



GSJ: Volume 10, Issue 2, February 2022, Online: ISSN 2320-9186

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**EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE:
THE CASE OF ETHIOPIAN CUSTOMS COMMISSION MODJO BRANCH**

BY:

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ARSI UNIVERSITY

FACULTY OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MBA PROGRAM

June, 2020

Adama, Ethiopia

**EFFECT OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE:
THE CASE OF ETHIOPIAN CUSTOMS COMMISSION MODJO BRANCH**

**A Thesis Submitted to Department of Business Management in Partial
Fulfillment of the Requirements for the award of Master's Degree in Business
Administration (MBA)**

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June, 2020

Adama, Ethiopia

DECLARATION

I, hereby declare that the thesis entitled “*Effect of job satisfaction on employee performance in Ethiopian Customs Commission- Modjo Branch office*” submitted by me for the award of the degree of masters of business administration, and to the best of my knowledge, it is my original work and it hasn’t presented for the award of any degree, diploma, fellowship or other similar titles of any other universities or institutions.

Researcher’s Name: **Eyob Addis**

Signature _____ Date _____

CERTIFICATION

This is to certify that Eyob Addis, has carried out his research work on the topic entitled “*Effect of job satisfaction on employee performance in Ethiopian Customs Commission- Modjo Branch office*”. The study fulfills scientific requirements and accordingly endorsed for submission to the department for the next level of evaluation deemed oral presentation before the award of Master’s degree in Business Administration (MBA) to the candidate.

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Approval Sheet

As members of thesis Approval Board of Examiner we certify that we have read the thesis prepared by Eyob Addis, entitled *“Effect of job satisfaction on employee performance in Ethiopian Customs Commission- Modjo Branch office”* and submitted in partial fulfillment of the requirements for the degree of Master in Business Administration complies with regulation of the university and meets the accepted standards as to originality and quality concerns.

Approved by Board of Examiners

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Advisor	Signature	Date
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Internal Examiner	Signature	Date
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External Examiner	Signature	Date

Acknowledgments

In the first place, I would like to praise *almighty God* for his long last support and blessing since the commencement of my study up to now.

Next, I am indebted to Messele Kumilachew (Assistant professor), my advisor, without his smart and intellectual advice and guidance this study would not have come to an end and would not become real.

Also, I would like to forward my deep thanks, profound love and respect to all my family mainly to my mom, dad, sisters and brothers for their continuous support, heartfelt love and encouragement in all aspect of my life.

Finally, I owe thanks and love to all my friends and classmates. I have got all your support and encouragement throughout my study.

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ABSTRACT

The purpose of this study is investigating the effect of job satisfaction on employee performance at Ethiopian Customs Commission Modjo branch office. This study focused on experts who work Modjo branch office. The total population was 664 out of which 200 employees were surveyed using stratified and simple random probability sampling techniques. Researchers used questionnaire to collect data from the respondents. A total of 200 questionnaires were distributed and 180 usable responses were received. Descriptive statistics, correlation and regression analysis were used to analyze the study by using Statistical Package for Social Science (SPSS) version 22. For this study, the dependent variable (employee performance) and six independent variables such as nature of work, pay and benefits, supervision, interpersonal relationship among coworkers, career advancement and workplace environment were identified. The results provide understanding that how these variables are related with and affect employee performance. According to the correlation output, nature of work, pay and benefits, supervision, interpersonal relationship among coworkers, career advancement and workplace environment were positively related with employee performance. The result of the regression analysis also indicated that all of the independent variables are making 85.6% contribution for employee performance of experts of Modjo Customs' branch office. Then, the researchers recommend that the office should focus on the most influential factors that affect employee performance identified by this study and take appropriate measures so as to increase employee performance and the office should take bold steps to enhance the level of job satisfaction of their employees in areas of nature of work, pay and benefits, supervision, interpersonal relationship among coworkers, career advancement and workplace environment factors to motivate them to attain higher performance.

Keywords: *Job Satisfaction, Employee performance, Nature of work, Pay and benefits, Supervision, Co-workers, Career advancement, Workplace environment*

Abbreviations/acronyms

BSC	Balances Scorecard
ECC	Ethiopian Customs commission
EP	Employee Performance
JS	Job Satisfaction
NW	Nature of Work
PB	Pay and Benefits
SIR	Satisfaction with Interpersonal Relationship among co-workers
SS	Satisfaction with Supervision
SWE	Satisfaction with Workplace Environment
OCB	Organizational Citizenship Behaviors
WCO	World Customs Organization
WHO	World Health Organization

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CHAPTER ONE: INTRODUCTION

1.1. Background of the study

In today's increasing competitive environment, organizations recognize the internal human element as a fundamental source of improvement. Indermun and Bayat (2013) stated that many organizations are struggling to be strong competitor to achieve its goals and objectives. Workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee satisfaction in order to enhance their productivity and attain overall organizations objectives (Indermun & Bayat, 2013). Therefore, organization's performance depends among others the performance of its workforce and this has bearing with employee job satisfaction. Satisfied employees create and deliver value out of other organizational resources.

Locke (1976) defined employee satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." Different studies show that there are different factors that affect job satisfaction like job itself, company policies and practices, advancement, compensation, rewards, challenge, work group, work status, co-workers, creativity, moral values, flexibility in enrichment, style of leadership, marketing stand of the company, recognition, responsibility, job safety and security, social status, supervision, variety, working conditions and the extent of transparency in communication. Job satisfaction derives from intrinsic factors that are related to the work itself or extrinsic factors which are related to instrumental values (Watson, 2012). While Aziri (2011) mentioned that job satisfaction is under the influence of many factors such as: The nature of work, salary, advancement opportunities, management, work groups and work conditions.

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

Employee performance is influenced by lots of determinants. Folami et al. (2005) used job context model that pigeonholed the determinants into four groups, the individual factors, the task characteristics, the economic factors, and the organizational context. And also Campbell (1990) cited in Motowildo (2003) argued that there are three determinants of job performance: declarative knowledge, procedural knowledge and skill, and motivation.

Job satisfaction and job performance are both subjects in organizational behavior and human resource management. The relationship between job satisfaction and performance is still controversial (Skibba, 2002). Thus, this study focused on the effect of employee job satisfaction on employee performance in Ethiopian Customs commission Modjo branch office. The job satisfaction factors used as variables were nature of work, pay and benefits, supervision, co-workers, career advancement and workplace environment factors employee job satisfaction served as independent variable while employee performance served as dependent variables measured by task performance and contextual performance behavioral dimension of job performance were used as dimension of employee performance.

1.2.Statement of the problem

In today's increasing competitive environment, organizations face a lot of challenges. Indermun and Bayat (2013) stated that many organizations are struggling to be strong to achieve its goals and objectives. Workforce now days are the organizational key success factor, therefore organizations put a lot of thought and effort to discover the degree of employee satisfaction in order to enhance their performance and attain overall organizations objectives (Indermun & Bayat, 2013).

Ethiopian Customs commission, Modjo branch office is faced with a high rate of employee turnover each year and this leads to poor employee performance. The branch office spends lot of money on the recruitment and training of new staff members each year due to high turnover rates (Human resource management report of 2019).When an employee leaves the organization the present employees have to fill the gap until a new employee is appointed. This effects on employee performance because they get disrupted on their daily work performance.

Employee Job satisfaction is essential for the success of any business. A high rate of employee contentedness is directly related to a lower turnover rate. Thus, keeping employees satisfied with

their carriers should be a major priority for every employer. While this is a well-known fact in management practices, economic downturns seem to cause employees to ignore (Kirsten, 2011)

Ethiopian Customs Commission has developed its five year corporate strategic plan with the Balanced Scorecard framework covering the period 2015/16-2018/2019 and started measuring its performance in 2015/16 fiscal year under four perspectives. One of the four perspectives is learning and growth and under it there is improved organizational alignment objective. According to annual reports of Modjo customs branch office, the plans for learning and growth for year 2015/16, 2016/17, 2017/18, 2018/19 were 75%, 80%, 85% and 90% respectively. The actual measures for learning and growth for the years 2015/16, 2016/17, 2017/18 and 2018/19 were found to be 73%, 66%, 76% and 81% respectively. The actual and the desired plans are low and there is gap between the actual and the desired learning and growth rate.

According to Shmailan (2016) job satisfaction influences not only employees but also the organizations they feel dissatisfied with. Dissatisfied workers experience lower productivity in the workplace, poorer performance, more job stress, and higher turnover rates. Moreover, low job satisfaction can result in low morale and low loyalty to the company itself. (Shmailan, 2016)

According to the fourth quarter and annual report of Modjo customs branch office for the period 2018/19 Fiscal Year, the annual Balanced Scorecard performance of the organization for the year ended June 30, 2019 is 85.2% and this annual performance showed a declining result as compared to preceding year which was 91.33%.

According to Gupta et al. (2012) and Shmailan (2016) there is large impact of job satisfaction on employee performance. Job satisfaction affects motivation of workers, while the level of motivation has an impact on productivity, and for this reason also on performance of business organizations. In addition, Platis et al. (2015) indicated that outsized number of factors influence employee performance one of them is the job satisfaction. Kappagoda (2012) study showed that the job satisfaction is one of the factors that have influence on the improvement of the task performance and conceptual performance.

Job satisfaction and employee performance are both subjects in organizational behavior and human resource management. Different studies conducted on the effect of job satisfaction on employee

performance, the results have been controversial. Some studies have indicated a positive relationship between job satisfaction and employee performance (Funmilola, Sola, & Olusola, 2013; Aziri, 2011; Kappagoda, 2012; Indermun & Bayat, 2013; Javed, Balouch, Awan, Asghar & Hassan, 2014; Platis et al. 2015 and Shmailan, 2016) while others have indicated a negative relationship (Alf & Bassem, 2003; Petty et al, cited in Alf & Bassem, 2003; Iaffaldano & Muchinsky, 1985). Based on observations made by the researcher in different web sites there is no known study that has focused on effect of job satisfaction on employee's performance in the Ethiopian Customs commission Modjo branch.

Therefore the effect of job satisfaction on employee performance is new and not researched subject in Ethiopian Customs commission Modjo branch office. This study will try to investigate the effects of job satisfaction on employee performance in Ethiopian Customs commission Modjo branch.

1.3. Research Questions

The following research questions will be answered in this study:

1. What is the level of job satisfaction on employees of Ethiopian Customs commission, Modjo branch?
2. What is the relationship between job satisfaction and employee performance?
3. To what extent nature of work, pay and benefits, supervision, co-workers, career advancement and workplace environment affect employee performance?

1.4. Objectives of study

1.4.1. General Objective

The general objective of this study is to examine effect of job satisfaction on employees' performance: the case of Ethiopian Customs commission, Modjo branch office.

1.4.2. Specific Objectives

1. To determine the level of job satisfaction on employees of the Ethiopian Customs commission Modjo branch.
2. To identify the relationship between job satisfaction and employee performance.

3. To determine the effect of (nature of work, pay and benefits, supervision, co-workers, career advancement and workplace environment) on employee performance in the branch.

1.5. Scope of the study

It is very difficult to conduct a research across the vast country, like Ethiopia as it requires much money and time, so that the researcher was forced to be delimited to certain areas. Due to this, the study was conducted only in Ethiopian customs commission Modjo branch Office within the given time as well as with the available financial capacity. Therefore, the researcher delimited only to Modjo customs branch Office because of the aforementioned reasons even though it is very important to conduct this study across the country.

The scope of the study covers employees who are senior officer, officers, junior officers, clerical drivers, custodians and messengers and include all type of gender, age group and experience. High level supervisors (executive management members, process owners and managers) will not be included in this study as supervision is stated as one factor that affect job satisfaction.

