልጠናዬን ተግባራዊ ለማድረግ ችግር ሲያጋጥመኝ የሥራ ኃላፊዬ ረድቶኛል					
	1.7	የእኔ የስራ ኃላፊ ያለ አድልዎ እና በኩልነት እያንዳንዱ ሠራተኛ ይመለከታል					
	1.8	አሁን ያለው የአመራር ስልት/ዘይቤ/ ሠራተኞቹን ለከፍተኛ የሥራ አፈፃፀም ያነሳሳል					
	1.9	የሥራ ኃላፊዬ በእኔ ስራ አፈፃፀም ላይ መደበኛ ግብረመልስ ይሰጠኛል					
2. ቁሳ አካላዊ አካባቢ	2.1	ሥራዬን ውጤታ በሆነ መንገድ ለማከናወን የሚያስችል በቂ መገልገያዎችና ሀብቶች ተሰጥተዋል					
	2.2	እየሠራሁበት ያለው አካባቢ ሥራዬን ለመሥራት ምቹ እና ተስማሚ ነው					
	2.3	በተሻለ መንገድ ስራዬን ለማከናወን እንደ ቦታ፣ የመቀመጫ አቀማመጥ፣ አየር ማቀዝቀዣ፣ መብራት እና የመሳሰሉት መኖራቸው ረድተውኛል					
	2.4	ቢሮዎቻችን እና የሥራ ቦታዎቻችን በጥሩ ሁኔታ የተሠሩ ናቸው					
	2.5	የመስሪያ አካባቢው ያለው የንጽህና ሁኔታ ጥሩ ነው					
	2.6	የመስሪያ ቦታዎ ያለው የአየር ጸባይ ምቹ እና ተስማሚ ነው					
	2.7	እየሠራሁበት ያለው አካባቢ ሁኔታ ከድምጽ ብክለት ነፃ ነው					
3. ስልጠና	3.1	ከስልጠና በኋላ በስልጠና ኘሮግራም ውስጥ የተካተተውን የተሟላ ግንዛቤ የመረዳት እውቀት አግኝቻለሁ					
	3.2	የተሰጠው ስልጠና አቅምን አሻሽሎልኛል					
	3.3	በስልጠና ጊዜ የተማርኩትን ተግባራዊ ለማድረግ ከፍተኛ ፍላጎት አለኝ					

መጠይቅ	ተ.ቁ	መግለጫ	የመልስ አማራጮች				
			1	2	3	4	5
	3.4	የሥራ ውጤታማነትን ለማረጋገጥ አስፈላጊው ስልጠና ተሰጥቷል					
	3.5	ሰራተኞቹ ከኃላፊዎች ጋር በመሆን የስልጠና ፍላጎታቸውን ለመለየት ይሳተፋሉ					
	3.6	ስልጠና ስህተቶቹን ለመቀነስ እረድቶኛል					
	3.7	ከስልጠና በኋላ ተቋሙ የሰራተኞችን ብቃት ይገመግማል					
	3.8	የሚሰጡ ሥልጠናዎች የሰራተኞቹን አፈፃፀም ለማሳደግ እና አዎንታዊ ተጽዕኖ ለማሳደር ረድቷል					
	4. ተቋማዊ ባህል	4.1	በምስራብ ተቋም ውስጥ ያሉ እሴቶች እና እምነቶች በደንብ አውቀዋለሁ				
4.2		በሠራተኞች መካከል ቀና የትብብር መንፈስ አለ					
4.3		የተቋሙ ራዕይ, ተልዕኮ እና አላማዎች እንዲሳኩ ሰራተኞች ቁርጠኛ ናቸው					
4.4		በተቋሙ ውስጥ አንዳችን ለሌላው የመከባበር ባህል አለ					
4.5		ለሥራ አፈፃፀሜ መሳካት የበለጠ የግል ኃላፊነት እንዳለብኝ ይሰማኛል					
4.6		አስፋላጊ ለውጦች ሲኖሩ ሰራተኞች ተቀብለው ይተገብራሉ ወይም ይላመዳሉ					
4.7		አሁን ያለው የተቋሙ እሴቶች እና እምነቶች ሰራተኞችን ለከፍተኛ የሥራ አፈፃፀም ያነሳሳሉ					
5. ማበረታቻ	5.1	ተቋሙ ከፍተኛ የስራ አፈፃፀም ላላቸው ሰራተኞች የእድገት እድሎችን ያቀርባል					
	5.2	መንግስታዊ እና መንግስታዊ ካልሆኑ ተቋማት ያለው የሰራተኛ ደሞወዝ ከኔ ጋር ሲነጻጸር ተመጣጣኝ ነው					
	5.3	ተቋሙ የትምህርት ደረጃን እንዳሻሽል በገንዘብም ይሁን በሌሎች ማበረታቻዎች እድል በመስጠቱ የበለጠ ስራዎን እንዳከናውን እረድቶኛል					
	5.4	ተቋሜ በአጠቃላይ ሥራዬን የሚደግፉ ማበረታቻዎችን ያቀርባል					
	5.5	እኔ ከምሠራው ስራ ጋር በተያያዘ የደመወዝ ክፍያዬ አጥጋቢ ነው					
	5.6	በተቋሙ የሚሰጠው ማበረታቻ የማበረታቻን ህግና ደንብ የተከተለ ነው					
	5.7	ከተቋሙ ያገኘሁት ማበረታቻ ለከፍተኛ የሥራ አፈፃፀም አስተዋጽኦ አበርክቷል					
	5.8	ጠንክረው የሚሰሩ ሰራተኞች እውቅና ተሰጥቷቸዋል					
	5.9	የስራ አፈፃፀማቸውን በተመለከተ ተደጋጋሚ ግብረመልስ የሚሰጣቸው ሰራተኞች ብዙውን ጊዜ ከማይሰጣቸው የበለጠ በጣም ተነሳሽነት አላቸው					