1.6. Significance of the study

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

1.7. Definition of Key terms

Employee: An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties also called worker.

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

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

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

Incentives: Inducement or supplemental reward that serves as a motivational device for a desired action or behavior.

1.8. Overview of Target Organization

The World Customs Organization (WCO) defines Customs as “the government service which is responsible for the administration of Customs law and the collection of import and export duties and taxes and which also has responsibility for the application of other laws and regulations relating, inter alia, to the importation, transit and exportation of goods.” In Ethiopia, Ethiopian customs commission (ECC) has recently come into existence by proclamation number 1097/2018 which is separated from the earlier “Ethiopian Revenues and Customs Authority” Headed by a Commissioner accountable to Ministry of Revenues by possessing its own vision and mission.

Ethiopia Customs Commission’s functions include the enforcement of the Customs Proclamation provisions governing the import and export of cargo, baggage and postal articles; the arrival and departure of vessels, aircrafts, and other means of transport; goods in transit; and the governance of any goods subject to customs control, including rights and obligations of persons taking part in customs formalities. In this regard, customs operations are a key factor for trade facilitation and economic development of a country.

Ethiopia Customs Commission's is organized into branch offices to administer customs law relating to the importation, exportation, movement or storage of goods and the collection of duties and taxes. According to the Ethiopian Customs Commission (ECC, 2020), currently ECC is administering 14 Branch offices including Modjo Customs branch office.

Modjo customs branch office was one of Ethiopian Customs Commission branch that started operations in the first half of 2009. It is located at Modjo, nearly 75 km East of Addis Ababa. The branch office is led by the branch manager and organized by nine business process coordinator in order to achieve organization's vision and mission. (<http://www.erca.gov.et>)

Ethiopian customs commission is not left out in providing job satisfaction for their employees to enhance their employee performance to achieve their objectives and goals. It is in the light of this that this study was undertaken to examine effect of employee job satisfaction on employee performance of Modjo customs branch office. The office has been in operations for long time.

1.9. Thesis Organization

The research study organized into five chapters. The first chapter contains background of the study, statement of the problem, research questions, objectives of the study, scope of the study significance of the study, definition of key terms and overview of target organization. The second chapter deals with both theoretical and empirical literatures relevant to job satisfaction and employee performance. The third Chapter describes research design and methodology and includes research design, sample and sampling techniques, source and tool of data collection and methods of data analysis. The fourth chapter includes data analysis and interpretation. The fifth chapter includes summary, conclusions and recommendations. In addition to the above chapters, list of reference materials and annexes are added at the end of the paper.

CHAPTER TWO: LITERATURE REVIEW

2.1. Theoretical review

2.1.1. Job Satisfaction

It's crucial to the management in order to improve organizational overall performance to understand job satisfaction (Putman, 2002). The definition of Job satisfaction is described by many authors. Some of the most commonly definitions are described in the text below.

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

Job satisfaction was defined by Locke (1976) as “a pleasurable or positive emotional state resulting from the appraisal of one’s job and job experiences”. Saiyadain (2009) defined Job satisfaction as the “End state of feeling”. The Feelings could be either positive or negative depending on whether needs are satisfied or not (Saiyadain, 2009).

Job satisfaction is “a positive feeling about a job, resulting from assessing and evaluating its characteristics” (Robbins & Judge, 2013). People, who have positive feelings about their job, hold a high level of job satisfaction, while People, who have negative feelings about their job, hold a low level of job satisfaction (Robbins & Judge, 2013). Armstrong et al. (2014) defined Job satisfaction as “the attitudes and feelings people have about their work”. He stated that the indication whether a person is satisfied or dissatisfied depends on his attitude toward his job, a person who feels and think positively toward his job, then he’s satisfied and vice versa.

It is crucial to understand and recognize the human element in any organization. A successful organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement (Gupta, Kaur, Gupta, Jain, & Sharma, 2012).

Job satisfaction is considered as one of the main factors that affect efficiency and effectiveness of business organizations. Now days' organizations and managements are concentrating on employees' wellbeing and focusing on understanding their wants, needs, personal goals and desires.

Satisfied employee is a happy employee and a happy employee is a successful employee. The importance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. (Aziri, 2011).

Job satisfaction has significant effect on organizational measures, such as customer satisfaction and financial measures. Hence achieve organizational success and competitiveness (Saari& Judge, 2004).

Spector (1997) lists three perspectives explaining the importance of assessing job satisfaction. First, the humanitarian perspective, organizations should be aware toward the importance of treating employees fairly and with respect. Second, utilitarian perspective, job satisfaction or dissatisfaction can have great influence on the employees' behavior which will affect the functioning and activities of the organization's business. Therefore, job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees. Third, job satisfaction may serve as indicators of organizational activities. Through job satisfaction evaluation in different organizational units, organizational unit changes that would boost performance could be made (Spector, 1997).

2.1.2. Factors affecting Job Satisfaction

Different literatures showed that there are different factors that affect job satisfaction. Some of the factors are personal and some of others are organizational factors.

According to Luthans (2005, p.212) "there are a number of factors that influence job satisfaction and through years five dimensions have been identified to represent the most important characteristics of job about which employees have affective responses. These factors are the work itself, pay, promotion opportunities, supervision and coworkers".

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

Spector (1997) stated that Job satisfaction facets include: reward such as pay or fringe benefits, coworkers or supervisors, nature of work itself and the organization itself. While Aziri (2011) mentioned that job satisfaction is under the influence of many factors such as: The nature of work, salary, advancement opportunities, management, work groups and work conditions.

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

Armstrong et al. (2014) has mentioned three levels of influencing factors that affect job satisfaction: first, the intrinsic motivating factors which relate to job content, especially the five dimensions of jobs or the job characteristics model: skill variety, task identity, task significance, autonomy and feedback. Second, the quality of supervision: supervision is the most important determinant of worker attitudes. Third, success or failure: success obviously creates satisfaction; on the other hand failure will definitely create dissatisfaction. When a person works hard and uses his maximum capabilities to prove to himself and to the others that he is capable, success and have the potential, it will boost his feelings and give him satisfaction. While another person who constantly fails to fulfill the tasks as it should be, it will create dissatisfactory emotions (Armstrong & Taylor, 2014).

According to Gupta et al. (2012) Job satisfaction is affected by four main variables: First, the individual factors, second, the social factors, third, the cultural factors. Last factor but not least is the organizational and environmental factors (Gupta, Kaur, Jain, & Sharma, 2012).

Further variables that affect job satisfaction are psychological empowerment (Al-Hosam, Ahmed, Ahmed, & Joarder, 2016). Employee empowerment refers to the extent to which employees are having the incentive to carry responsibility and make decisions without referring to the management (Michailova, 2002). Flexible work arrangement (FWA) is another variable that can affect job satisfaction. FWA can be defined as "the extent of flexibility about the work timing, work location and how much one works" (Chen, 2015).

Opkara (2004, p.72) stated in the conceptual frame work study that personal factors such as gender, education, experience and management level are positively related to job satisfaction and job satisfaction is affected by work, pay, supervision, promotion, co-workers and overall. Sowmya and Pancanatham (2001, p.78) also showed that pay and promotion, organizational aspect, supervisor behavior, job and working condition and co-worker behavior are factors influencing job satisfaction.

Generally Based on Nash (1985), Spector (1997), Rose (2003), Maniram (2007), Fuger (2007), Aziri (2011), Gupta et al. (2012), Watson (2012), Armstrong et al. (2014), Chen (2015) and A-Hosam et al. (2016) it can be concluded that the factors affecting job satisfaction are personality, education, intelligence, age, marital status, achievement, recognition, growth, success, responsibility, orientation to work, the ability to work independently and creatively work conditions, co-workers, group working and norms, opportunities for interaction and informal relations, relationship with head of department (lower management), relationship with top management or supervision, prompt feedback and communication received from management and seniors, participate in decision making, autonomy, empowerment, the amount of praise received for outstanding efforts, the opportunity to voice your opinion. The nature and size of organization, formal structure personnel policies and procedures, nature of work (skill variety, task identity, and task significance), technology and work organization, supervision and styles of leadership, management systems, and trainings provided, recognition for work done, flexibility of rules and procedures and working conditions. Organizational and environmental factors which relates to economic, social, technical,

governmental influences, pay or salary, remuneration received, prospects for promotions, upward movement and benefits staff receives.

For this study I give much emphasis to the work related factors that determine job satisfaction even though other organizational and personal factors affect job satisfaction. Thus I took six factors that influence job satisfaction which are nature of work, pay and benefits, supervision, interpersonal relationship between workers (co-workers), career advancement (promotion) and workplace environment. Each job satisfaction facets are defined in several books as mentioned below:

Nature of Work, as described by Lewis (2014), is defined as the variability of the given work. The job variability includes job routine, job characteristics, and job description.

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

Supervision, as mentioned in Noe et al (2010), is defined in supervisor, which are the people working in an organization (besides co-workers) that can affect job satisfaction. Supervisor with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. In addition, employees are satisfied when they are supported with their supervisors to achieve their own goals.

Co-Workers, as mentioned in Noe et al (2010), defined as people working in an organization (besides supervisors) that can affect job satisfaction. Co-workers with the same value, attitudes, and philosophies can improve satisfaction but becomes homogenous over time. In addition, employees are satisfied when they are supported with their coworkers to achieve their own goals.

Career advancement (Promotion), as mentioned in Noe et al (2010), is advancement towards higher position with more challenge, authority, and responsibility.

Workplace environment: The location of the work, where the employee performs his duties and daily activities, such as office or site of construction, is included in workplace environment.

2.1.3. Employee Performance

Understanding the performance of each employee is essential as the crucial management decisions are based on individual performance (Sonnentag, Volmer, & Spychala, 2008), leading to an organizational success. Performance is defined as "behavior that accomplishes results" (Armstrong & Taylor, 2014). Individual job performance is defined as "things that people actually do, actions they take, that contribute to the organization's goals" (Campbell & Wiernik, 2015). Moreover, performance behaviors are "the total set of work related behaviors that the organizations expect the individual to display" (Griffin, 2005).

Lots of researchers examine two types of individual job performance. First one is the task performance (Kappagoda, 2012) or the in-role performance (University of Minnesota Libraries Publishing, 2015), and the other is the contextual performance (Kappagoda, 2012) or the organizational citizenship behaviors (OCBs) (University of Minnesota Libraries Publishing, 2015). However, some researchers identified new types of job performance that is going to be defined in the following.

Robbins et al. (2013) listed three major types of behavior that constitute performance at work. The first one is task performance which is "performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks". The second type is citizenship which is the "actions that contribute to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, and treating co-workers with respect". While counter-productivity - as negative behaviors - are the "actions that actively damage the organization. These behaviors include stealing, damaging company property, and behaving aggressively toward co-workers (Robbins & Judge, 2013).

Sonnentag et al. (2008) added "adaptive performance" to the task performance and contextual performance, which refers to the flexibility and proficiency of integrating new learning experiences (Sonnentag, Volmer, & Spychala, 2008).

The performance is a multi-dimensional concept that consists of two aspects: the behavioral (process) aspect and the outcome (result) aspects (Armstrong & Taylor, 2014). The behavioral aspect refers to "what people do at work", while the outcome aspect refers to the "results of the

individual's behavior" (Sonnentag, Volmer, & Spychala, 2008). Numerous studies have been conducted to differentiate between different aspects of job performance according to Sonnentag et al. (2008) and Campbell & Wiernik (2015). The important of job performance extended to include both dimensions of the performance (Armstrong & Taylor, 2014).

The key determinants of employee performance can be clearly viewed from Folami et al. (2005) point of view. Folami et al. (2005) used a job context model that classified the determinants into four groups, the individual factors such as the employee education and experience, the task characteristics such as task identity and significance, the economic factors such as reward and opportunity cost, and the organizational context such as the organizational structure and the environmental uncertainty (Folami & Jacobs, 2005).

The importance of job satisfaction and performance of the employees is not limited to a particular organization, whilst it is important for any types of organizations in the economy (Kappagoda, 2012). Working hard is essential for achieving the organizational goals and objectives especially within the ever changing and evolving environment (Maulabakhsh, 2015).

All types of performance are crucial for the organization's interest. Kappagoda (2012) studied job satisfaction and its impact on task and contextual performance in the banking sector. He concluded that the job satisfaction and the task performance of the bank staff has a great impact on customer satisfaction and "ultimately they affect to achieve sustainable superior performance" (Kappagoda, 2012). Also, Paul (2016) concluded that because employee are the ones who interact with the customers in day to day basis and carry out the whole operations, their performance surely will maintain customer satisfaction (Paul, 2016). Contextual performance or citizenship enhances the organization's social network and the psychological environment that support technical task (Kappagoda, 2012).

In an environment of tension and division of labor- such as health care - the performance of employees is an important challenge, because it is closely related to aspects of effectiveness, quality, knowledge management, financing and development of the organization (Platis, Reklitis, & Zimeras, 2015).

It is interesting to note that any improvement happens in the individual level would contribute to a transformation in the organizations and community's levels as well. For example, spreading positive emotions among different elements of the chain or individuals, can transform organizations into more cohesive, more moral and more harmonious social organizations (Moccia, 2016).

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

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

For this study task performance and contextual performance behavioral dimension of job performance will be used as dimension of job performance.

2.1.4. Job satisfaction and Employee performance

Job satisfaction and employee performance relationship has been the object of many researches. Robbins and Judge (2013) have indicated that job satisfaction has influence on employee productivity, absenteeism, and turnover. Job satisfaction affects organizational efficiencies, increase profitability and competitive advantages (Baylor, 2010).

There are lots of researches also tested the impact of job satisfaction on employee performance. Most of them indicated that there is an impact of job satisfaction on employee performance since, there is a large impact of the job satisfaction on the motivation of workers, and the level of motivation has an impact on productivity, hence also on performance (Aziri, 2011). Kappagoda (2012) highlighted that the job satisfaction is one of the factors that affects the improvement of the task performance and conceptual performance.

Indermun and Bayat (2013) agreed that there is an undeniable correlation between job satisfaction and employee performance. They suggest that psychological and physical rewards have significant impact on job satisfaction. They believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance (Indermun & Bayat, 2013).

Employee empowerment and workplace environment have significant positive relationship to job satisfaction. Therefore, when an employee is given autonomy in business decisions and when he is given favorable and clean environment then his satisfaction level will rise. Accordingly, his performance level will rise too (Javed, Balouch, & Hassan, 2014).

According to Awan et al. (2014) there is a positive relationship between job satisfaction and employee performance with respect to pay package, security level, and the reward system. Employees' performance is best when they are satisfied with their pay package, feel secure about their job, and satisfied with the reward system (Awan & Asghar, 2014).

Job Satisfaction has a great influence on employee performance. Satisfied employees are valuable to their organizations because they perform better and they contribute to the overall goals and success of an organization, unlike dissatisfied employees who considered as a burden for any organization (Shmailan, 2016).

At the same time, there are some recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement (Aziri, 2011) especially in the volunteer work (Pugno & Depedri, 2009).

Focusing on the nature of the relationship between job satisfaction and job performance, shows that sometimes satisfaction has influence on performance through productivity (Aziri, 2011), absenteeism, turnover (Robbins & Judge, 2013), or even through happiness at work (Gupta, Kaur, Gupta, Jain, & Sharma, 2012).

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

2.2. Empirical review

Funmilola, Sola, and Olusola (2013) in their paper examined the effect of job satisfaction dimensions on job performance of Small and Medium Enterprises' employees in Ibadan metropolis, south western Nigeria and their objective of the study was to provide empirical evidence on how job satisfaction dimensions affect job performance in Small and Medium Enterprises. The research hypothesis of the study had a null hypothesis stating that job satisfaction dimensions have no significant effect on job performance.

In this study self-designed close ended questionnaire with sample size of 105 employees and simple random sampling technique was used. Both Pearson Product Moment Correlation Coefficient and Multiple Regression Analysis were used to analysis the data.

The data analysis and result interpretation of the study state that correlations from all variables show job satisfaction dimensions, (pay, supervisor, promotion, work itself and work condition) had positive relationship with job performance and jointly and independently influence job performance with ($r = 0.087, 0.303, 0.552, 0.108$ and 0.352 $df = 100, p < .05$) respectively. The Multiple Regression Analysis result also showed that job satisfaction dimensions, (pay, supervisor, promotion, work itself and work condition) were jointly predictors of job performance ($F(5,100) = 9.930; R^2 = 0.33; p$

<.05) and were also significantly independent predictor of job performance implying that job satisfaction dimensions have significant effect on job performance. The study concluded that job satisfaction dimensions jointly and independently predict job performance.

The empirical findings of Funmilola, Sola, and Olusola (2013) using of both correlation and regression made the finding more reliable to know the impact of job satisfaction dimensions on job performance. But the sample size (105) was small and did not include co-workers as job satisfaction dimensions.

Aziri (2011) discussed models of job satisfaction which clearly show the positive relationship between job performance and job satisfaction. Some models express that the employee performance directly influences job satisfaction and some models express that employee performance has impact on his/her satisfaction through rewards (Intrinsic, Extrinsic). He places a special importance on the impact of rewards on job satisfaction. The researcher main idea is that employees in their work environment are under the influence of factors that cause either job satisfaction or dissatisfaction. Therefore, "the factors are divided into factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors)" (Aziri, 2011).

Pushpakumari (2009) conducted a study on the topic "the effect of job satisfaction on Job performance: An empirical analysis" and addressed a research problem of: Is there an effect of job satisfaction on employee performance? The main objective of the study was to assess the validity of the relationship between job satisfaction and performance from Sri Lankan working environment. The study took sample from manufacturing and services industries in private sector in the economy of Sri Lanka with a total number of 237 employees on random basis with three employee categories professional, managers and non-managers were considered. A field survey using questionnaire method was used to collect primary data. Two questionnaires were developed for measuring job satisfaction and job performance using a five point Likert scale. The result and discussion part of the study shows that the coefficient of correlation was applied and the result revealed that there is a positive and significant relationship between satisfaction and performance for managers and non-managers. But statistical test did not support to identify the significant relationship between job satisfaction and performance for professionals. The study concluded that based on the calculated correlation

coefficient for all employees there is a significant impact of job satisfaction on performance of employees in private sector organizations.

The empirical findings of Pushpakumari (2009) used correlation only without regression, with large number of sample size (223) and large number of job satisfaction facet variables to measure independent variable rather than selecting major factors affecting job satisfaction.

2.3. Conceptual framework of the study

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

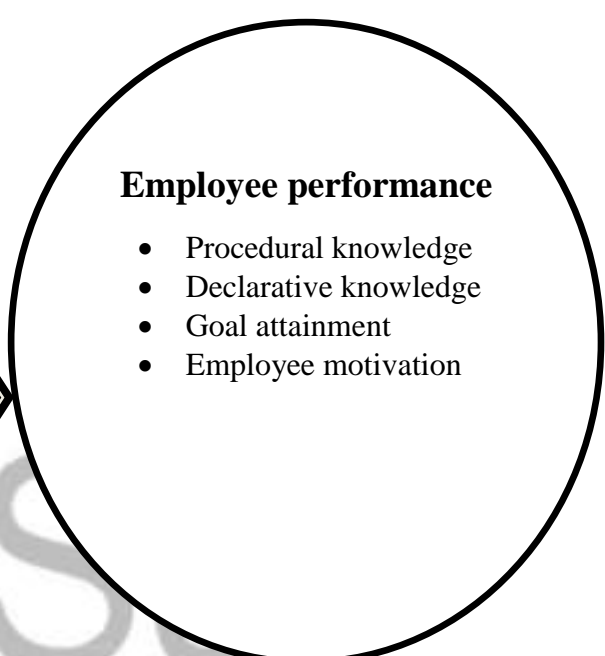
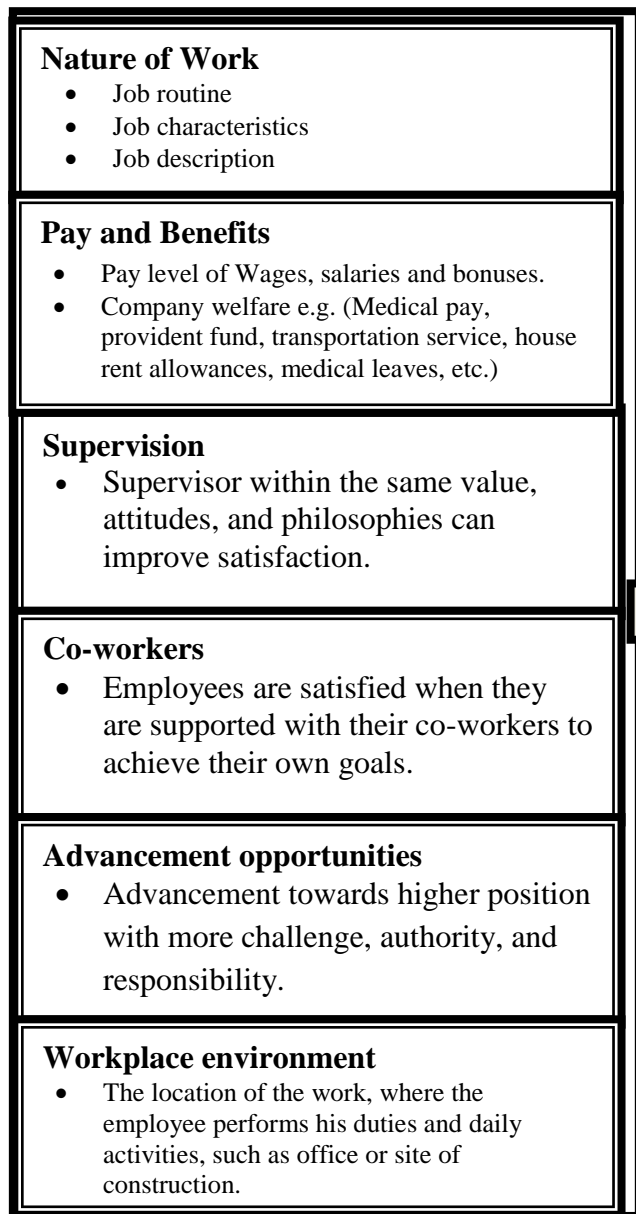
Conceptual framework of the study was taken from the reviewed literatures. The independent variables Conceptualized as employee job satisfaction. Based on Nash (1985), Spector (1997), Rose (2003), Maniram (2007), Fuger (2007), Aziri (2011), Gupta et al. (2012), Watson (2012), Funmilola, Sola, and Olusola (2013), Armstrong et al. (2014), Javed et al. (2014), Chen (2015) and A-Hosam et al. (2016) it can be induced that the factors affecting job satisfaction are nature of work, pay and benefits, supervision, interpersonal relationship between coworkers, career advancement and the workplace environment. In contrast, the dependent variable was employee performance. The key determinants of employee performance can be clearly viewed from Robbins et al. (2013) and Folami et al. (2005) point of view. They used task performance which is "performing the duties and responsibilities that contribute to the production of a good or service or to administrative tasks" and contextual performance behavioral dimension of job performance i.e. declarative knowledge, procedural knowledge, motivation and employee output.