መጠይቅ	ተ.ቁ	መግለጫ	የመልስ አማራጮች				
			1	2	3	4	5
6.አፈ.ፃፀም	6.1	የአመራር ዘይቤ የተቋሙን ደንብ፣ ፖሊሲዎች እና ቅደም ተከተሎች በጥብቅ ለመከተል ተጽዕኖ እንዳሳደረ አምናለሁ					
	6.2	የተቋሙ አካባቢያዊ ሁኔታዎች(ለምሳሌ ስልጠና፣ ማበረታቻ፣ የድርጅት ባህል፣ የአካል የስራ አካባቢ እና አመራር) ጊዜን እና ቁሳቁሶችን ጨምሮ የሚገኙትን ሀብቶች ውጤታማ በሆነ መንገድ እንድትጠቀሙባቸው አድርገውኛል					
	6.3	ስልጠና የእኔን የስራ አፈ.ፃፀም እንደሚያሳድግልኝ አምናለሁ					
	6.4	በየጊዜው የሥራ አፈ.ፃፀም ግብረመልስ ተቀብያለሁ					
	6.5	የእኔ አፈ.ፃፀም በሚገመገምበት መንገድ ፍትሃዊነት እንዳለ አምናለሁ					
	6.6	የተቋሙ ባህል ለሠራተኞች ውጤታማ በሆነ መንገድ ከሌሎች ሠራተኞች ጋር አብረው እንዲሰሩ አስችሏል					
	6.7	ስራዬን በተቀመጠለት የጊዜ ገደብ ውስጥ አጠናቅቃለሁ					
	6.8	ተቋማዊ አካባቢ ሁኔታዎች (ለምሳሌ ስልጠና፣ ማበረታቻ፣ የድርጅት ባህል፣ የአካል የስራ አካባቢ እና አመራር) አስፈላጊ በሚሆንበት ጊዜ ስራዎቼን ለማጠናቀቅ ተጨማሪ ሰዓት ተጠቅሜ እንድሰራ እኔ ላይ ተጽዕኖ አሳድረዋል					
	6.9	የተቋማዊ አካባቢ ሁኔታዎች (ለምሳሌ ስልጠና፣ ማበረታቻ፣ የድርጅት ባህል፣ የአካል የስራ አካባቢ እና አመራር) የደንበኞችን ፍላጎት ለማሟላት ሥራዬን የማከናወንበትን ደረጃ ላይ ተጽዕኖ አሳድረዋል					
	6.10	የእኔ አፈ.ጻጸም በስራ ኃላፊዎ ደካማ የአመራር ዘይቤ የተገደበ ነው					
	6.11	የእኔ አፈ.ፃፀም የሚለካው ከውጤታማነት አንጻር ነው					
	6.12	የሰራተኞች የሥራ አፈ.ፃፀም ላይ ተቋሙ ሊያቀርበው በሚሞክረው ወቅታዊ ማበረታቻዎች (ለምሳሌ ደመወዝ፣ ጥቅማ ጥቅም፣ ዕውቅና፣ ማስተዋወቅ፣ ወዘተ) ተጽዕኖ አሳድሯል					
	6.13	የተቋሙ ቁሳዊ የመስሪያ አካባቢዎች ለሠራተኞቹ እውቀታቸውን ፣ልምድ እና ችሎታቸውን በተቻላቸው መጠን እንዲጠቀሙ ከማስቻል አንጻር ምቹ ሁኔታ ይፈጥራል					
	6.14	እኔ ስራዬን ያለምንም ቅሬታ በተገቢው ሁኔታ እፈጽማለሁ					