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

Independent variable

Dependent variable

Job satisfaction facets



Source: Adopted from Theoretical and Empirical Literature Review (By the Author).

Figure 2.1: Conceptual framework of the study

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

A research design is a master plan that specifies the methods and procedures for collecting and analyzing needed information (Zikmund et al, 2009 pp.66). For the purpose of this study descriptive and explanatory survey research design was used to collect data to answer the research questions formulated for the study. Descriptive and explanatory survey research design was used because the study involved assessing the opinion of the respondents on job satisfaction as it affects their job performance. Then the study explains the casual relationship between job satisfaction and employee performance at Ethiopian Customs Commission in Modjo branch.

Surveys are commonly used methods in positions paradigm research that seeks to explain and predict causal relationship between constituent parts of a phenomenon in order to achieve systematic observation, interviewing and questioning through predetermined research questions with the intention of providing standardization and consistency (White & Mitchell, 2016). Surveys are also appropriate methods when researcher has a high control over situation and high participation, in situation through pre-determined questions (Kimani, Thomas & Arasa, 2017). Consequently, the survey research method was used in this study since the research had high participation from the respondents, hence was able to predict causal relationship between the independent and dependent variables studied.

The study had employed more of quantitative research approach because the research problem requires measuring the variables of job satisfaction and assessing the effect of these variables on employee performance. According to Dane (2000:88), quantitative methods include reviewing a substantial amount of literature in order to provide direction for the research questions.

3.2. Nature and Sources of data

The study was used both primary and secondary data types to enrich the study with full of concrete ideas.

3.2.1. Primary data

Primary data was collected from adequate and reliable data from the respondent's questionnaire; basic sources of primary data are those that are from to eligible staff and operational employees of Modjo customs branch office.

3.2.2. Secondary data

Secondary data was carried out through different publications, books, articles, research studies, retrieved from web sites and reports of the Ethiopia customs commission. The researcher also was used secondary data to construct the basic framework of the study before preceding the data.

3.3. Data Gathering Tools

The principal method of data gathering tools was by the use of questionnaire. The questionnaire method is chosen as it affords the advantages of speed, cost and versatility. Close ended method questionnaire was used to obtain the required data. In this study questionnaire consists of 2 main categories which are developed separately for measure Employee job satisfaction and Employee performance, (Appendix) with each category containing five statements. The first part has helped to measure the level of job satisfaction of employees and next the second part of the questionnaire has helped the researcher to measure employee performance behavior from the attitude towards their jobs. For each statement respondents have five point level Likert scale to express their level of agreement (Strongly agree, agree, neither agree or disagree, disagree and strongly disagree). The respondents are required to choose only one option for every statement. Each statement separately rated with 1 being the possible minimum result and 5 the possible maximum result.

The second method of data gathering tool was secondary data which is the annual statistical record from Ethiopian Customs commission and the performance appraisal record of the employees about their job.

3.4. Target Population and Sample size

Sampling involves any procedure that draws conclusions based on measurements of a portion of the population (Zikmund et al, 2009). The population for the study involved all the employees in Ethiopian Customs Commission Modjo branch selected for the study. As per the data obtained from human resource department of Ethiopia customs commission Modjo branch office on March 2020, the total number of the manpower of the branch was 664 employees. Out of the total number of employees 419 (63%) are professional, 166 (25%) are semi-professional, clerical and Administrative, 20(3%) are technical and skilled and the remaining 59(9%) are messengers and custodians (Fourth Quarter and Annual Report of Ethiopia Customs commission Modjo branch, 2020).

Selecting sample would be fundamental for research study. Because taking the total population was impossible due to cost and time constraints. Employees who are middle level supervisors, professionals, clerical and non-clerical were in the sampling frame. High level supervisors who are executive management members, process owners and managers was not included in this study as supervisor is stated as one factor that affect job satisfaction.

Therefore, the researcher has to determine sample which is representative for the total population. To determine the size of the sample, this study had used Carvalho (1984) puts sample size to be selected from a given population based on 95% confidence interval and 5% sample error shows table 3.1 as follows:

Table 3.1: Carvahlo Sample Size Technique

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

Source: Carvalho (1984)

The Ethiopian customs commission Modjo branch office has 9 business processes and 1 management office that are Operation business process, Enforcement business process, Post clearance audit business process, Warehouse Administration business process, Human resource process, Customer service business process, Material Resource administration business process, Transferred and Seized Properties Administration process, Revenue and bond accounts administration process and Manager Office.

Therefore, the sample size plan was based on Carvahlo Sample Size Technique for the responses and the respective questions from 664 employees of Modjo branch Customs commission summarized in table 3.2 as follows:

Table 3.2: The corresponding samples size of the respondents

No	Position/departments	Total Population	Sample size/Respondents
1	Operational process	234	45
2	Legal Enforcement process	54	18
3	Post clearance audit process	32	15
4	Customers service business process	22	13
5	Warehouse and Transit administration process	92	25
6	Material Resource administration business process	97	25
7	Human resource process	23	13
8	Revenue and bond accounts administration process	33	15
9	Transferred and Seized Properties Administration process	42	16
10	Manger office	35	15
Total		664	200

Source: Author's survey Data (2020)

As we can see from table 3.2, the research was tried to cover all areas of position that are available in the Modjo branch office. From 234 total employees who are working in Operational business process department 45 employees were selected as a respondent, from 54 total employees who are working in Legal enforcement department 18 employees were selected as a respondent, from 32 total employees who are working in Post clearance audit business process 15 employees were selected as a respondent, from 22 total employees who are working in Customer Service department 13 employees were selected as a respondent, from 92 total employees who are working in Warehouse and Transit administration process 25 employees were selected as a respondent, from 97 total employees who are working in Material Resource administration business process 25 employees were selected as a respondent, from 23 total employees who are working in Human resource process department 13 employees were selected as a respondent, from 33 total employees who are working in Revenue and bond accounts administration process 15 employees were selected as a respondent and from 35 total employees who are working in Manger office 15 employees were selected as a

respondent. Totally from 664 the Modjo branch office employees 200 staffs were selected to respond the questionnaires.

3.5. Sampling Technique

Altman (2014) defines sampling technique as a definite plan for obtaining a sample from the sampling frame. The basic idea in sampling is that the analysis of some of the elements in a population provides useful information on the entire population. The study was used probability sampling techniques because members of the population have an equal chance of being incorporated into the sample.

As the Ethiopian customs commission Modjo branch has an organizational structure divided between strata's by different processes and as each strata contain heterogeneous employees, stratified and simple random probability sampling techniques were used to select the samples. Out of the total distributed 200 sample questionnaires, 13 copies of the questionnaire were disqualified because the questionnaire retrieved were wrongly completed and therefore rejected and 7 were unreturned. The questionnaires collected and used in this data were those, which were properly filled and returned from 180 employees of the branch.

3.6. Data Collection Procedures

The study was pursued the following steps to get cooperation of participants and administer the instrument. The researcher has obtained support letter from Rift Valley University to enable her for smooth way of communication when approaching respondents to provide answers. Questionnaires were distributed to eligible staff of Ethiopian Customs commission Modjo branch. A cover letter was attached to the questionnaires to introduce respondents to the research topic to avoid any suspicion or mistrust respondents might have about the study. The cover letter is also expected to help motivate respondents to participate in the study and answer the question and assure them of anonymity and confidentiality, and show them how to fill questionnaires. After distributing the questionnaires a follow up were done to increase their turn rate of the distributed questions through phone and physical presence.

3.7. Validity and Reliability

3.7.1. Validity

Validity is defined as the degree to which results obtained from an analysis of data actually represents the phenomena under study (Mugenda1999). Validity of a data collection tool ensures that the items in the instrument are representative of the subject area while the content validity ensures that the tool actually measures what it is supposed to measure.

In this study, the primary data were collected using a survey questionnaire. Before distributing the questionnaire to the selected sample, pre-testing was conducted by asking ten colleagues whether the questions are clearly worded and easily understood (whether they know the answers or not) in order to test the relevancy and accuracy of the designed questionnaire. The questionnaire was revised based on the pre-test information. In addition, the validity of the research instruments was established by seeking opinions of experts in the field of study especially the advisor.

3.7.2. Reliability

A reliable instrument consistently yields the same results when used repeatedly to collect data from the same sample drawn from a population (Kothari, 2004). Reliability is therefore the degree to which research instruments yields consistent results when administered a number of times. An instrument is reliable when it measures a variable accurately and consistently used repeatedly under similar conditions. Reliability of a questionnaire is concerned with the consistency of responses to the researcher's questions.

In this study in order to achieve reliability of the result pilot test was conducted. The pilot test is a rehearsal of the research study which allows testing the study approach with a small number of test respondents before the main study being conducted and ensuring all the respondents understands the questions from the questionnaire in the same way. Ten questionnaires were given to the workers who work in Ethiopian Customs Commission other than Modjo branch office to conduct the pilot test. During collecting the questionnaires, feedback about the problems of the questionnaires collected from the respondents. Then the pilot test was used to measure the reliability and consistency of the questionnaire by seeing the Cronbach's Alpha coefficient generated from SPSS software. Cronbach's Alpha (α) is the most common measure of scale reliability. Cronbac's alpha was

developed by Cronbach (1951) to provide a measure of the internal consistency of a test or scale, it is expressed as a number between zero and one, the acceptable values of alpha, is greater than or equals to 0.70. As shown in table 3.3 for all variables were more significant than 0.7, which means acceptable with the internal consistency and reliability. Hence, there was no item from each variable need to be deleted, and it can proceed to the primary respondents' distribution for this research. As a result, 35 statements remained in the final questionnaire.

Table 3.3: Reliability coefficients of Variables

No.	Variables	No. of Items	Cronbach's Alpha coefficient
1	Nature of work	5	0.907
2	Pay and benefits	5	0.810
3	Supervision	5	0.764
4	Co-workers	5	0.746
5	Career advancement	5	0.870
6	Workplace environment	5	0.889
7	Employee performance	5	0.938

Source: Field survey data 2020

3.8. Methods of Data Analysis

Sarantakos (2000:60) describes data analysis as data that is statistically analyzed in order to determine whether the generated questions have been supported. The questionnaires were collected and counted to ensure that all respondents had answered and completed the questions.

To fulfill the objective stated, the collected data was analyze by a means of tabular, charts, correlation and regression analysis. Statistical Package for the Social Sciences (SPSS) version 22 was used for data analysis technique because it can take data from word and excel file, and use them to generate tabulated report, charts, descriptive statistics and complex statistical analysis like correlation and regression analysis.

Under this study the independent variable was job satisfaction and the dependent variable was employee performance. The variables for job satisfaction were nature of work, pay and benefits, supervision, coworkers, career advancement and workplace environment. Different authors have

studied job satisfaction used as a variable by using the above variables. Based on Nash (1985), Spector (1997), Rose (2003), Maniram (2007), Fuger (2007), Aziri (2011), Gupta et al. (2012), Watson (2012), Armstrong et al. (2014), Javed et al. (2014), Chen (2015) and A-Hosam et al. (2016) it can be induced that the above variables that factors affecting job satisfaction. Based on Spector (1997) stated that Job satisfaction facets include: pay or fringe benefits, coworkers, nature of work itself and the organization itself, Aziri (2011) mentioned that job satisfaction factors such as: The nature of work, salary, advancement opportunities, management, work groups and work conditions, Armstrong et. al. (2014) has mentioned one of influencing factor that affect job satisfaction is the quality of supervision: supervision is the most important determinant of worker attitudes, Javed et al. (2014) reveal that workplace environment have significant positive relationship to job satisfaction. In contrast, the dependent variable was employee performance measured by declarative knowledge, procedural knowledge, higher employee performance, employee commitment and employee output.