አጠቃላይ ስለ ተቋሙ አፈ.ፃፀም ያለዎትን አስተያየት ይጻፉ:-

ስለ ትብብርዎ በድጋሜ በጣም አመሰግናለሁ!!

Appendices 1. 3 Leadership frequency table

Variable description	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	St. Dev.
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Q1	11	4.0	36	13.1	22	8.0	167	60.7	39	14.2	3.68	1.00
Q2	24	8.7	66	24.0	30	10.9	122	44.4	33	12.0	3.27	1.20
Q3	18	6.5	62	22.5	56	20.4	121	44.0	18	6.5	3.21	1.07
Q4	11	4.0	33	12.0	27	9.8	179	65.1	25	9.1	3.63	0.95
Q5	18	6.5	64	23.3	49	17.8	132	48.0	12	4.4	3.20	1.05
Q6	23	8.4	68	24.7	75	27.3	95	34.5	14	5.1	3.03	1.07
Q7	26	9.5	62	22.5	48	17.5	109	39.6	30	10.9	3.20	1.18
Q8	51	18.5	86	31.3	67	24.4	60	21.8	11	4.0	2.61	1.14
Q9	23	8.4	75	27.3	48	17.5	111	40.4	18	6.5	3.09	1.13
Average		8.28		22.30		17.07		44.28		8.08	3.21	

Allover mean average of leadership 3.2157, St. Dev. 0.75421, Max= 5, Min=1, Agree = 52.36%, Disagree 30.58%, Undecided= 17.07%

Source: own survey data (2020)

Appendices 1. 4 Frequency table of physical working environment

Variable description	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	St. Dev.
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
	Q1	25	9.1	93	33.8	31	11.3	115	41.8	11		
Q2	22	8.0	61	22.2	30	10.9	147	53.5	15	5.5	3.26	1.11
Q3	34	12.4	67	24.4	40	14.5	125	45.5	9	3.3	3.03	1.15
Q4	24	8.7	57	20.7	39	14.2	128	46.5	27	9.8	3.28	1.16
Q5	17	6.2	56	20.4	30	10.9	157	57.1	15	5.5	3.35	1.06
Q6	4	1.5	44	16.0	31	11.3	170	61.8	26	9.5	3.62	0.91
Q7	6	2.2	47	17.1	28	10.2	169	61.5	25	9.1	3.58	0.95
Average	6.87		22.09		11.90		52.53		6.67		3.299	

All over mean average of Physical working environment 3.2994, St. Dev. 0.72652, Max= 5, Min=1, Agree = 59.2%, Disagree 28.96%, Undecided= 11.9%
 Source: own survey data (2020)

Appendices 1. 5 Frequency table of training

Variable	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	SD
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Q1	36	13.1	49	17.8	67	24.4	117	42.5	6	2.2	3.03	1.104
Q2	26	9.5	62	22.5	60	21.8	118	42.9	9	3.3	3.08	1.078
Q3	32	11.6	31	11.3	47	17.1	125	45.5	40	14.5	3.40	1.208
Q4	42	15.3	101	36.7	66	24.0	59	21.5	7	2.5	2.59	1.064
Q5	49	17.8	100	36.4	65	23.6	50	18.2	11	4.0	2.54	1.101
Q6	28	10.2	51	18.5	67	24.4	121	44.0	8	2.9	3.11	1.068
Q7	46	16.7	110	40.0	70	25.5	38	13.8	11	4.0	2.48	1.051
Q8	43	15.6	68	24.7	50	18.2	108	39.3	6	2.2	2.88	1.159
Average		13.73		25.99		22.38		33.46		4.45		2.89

All over mean average of training 2.8911, St. Dev. 0.83552, Max= 5, Min=1, Agree = 37.91%, Disagree =39.72%, Undecided= 22.38%

Source: own survey data (2020)

Appendices 1. 6 Frequency table of organizational culture

Variable description	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	St. Dev.
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Q1	5	1.8	15	5.5	54	19.6	176	64.0	25	9.1	3.73	.774
Q2	5	1.8	34	12.4	46	16.7	169	61.5	21	7.6	3.61	.866
Q3	13	4.7	46	16.7	73	26.5	118	42.9	25	9.1	3.35	1.015
Q4	2	.7	26	9.5	49	17.8	170	61.8	28	10.2	3.71	.802
Q5	4	1.5	7	2.5	11	4.0	167	60.7	86	31.3	4.18	.745
Q6	14	5.1	33	12.0	52	18.9	159	57.8	17	6.2	3.48	.960
Q7	27	9.8	71	25.8	84	30.5	88	32.0	5	1.8	2.90	1.019
Average		3.63		12.1		19.14		54.39		10.76	3.56	

Allover mean average of organizational culture 3.5654, St. Dev. 0.57265, Max= 5, Min=1, Agree = 65.15%, Disagree =15.73%, Undecided= 19.14%

Source: own survey data (2020)

Appendices 1. 7 Frequency table of motivation

Variable description	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	St. Dev
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
	Q1	78	28.4	90	32.7	44	16.0	54	19.6	9		
Q2	154	56.0	99	36.0	8	2.9	14	5.1			1.57	.782
Q3	99	36.0	82	29.8	35	12.7	48	17.5	11	4.0	2.24	1.223
Q4	84	30.5	108	39.3	53	19.3	26	9.5	4	1.5	2.12	.998
Q5	137	49.8	84	30.5	22	8.0	26	9.5	6	2.2	1.84	1.063
Q6	96	34.9	84	30.5	67	24.4	24	8.7	4	1.5	2.11	1.031
Q7	101	36.7	78	28.4	67	24.4	26	9.5	3	1.1	2.10	1.040
Q8	62	22.5	94	34.2	53	19.3	59	21.5	7	2.5	2.47	1.134
Q9	37	13.5	69	25.1	79	28.7	80	29.1	10	3.6	2.84	1.098
Average		34.26		31.83		17.3		14.44		2.46		2.18

All over mean average of Motivation 2.1837, St. Dev. 0.72353, Max= 5, Min=1, Agree = 16.9%, Disagree =66.09%, Undecided= 17.3%

Source: own survey data (2020)

Appendices 1. 8 Frequency table of employee performance

Variable	Strongly Disagree		Disagree		Undecided		Agree		Strongly Agree		Mean	SD
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%		
Q1	25	9.1	58	21.1	84	30.5	102	37.1	6	2.2	3.02	1.018
Q2	29	10.5	79	28.7	69	25.1	90	32.7	8	2.9	2.89	1.070
Q3	5	1.8	9	3.3	13	4.7	172	62.5	76	27.6	4.11	.780
Q4	24	8.7	69	25.1	54	19.6	107	38.9	21	7.6	3.12	1.134
Q5	24	8.7	68	24.7	80	29.1	93	33.8	10	3.6	2.99	1.041
Q6	22	8.0	43	15.6	76	27.6	127	46.2	7	2.5	3.20	1.003
Q7	3	1.1	42	15.3	32	11.6	165	60.0	33	12.0	3.67	.915
Q8	27	9.8	83	30.2	78	28.4	75	27.3	12	4.4	2.86	1.062
Q9	20	7.3	81	29.5	71	25.8	94	34.2	9	3.3	2.97	1.030
Q10	35	12.7	93	33.8	65	23.6	62	22.5	20	7.3	2.78	1.149
Q11	17	6.2	77	28.0	47	17.1	115	41.8	19	6.9	3.15	1.097
Q12	44	16.0	77	28.0	64	23.3	78	28.4	12	4.4	2.77	1.153
Q13	26	9.5	60	21.8	46	16.7	133	48.4	10	3.6	3.15	1.099
Q14	9	3.3	37	13.5	38	13.8	149	54.2	42	15.3	3.65	1.001
Average		8.05		22.76		21.21		40.57		7.40	3.17	0.500422

All over mean average of Dependent variable (employee performance) 3.17, St. Dev. 0.500422, Max= 5, Min=1, Agree = 47.97%, Disagree =30.81%, Undecided= 21.19%

Source: own survey data (2020)