Therefore, Correlation analysis was used to measure the strength or degree of association between independent and dependent variables. In addition multiple regression analysis was used in order to estimate or predict the effect of job satisfaction on employee performance. The regression model was of the form:

$$Y = \beta_0 + \beta_1(NW) + \beta_2(PB) + \beta_3(SS) + \beta_4(SIR) + \beta_5(SCA) + \beta_6(SWC) + \epsilon$$

Where **Y**= Employee performance

β_0 = Regression intercept

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$ = regression coefficients of independent variable

NW= Nature of Work

PB= Pay and Benefit

SS= Satisfaction with supervision

SIR= Satisfaction with Interpersonal Relationship among coworkers

SCA= Satisfaction with Career Advancement

SWE= Satisfaction with Workplace Environment

ϵ = Stochastic error term

3.9. Ethical Considerations

Researchers need to anticipate the ethical issues that may arise during their studies (Hesse-Bieber & Leavey, 2006). Research does involve collecting data from people, about people (Punch, 2005). Researchers need to protect their research participants; develop a trust with them; promote the integrity of research; guard against misconduct and impropriety that might reflect on their organizations or institutions; and cope with new, challenging problems (Isreal & Hay, 2006).

Therefore, respondents was assured that the information they provide is confidential and used for academic purpose only. Moreover, there is a statement confirming the prohibition of including any identity details or personal references in the questionnaire. This is to avoid any biased response or unauthentic data provided by respondents and to make participants certain that he/she cannot be traced; this would offer them enough room to express their ideas and point out their responses freely and safely. The data gathered in process of the study was kept confidential and won't be used for any personal interest. The study was controlled to be within acceptable professional ethics.



CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

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

Although a total of 200 questionnaires were distributed to the employees of Modjo customs branch office. However 180 completed and properly returned, 13 copies of the questionnaire were disqualified because the questionnaire retrieved were wrongly completed and therefore rejected and 7 were unreturned. The questionnaires collected and used in this data were those which were properly filled and returned from 200 employees of the branch.

After the collection of 180 completed and properly returned questionnaires, reliability checks when applied to all 35-items provide excellent overall Cronbach's Alpha coefficient (0.915) which indicates the very good scaling of the instrument.

Thus the demographic variables of the respondents, job satisfaction and employee performance were presented to investigate the effect of job satisfaction on employee performance in Ethiopian customs commission Modjo branch and was shown as follows.

4.1. Demographic Background of the Respondents

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

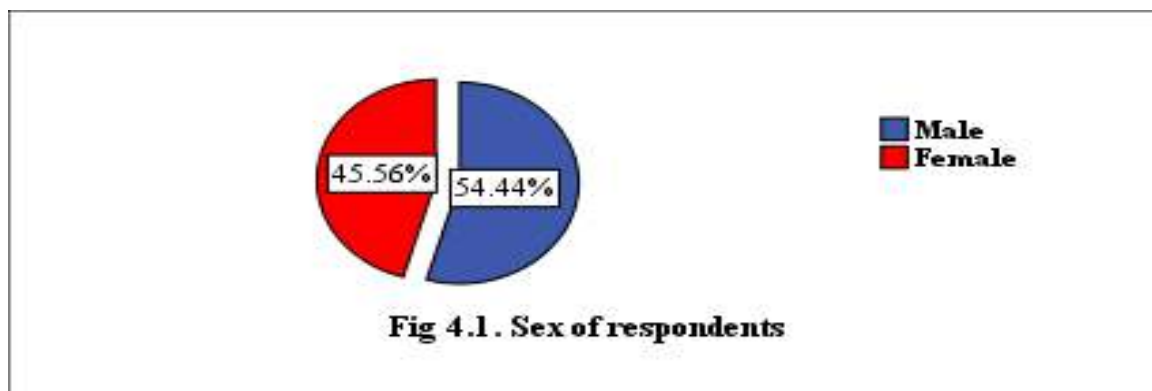
4.1.1. Sex of the respondents

Table 4.1: Sex of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	98	54.4	54.4	54.4
	Female	82	45.6	45.6	100.0
	Total	180	100.0	100.0	

Source: Field survey data 2020

Above information can be shown in following pie chart.



Source: Field survey data 2020

The above table 4.1 and figure 4.1 shows that 98(54.4%) of the respondents were male and the rest 82 (45.6 %) of the respondents were female out of the total 180 respondents. From this, we can understand female and male participants are near equal in Ethiopian customs commission Modjo branch and male respondents formed majority of the target population and both male and female staff of Modjo customs branch office surveyed participated in the study without discrimination and male respondents formed majority of the target population.

4.1.2. Age of the respondents

Table 4.2: Age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	34	18.9	18.9	18.9
	25-40 years	130	72.2	72.2	91.1
	41-55 years	15	8.3	8.3	99.4
	56-65 years	1	.6	.6	100.0
	Total	180	100.0	100.0	

Source: Field survey data 2020

Above information can be shown in following bar chart.

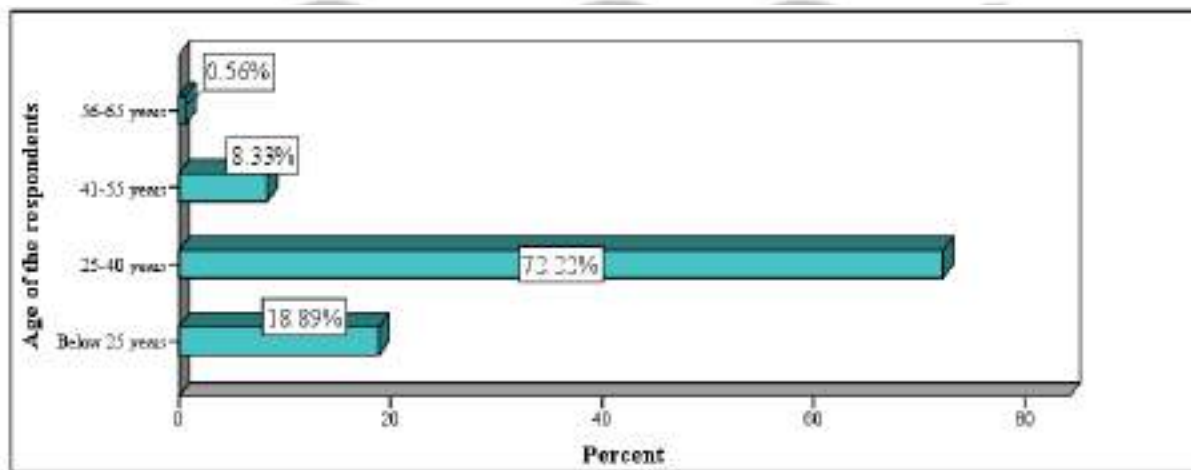


Fig 4.2. Age of the respondents

Source: Field survey data 2020

The above table 4.2 and figure 4.2 shows the age of the respondents in the Modjo customs branch office. It reveals that out of the total 180 respondents, 34 (18.9%) of the respondents fall into the age category below 25, 130 (72.2%) of the respondents belong to 25-40 years of age group, 15 (8.3%) of the respondents belong to 41-55 years of age group and the rest 1(0.6%) of the respondents were above 56 years of age. This shows that Modjo customs branch office is filled with more young generation employees and 91.1 % of the respondents belong to less than 41 years of age.

4.1.3. Level of education of the respondents

Table 4. 3: Level of education of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Grade 12 and below	4	2.2	2.2	2.2
Vocational/Diploma	11	6.1	6.1	8.3
Bachelor Degree	149	82.8	82.8	91.1
Master Degree or Above	16	8.9	8.9	100.0
Total	180	100.0	100.0	

Source: Field survey data 2020

Above information can be shown in following pie chart.

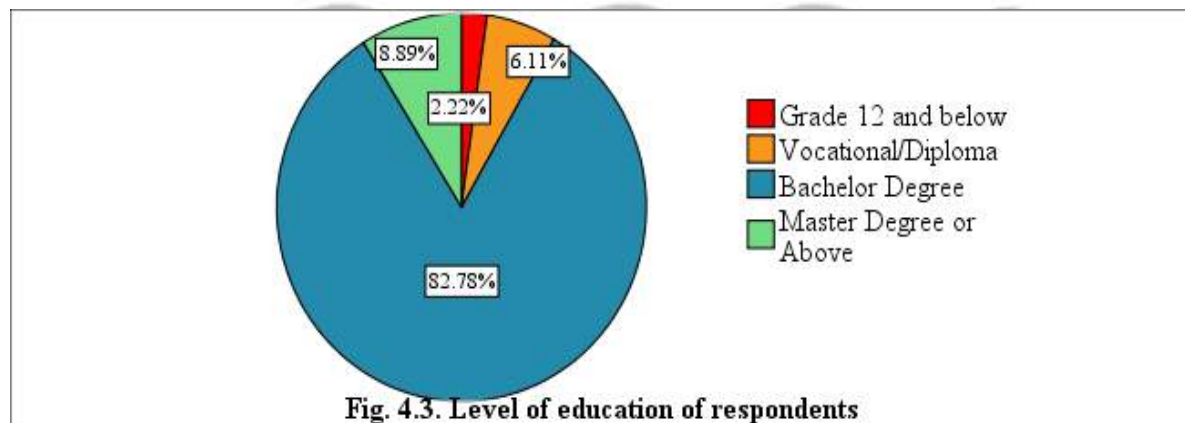


Fig. 4.3. Level of education of respondents

Source: Field survey data 2020

When we come to the educational level from the above table 4.3 and figure 4.3 illustrated that 4(2.2%) respondents are grade 12 and below, 11(6.11%) of them were vocational/diploma level, 149(82.78%) of them are degree level and the remaining 16 (8.89%) have masters and above. Within educational level most participants were at completed Degree level.

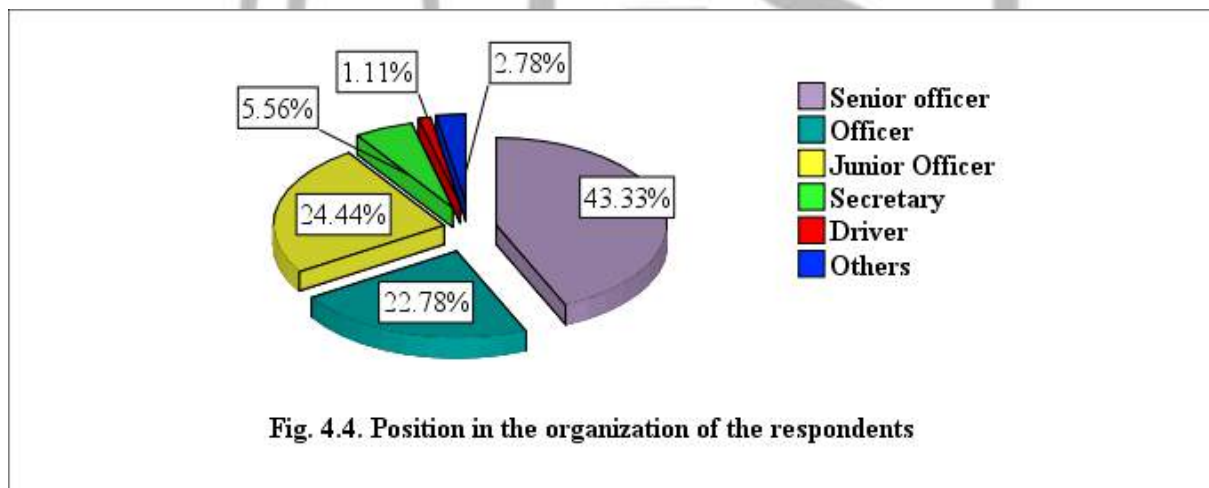
4.1.4. Job position of the respondents

Table 4. 4: Job position of the respondents in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Senior officer	78	43.3	43.3	43.3
Officer	41	22.8	22.8	66.1
Junior Officer	44	24.4	24.4	90.6
Secretary	10	5.6	5.6	96.1
Driver	2	1.1	1.1	97.2
Others	5	2.8	2.8	100.0
Total	180	100.0	100.0	

Source: Field survey data 2020

Above information can be shown in following pie chart.



Source: Field survey data 2020

The above table 4.4 and figure 4.4 shows that 78(43.33%) of the job position of the respondents in the organization were senior officer, 41(22.78%) of the participants were officer, 44(24.44%) of the respondents were junior officer, 10(5.56%) were secretary, 2(1.11%) of the respondents were drivers and the remaining 5(2.78%) were messengers and custodians. The most participants in this study were senior officers.

4.1.5. Work experience of the respondents

Table 4.5: Work experience of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 2 years	47	26.1	26.1	26.1
2-5 years	69	38.3	38.3	64.4
6-10 years	55	30.6	30.6	95.0
Above 10 Years	9	5.0	5.0	100.0
Total	180	100.0	100.0	

Source: Field survey data 2020

Above information can be shown in following bar chart.

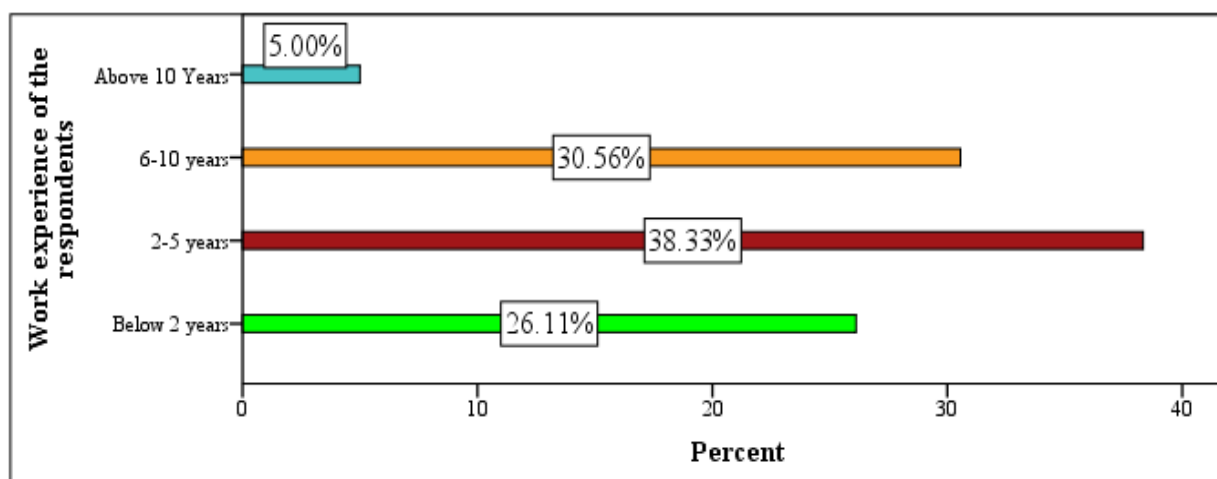


Fig. 4.5. Work experience of the respondents in the organization

Source: Field survey data 2020

From the above table 4.5 and figure 4.5 revealed that 47(26.11%) of the respondents of this study were had an experience of below 2 years, 69(38.33%) of the respondents had an experience of 2-5 years, 55(30.56%) of the respondents had of experience of 6-10 years and the rest 9(5%) of the respondents had experience of above 10 years. The majority of the respondents had an experience of 2-5 years.

4.1.6. Department/processes of the respondents

Table 4.6: Department/process of the respondents in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operation Business Process	41	22.8	22.8	22.8
	Law Enforcement Process	18	10.0	10.0	32.8
	Post clearance Audit	13	7.2	7.2	40.0
	Customers Service	13	7.2	7.2	47.2
	Warehouse and Transit administration	20	11.1	11.1	58.3
	Material Resource administration	19	10.6	10.6	68.9
	Human Resource administration	12	6.7	6.7	75.6
	Revenues and Bond accounts department	13	7.2	7.2	82.8
	Transfer and seized properties department	16	8.9	8.9	91.7
	Manager office	15	8.3	8.3	100.0
	Total	180	100.0	100.0	

Source: Field survey data 2020

Above information can be shown in following bar chart.

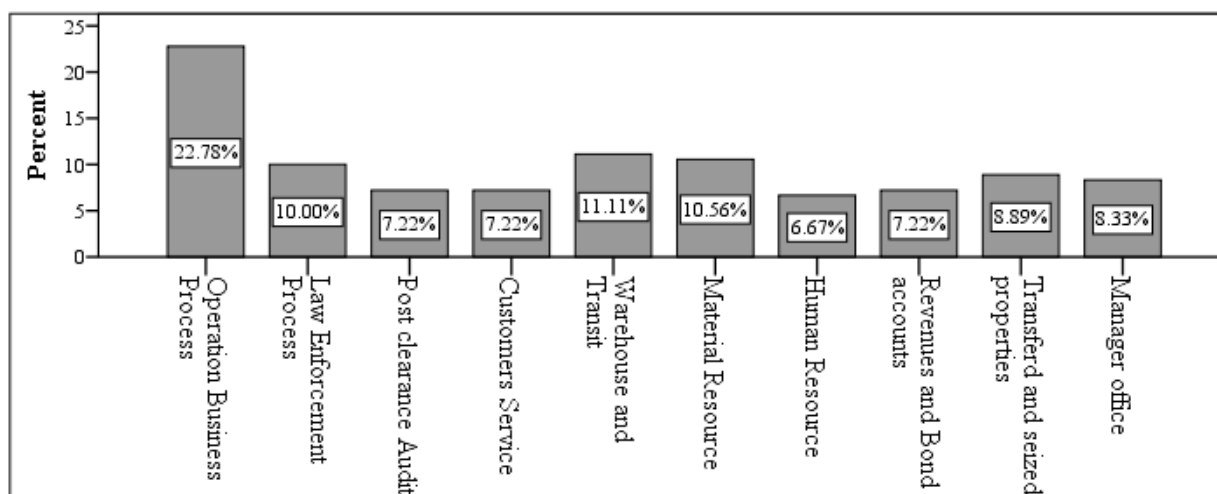


Fig 4.6. Departments/process of the respondents in the organization

Source: Field survey data 2020

The above table 4.6 and figure 4.6 illustrated that the place where the respondents worked in Modjo customs branch office. Out of the total 180 respondents 41 (22.78%) have been working in operation business process, 18 (10%) have been working in law enforcement, 13(7.22%) have been working in post clearance audit, 13(10%) have been working in customs service, 20 (11.11%) have been working in warehouse and transit, 19 (10.56%) have been working in material resource administration, 12 (6.67%) have been working in human resource administration, 13(7.22%) have been working in revenue and bond accounts, 16 (8.89%) have been working in transfer and seized properties and 15(8.33%) have been working in management office. This shows that the respondents were taken from all department/processes and the samples were taken from all the strata in the branch office population. This makes the study to have large sample size, make the sample reliable and more representative of the population.

4.2. Employee Job satisfaction

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

In order to make the interpretation of the data easy, the five scales was interpreted and calculated using the following formula (Jeff, 2011).

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

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

Table 4.7: Mean range

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

Source: Jeff, 2011

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

4.2.1. Employee’s satisfaction on the nature of work

The findings under this section are based on the means and standard deviation for the data that was collected through the likert scale measuring the level of agreement of the respondents with respect to the given aspects of nature of job. The results on nature of work are as presented in Table 4.8;

Table 4.8: Satisfaction with nature of work

	Mean	Std. Deviation
I like doing the things I do at work.	2.72	.854
My skills and abilities are effectively used on the job.	3.14	.987
I enjoy working.	2.64	.979
My job is clear and simple.	3.05	.788
My workload is reasonable.	3.16	.963
Valid N (listwise)		

Source: Field survey data 2020

From table 4.8, the respondents moderate agreed (mean = 2.72; std. dev. = 0.854) indicating that they like doing the things they do at work. The respondents moderate agreed that their skills and abilities are effectively used on the job as shown by a mean of 3.14 with a standard deviation of 0.987. Findings also show that, the respondents moderate agreed (mean = 2.64; std. dev. = 0.979) indicating that they enjoy working. Their job is clear and simple who moderately agreed to this fact which obtained a mean of 3.05 and a standard deviation of 0.788. A mean of 3.16 with a standard deviation of 0.963 indicates that the respondents moderate agreed on workload are reasonable.

Thus all were in moderate extent agreement level, there were no in strongly extent disagreement level, disagree, agree and strongly extent agreement level and looking at the mean score the respondents were their workload is reasonable had highest mean and they enjoy working had low mean score.

4.2.2. Satisfaction with pay and benefits

The findings under this section are also based on the means and standard deviation for the data that was collected through the likert scale measuring the level of agreement of the respondents with respect to the given aspects of pay and benefits. The results on pay and benefits are as presented in Table 4.9;

Table 4.9: Satisfaction with pay and benefits

	Mean	Std. Deviation
My pay/salary and benefits are fair.	3.14	0.887
I am satisfied with organization welfare e.g.(Medical pay, provident fund, transportation service, house rent allowances, medical leaves, etc.)	2.04	0.752
Salary increment is reasonable.	3.21	0.992
I earn better salary if I compare with other organization.	3.36	0.898
I feel that benefits I received are more than my expectation.	2.76	0.954
Valid N (listwise)		

Source: Field survey data 2020

As shown in above table 4.9, the respondents moderate agreed on their salary and benefits are fair according to a mean of 3.14 with standard deviation 0.887. On the hand the respondents strongly extent disagreed on they are satisfied organization welfare based on a mean of 2.04 with standard deviation 0.752. Further the respondents moderate agreed salary increment is reasonable by a mean of 3.21 with standard deviation 0.992. The respondents also moderately agreed that they earn better salary compared with other government organization by a mean of 3.36 with standard deviation 0.898. The respondents moderate extent agreed (mean=2.76; std. dev. = 0.954) indicating that they feel that benefits they received more than their expectation.

From the finding it can be induced that the level of satisfaction on the statement there was strongly extent disagreed and moderately agreed level which means that there was a low mean score on organizational welfare and had high mean score on the salary is better with compared to the other organization.

4.2.3. Satisfaction with supervision

Table 4.10 presented the study results on satisfaction with supervision. The results are as well based on the means and standard deviation for the likert scale data collected.

Table 4.10: Satisfaction with supervision

	Mean	Std. Deviation
My supervisor shows too little interest in the feelings of subordinates.	3.18	.924
My supervisor is reasonable and fair.	3.38	.987
My supervisor gives me useful and constructive feedback.	3.07	0.923
My supervisor does listen to my suggestions.	3.21	0.886
I can freely share my opinion with supervisor.	3.23	.997
Valid N (listwise)		

Source: Field survey data 2020

Table 4.10 shown, the respondents moderate agreed on their supervisor shows too little interest in the feelings of subordinates. This indicates that a mean of 3.18 with standard deviation of 0.924. A mean of 3.38 with Std. deviation 0.987 indicating that the respondents moderately agreed on their supervisor is reasonable and fair. The respondents moderate agreed on their Supervisor gives them

useful and constructive feedback by a mean of 3.07 with Std. deviation of 0.923. The respondents moderate agreed on their supervisor does listens them suggestions as indicated by a mean 3.21 with Std. deviation of 0.886. The respondents revealed that they can freely share their opinion with supervisor. This shows that moderate agreed as a mean of 3.23 with Std. deviation of 0.997.

Thus there was a low mean score in supervisor gives useful and constructive feedback and high mean score in supervisor reasonable and fair compared to the others.

4.2.4. Satisfaction with interpersonal relationship (co-workers)

The section presented the study results on co-workers and how it affects employee performance. The results were on means and standard deviation presenting the level of agreement of the respondents on the given aspects of interpersonal relationship. These are as presented in table 4.10;

Table 4.11: Satisfaction with interpersonal relationship (co-workers)

	Mean	Std. Deviation
I can trust my colleagues.	3.28	.899
I enjoy working with my colleagues.	3.17	.846
My team cooperates to get the work done.	3.60	.739
My colleagues do listen to my opinions or suggestions.	3.14	.799
I do have good friends at work.	3.19	.909
Valid N (listwise)	180	

Source: Field survey data 2020

As of the table 4.11 shown that the respondents moderate agreed on they can trust their colleagues by a mean of 3.28 with standard deviation of 0.889. A mean of 3.17 with Std. deviation of 0.846 shows that the respondents moderate agreed on they enjoy working with their colleagues. The respondents agreed that their team cooperates to get the work done. This is according to the mean obtained of 3.6 with a standard deviation of 0.739 and there was no much deviation of the responses from the mean value. Also the respondents moderate agreed on their colleagues do listen to their opinions or suggestions by a mean of 3.14 with Std. deviation of 0.799. A mean of 3.19 with Std. deviation of 0.909 indicated that the respondents moderately agreed on they do have good friends at work.

Thus all were above in moderate agreed level, there was no in strongly disagree, disagree, and strong extent agreement level.

4.2.5. Satisfaction with career advancement

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

Table 4.12: Satisfaction with career advancement

	Mean	Std. Deviation
My organization encourages its employees for the advancement of higher position.	2.76	0.988
Those who do well on the job stand a fair chance of being promoted.	3.05	0.925
Promotion is based on individual's performance and ability	3.12	0.964
I am satisfied with promotion system.	2.86	0.939
I receive constructive and useful feedback from my superior that will benefit my career development.	3.24	0.944
Valid N (listwise)		

Source: Field survey data 2020

Table 4.12 shown that, the respondents moderately extent agreed on their organization encourages its employees for the advancement of higher position by a mean result of 2.76 with Std. deviation of 0.988. As of a mean result 3.05with Std. deviation of 0.925 the respondents moderate agreed on those who do well on the job stand a fair chance of being promoted. Also the respondents moderately agreed on promotion are based on individual’s performance and ability. This indicated that a mean of 3.12 with Std. deviation of 0.964. Further a mean of 2.86 with Std. deviation of 0.939 shows that the respondents moderately extent agreed on they are satisfied with promotion system. Mean value 3.24 with Std. deviation of 0.944 shows that the respondents moderately agreed on they receive constructive and useful feedback from their supervisor that will benefit their career development.

Therefore, there was a low mean on organization encourages its employee for the advancement of higher position and there was a high mean result on they receive constructive and useful feedback from their superior that will benefit them career development.

4.2.6. Satisfaction with workplace environment

Under this section the study presented about factor of job satisfaction which is the working conditions. The results were on means and standard deviation presenting the level of agreement of the respondents on the given aspects of workplace environment. These are as presented in table 4.13;

Table 4.13: Satisfaction with workplace environment

	Mean	Std. Deviation
My work environment allows me to be highly productive	2.74	.965
My organization provides the resource necessary for me to execute my responsibility.	3.11	.972
My working environment is safe.	2.53	.978
My organization creates harmonious working environment.	2.64	.897
I am satisfied with my work environment.	2.69	.861
Valid N (listwise)		

Source: Field survey data 2020

Findings from the above table 4.13 presented that the respondents moderate extent agreed on their work environment allows to them to be productive by a mean of 2.74 with Std. deviation of 0.965. A mean result of 3.11 with Std. deviation of 0.972 indicated that the respondents moderately agreed on their organization provide the resource necessary for them to execute their responsibility. The respondents strongly extent level disagreed on their working environment is safe by mean result of 2.53 with Std. deviation of 0.978. A mean of 2.64 with Std. deviation of 0.897 result indicated that the respondents moderate level moderately extent agreed on their organization creates harmonious working environment. Finally the respondents moderate level agreed on they are satisfied with their work environment by a mean result of 2.69 with Std. deviation of 0.861.

From the finding it can be revealed that there was a low mean in organization' working environment is safe and a high mean on the organization provides the necessary resources to their employees in order to execute their responsibilities.

4.2.7. Overall job satisfaction

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

Table 4.14: Overall job satisfaction level

	Mean	Std. Deviation	Percent
Satisfaction with Nature of Work	2.94	.703	58.80
Satisfaction with Pay and Benefits	2.90	.708	58.00
Satisfaction with Supervision	3.21	.897	64.20
Satisfaction with Co-workers	3.28	.590	65.60
Satisfaction with Career Advancement	3.01	.931	60.20
Satisfaction with Workplace environment	2.74	.744	54.80
Overall Employee Job Satisfaction	3.02	.549	60.40
Valid N (listwise)	180		

Source: filed Survey data2020

The above table 4.14 shown that the descriptive statistics, clearly indicates the corresponding arithmetic mean, standard deviation and a percentage of every total individual job satisfaction facets. Thus overall satisfaction of nature of work has a mean value of 2.94 with a Std. deviation of 0.703. This indicates that the respondents moderate level of satisfied on the overall level of nature of work

by 58.80% in the organization. Further overall Pay and Benefits has a mean of 2.90 with a standard deviation of 0.708. The result shows that the respondents satisfied in a moderate level and it covers 58.00%. The respondents satisfied on overall supervision by a mean of 3.21 with standard deviation of 0.897. This implies that 64.20% satisfied in a moderate level in supervision. Level on interpersonal relationship with co-workers have over all job satisfaction level of 65.60% and it has mean value of 3.28 with standard deviation of 0.590, satisfaction with Career advancement has satisfaction level of 60.20% and a mean value of 3.01 with standard deviation of 0.744, workplace environment has a mean of 2.74 with standard deviation of 0.744 and it covers the satisfaction level in the organization 54.80%. Finally overall Job satisfaction Mean value was 3.02 with std. deviation of 0.549. This result covers 60.40% of satisfaction exist in Ethiopian customs commission Modjo branch.

The findings revealed that the respondents more satisfaction level on interpersonal relationship with co-workers (mean=3.28; std. deviation=0.590, level=65.60%) and least satisfaction with workplace environment (mean=2.74; std. deviation=0.744, level=54.80%) in Modjo Customs branch office.

4.3. Employee performance

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

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

Table 4.15: Employee performance

	Mean	Std. Deviation
I have the necessary factual knowledge and information of the job.	3.66	.786
I have the necessary procedural knowledge and skills in actually knowing what should be performed.	3.76	.706
I have the motivation to exert more effort into the job I am doing.	2.89	.875
The organization follows a defined job performance measurement criterion.	3.02	0.999
I am happy by the performance result in the performance evaluation given.	3.32	0.978
Valid N (listwise)		

Source: Field survey data 2020

The above table 4.14 shows that the respondents agreed on they have the necessary factual knowledge and information of the job by a mean of 3.66 with standard deviation of 0.786. As of mean result of 3.76 with standard deviation of 0.706 the respondents agreed by they have the necessary procedural knowledge and skills in actually knowing what should be performed. The respondents moderately agreed on they have the motivation to exert more effort into the job they are doing by mean of 2.89 with standard deviation of 0.875. The organization follows a defined job performance measurement criterion (mean=3.02; std. deviation=0.999). Finally a mean of 3.32 with 0.978 the respondents moderately agreed on they are happy by the performance result in the performance evaluation given.

Thus there was a high mean value of they have the necessary procedural knowledge and skills in actually knowing what should be performed and low mean value on they have the motivation to exert more effort into the job they are doing. Therefore there was no in strongly disagree, disagree and strongly extent level of agreement.

4.3.1. Individual performance evaluation result

According to Ethiopia Customs Commission Modjo branch office cascading guideline and procedure and manual of performance evaluation using balanced score card (BSC) 2020, employee performance evaluation point is classified as per the following performance level category.

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

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

Table 4.16: Employee performance evaluation result

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very poor performance	0	0	0	0
Poor performance	0	0	0	0
Good or Average performance	139	77.22	77.22	77.22
Very good performance	41	22.78	22.78	100.00
Excellent performance	0	0	0	100.00
Total	180	100.0	100.0	

Source: Field survey data 2020

Above information can be shown in following figure 4.7 bar chart.

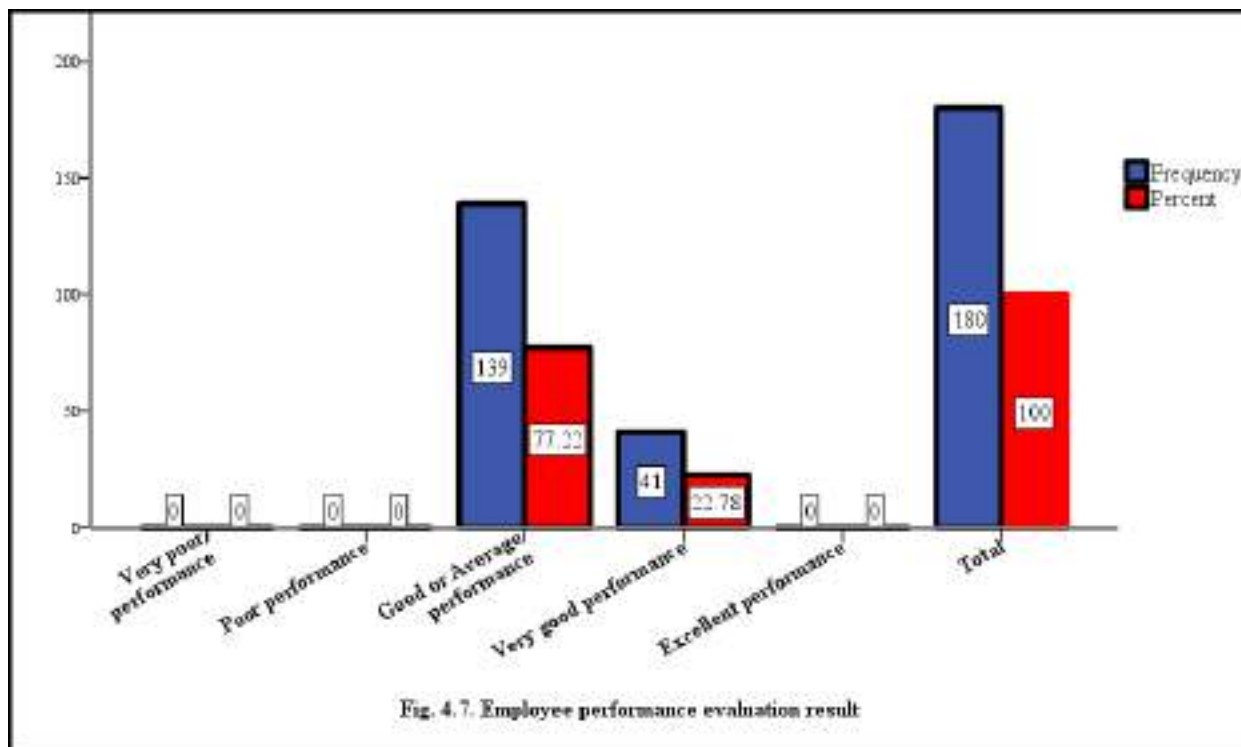


Fig. 4.7. Employee performance evaluation result

Source: Field survey data 2020

The above table 4.15 and figure 4.7 showed each respondent's employee performance evaluation result with performance level category. Out of the 180 respondent's 139(77.22%) had good or average performance, 41(22.78%) had very good performance.

The findings revealed that majority of the respondents had good or average performance that range from 76% to 84% and no respondents gotten very poor performance, poor and excellent performance.

Table 4.17: Employee performance evaluation central tendency result

	N	Minimum	Maximum	Mean	Std. Deviation
Employee performance evaluation result	180	3	4	3.23	.526
Valid N (listwise)	180				

From the above table 4.17 a mean value of 3.23 with std. deviation 0.526 clearly shows that majority of the respondents had good or average performance that range from 76% to 84%.

4.4. Correlation Analysis of Job Satisfaction and employee performance

The study analysis conducted correlation analysis. Correlations are the measure of the linear relationship between two variables (Brooks, 2008). In this study Pearson product-moment correlation coefficient was used to identify the relationship between employee job satisfaction and job performance. Job satisfaction levels and performance levels of the Employees were measured by reactions of the employees to the given questionnaire and the answers are rated using five point likert scale system.

The marks for the answers given by the employees about the Job Satisfaction and marks for the answers given on performance and calculated and Employee's Job Satisfaction is as independent variable (X) and Employee's performance is taken as dependent variable (Y) taken and calculated the Correlation Coefficient (r) and Calculated Mean Value of Satisfaction & Performance and then find the relation between employee's job satisfaction & employee's Performance.

The correlation coefficient can range from -1 to +1, with -1 indicating a perfect negative correlation, +1 indicating a perfect positive correlation, and 0 indicating no correlation at all. As described by Andy (2006), the correlation is a commonly used measure of the size of an effect: values of ± 0.1 represent a small effect, ± 0.3 is a medium effect and ± 0.5 is a large effect.

In this section, a Pearson product-moment correlation analysis was used to investigate the relationship between job satisfaction variables and employee performance variables in the case of Ethiopian customs commission in Modjo branch. The variables were nature of work, pay and benefits, co-workers, Supervisor, career advancement, workplace environment and employee performance. The following table 4.18 shown the bivariate correlation of job satisfaction variables with employee performance variable.

Table 4.18: Correlations coefficient

		Nature of work	Pay and benefits	superv ision	Co- workers	Career Advancemen t	Workplace env't	Employee performanc e
Nature of Work	Pearson Correlation Sig. (2- tailed)	1	.365** .000	.366** .000	.362** .000	.404** .000	.415** .000	.504** .000
Pay and benefits	Pearson Correlation Sig. (2- tailed)	.365** .000	1 .000	.382** .000	.218** .003	.482** .000	.450** .000	.426** .000
supervision	Pearson Correlation Sig. (2- tailed)	.366** .000	.382** .000	1 .000	.347** .000	.569** .000	.398** .000	.376** .000
Co-workers	Pearson Correlation Sig. (2- tailed)	.362** .000	.218** .003	.347** .000	1 .000	.428** .000	.402** .000	.398** .000
Career Advancmen t	Pearson Correlation Sig. (2- tailed)	.404** .000	.482** .000	.569** .000	.428** .000	1 .000	.546** .000	.440** .000
Workplace environment	Pearson Correlation Sig. (2- tailed)	.415** .000	.450** .000	.398** .000	.402** .000	.546** .000	1 .000	.573** .000
Employee performance	Pearson Correlation Sig. (2- tailed)	.504** .000	.426** .000	.376** .000	.398** .000	.440** .000	.573** .000	1

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

Source: Field survey data 2020

From the above table 4.18 the bivariate Pearson product-moment correlation coefficient value of nature of work has a significant effect relationship with employee performance($r=0.504, p <0.01$), pay and benefits has a relationship with employee performance($r=0.426, p <0.01$), supervision has also correlate with employee performance ($r=0.376, p <0.01$), interpersonal relationship with coworkers has a significant relationship with employee performance ($r=0.398, p <0.01$), career advancement has significant relationship with employee performance ($r=0.44, p <0.01$) and

satisfaction with workplace environment has a large effect correlate with employee performance ($r=0.573, p <0.01$).

The correlation coefficient value among the job satisfaction variables indicated that workplace environment has been the highest correlation with employee performance ($r=0.573, p<0.01$) whereas the lowest correlation with employee performance was supervision ($r=0.376, p<0.01$).

The findings have revealed that there was a positive statistically significant relationship between job satisfaction variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) and employee performance. This conclusion was supported by (Funmilola, Sola, & Olusola, 2013). The study tested the impact of pay, promotions, supervision, work field and working condition on employee performance. They concluded that the higher the level of happiness and positive emotions of workers, the stronger the link between job satisfaction and performance and other results (Funmilola, Sola, & Olusola , 2013).

The relationship between job satisfaction and job performance shows that job satisfaction has influence on performance through nature of work (Aziri, 2011), pay and benefits (Awan et al., 2014), supervision (Funmilola, Sola, & Olusola , 2013), happiness at work (Gupta, Kaur, Gupta, Jain, & Sharma, 2012) and workplace environment (Javed, Balouch, & Hassan, 2014). Indermun and Bayat (2013) agreed that there is an undeniable correlation between job satisfaction and employee performance, which will eventually lead to a significant, positive effect on the efficiency and effectiveness of employees and thus, better overall performance (Indermun & Bayat, 2013).

4.5. Regression analysis

The regression analysis was conducted in order to estimate or predict by how much the independent variable affect the dependent variable. In this study multiple regressions were conducted in order to determine if job satisfaction variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) significantly predict employee performance.

Before the detail analysis of multiple regression the assumption of normality distribution, linearity, multicollinearity, homoscedasticity (equal variance) and independence of residuals were first tested.

The first assumption is the normality of data checked by descriptive statistics. The mean, standard deviation, minimum and maximum values were depicted to show properly if there were problem in the data. Finally the skewness and Kurtosis statistics for variables shows this normality distribution. The skewness shows if the data is positively or negatively skewed in terms of the responses. The kurtosis shows the heights in the data trends. They should be in the range of -1 to +1.

In this study the following table 4.19 shows that the research data has all been within the acceptable range for normality of data.

Table 4.19: Skewness and Kurtosis analysis

	N	Mini mum	Maxi mum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statisti c	Statis tic	Statisti c	Statisti c	Statistic	Statistic	Std. Error	Statistic	Std. Error
Nature of Work	180	1	5	2.94	.703	-.448	.181	.187	.360
Pay and Benefits	180	1	5	2.90	.708	.042	.181	-.134	.360
Supervision	180	1	5	3.21	.897	-.292	.181	-.462	.360
Co-Workers	180	2	5	3.28	.590	-.584	.181	.025	.360
Career Advancement	180	1	5	3.01	.931	-.138	.181	-.433	.360
Workplace environment	180	1	5	2.74	.744	.043	.181	-.924	.360
Valid N (listwise)	180								

Source: Field survey data 2020

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

workplace environment) and employee performance could be modeled by a straight line suggested that the relationship between these variables was linear.

The third assumption is there is no multicollinearity in the data. Multicollinearity occurs when independent variables in the regression model are too highly correlated with one another. In this study the assumption tested in two ways. The first way the assumption tested was that the predictors (or independent variables) were not too highly correlated. Correlations of more than 0.8 may be problematic (Frost, 2017). Correlations table 4.18 shown that the highest correlation between independent variables was $r=.569$. The second way the assumption tested was that calculation of both a Tolerance test and Variance Inflation Factor (VIF). If multicollinearity is not exist in the data when the results of the analysis are shows as all predictors VIF is not larger than 10 and none of the Tolerance levels is not below or equal to 0.1(Dhakal, 2016).

Table 4.20: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Nature of work	.717	1.395
Pay and Benefits	.687	1.455
supervision	.580	1.724
Co-workers	.758	1.320
Career Advancement	.432	2.316
Workplace environment	.562	1.779

Source: Field survey data 2020

From the above table 4.20 the colinearity statistics result shows that tolerance value was not below 0.1 for each independent variable and Variance Inflation Factor (VIF) for each independent variable was not greater than 10. Therefore Multicollinearity was not a concern with this data set as confirmed by the main effect regression models.

The fourth assumption was the values of the residuals are independent. The Durbin-Watson statistic was used to test the assumption that the values of residuals are independent (or uncorrelated). According to Andy Field (2009) the acceptable Durbin –Watson range is between 1.5 and 2.5.

Values below and above the acceptable ranges were caused for concern and may render the analysis invalid.

From Table 4.21 the Durbin-Watson statistic showed that this assumption had been met as the obtained value was close to 2 (Durbin-Watson = 1.931) which is between the acceptable ranges. Therefore there was no auto correlation problems in the data used in this research.

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

Finally there is a rule of thumb which can be used to determine the R^2 value as follows: < 0.1: poor fit, 0.11 to 0.30: modest fit, 0.31 to 0.50: moderate fit, > 0.50: strong fit (Muijs, 2004, p. 166).

Therefore, regression analysis of Predictors and Dependent variables was conducted and the results of the regression analysis are presented as following section.

4.5.1. The Effect of job performance on Employee Performance

Table 4.21: Coefficient of determination results

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.925 ^a	.856	.803	.1547	1.931
a. Predictors: (Constant), Working Conditions, Nature of Work, Co-Workers, Pay and Benefits, Career Advancement b. Dependent Variable: Employee performance					

Source: Field survey data 2020

According to Stephanie (2018) the value of R^2 shows in order to determine the amount of variance in the dependent variables which is explained by all variables in the formula i.e. it shows how well data

points fit a regression line assuming every single variable explains the variation in the dependent variable.

In order to see the effect of job satisfaction on employee performance at Modjo customs branch office, multiple linear regression analysis was employed. The regression model presents how much of the variance in employee performance is explained by the job satisfaction of the branch. Linear regression was calculated to predict employee performance. The above table 4.21 shows that the multiple correlation coefficient $R=0.925$ measure of the quality of the prediction of employee performance. It shows a strong positive relationship between facets of job satisfaction and employee performance. Therefore the six independent variables of job satisfaction (nature of work, pay and benefits, supervision, co-workers, career advancement and workplace environment) in aggregate are significant predictor of employee performance.

The coefficient of determination $R^2=0.856$ means that job satisfaction variables explain 85.6% of the variability of employee performance. And 14.4% (100%-85.6%) of the variation is caused by factors other than the predictors included in this model. Therefore a one unit of change in job satisfaction 85.6% increases in employee performance.

Table 4.22: ANOVA for Regression analysis

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.140	6	11.069	519.367	.000 ^b
	Residual	3.894	173	.223		
	Total	74.034	179			

a. Dependent Variable: Employee performance
 b. Predictors: (Constant), Workplace environment, Nature of Work, Co-Workers, Pay and benefits, Career advancement

Source: Field survey data 2020

The value of F test explains the overall significance of a model. It explains the significance of the relationship between dependent variables and all the other independent variables (Anderson et al. 2007). The F-ratio in the ANOVA (Table 4.22) tests whether the overall regression model is a good

fit for the data. The table shows that the job satisfaction variables statistically significantly predict the employee performance, $F(6, 173) = 519.367$, $p(.001)$ less than the level of significance of 0.05 with 95% confidence interval. (i.e., the regression model is a good fit of the data).

Table 4.23: The Coefficients of the regression analysis

Model	Coefficients ^a						
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.850	.044		19.120	.000		
Nature of Work	.090	.044	.127	2.036	.043	.717	1.395
Pay and benefits	.205	.048	.221	4.266	.000	.687	1.455
Supervision	.122	.042	.194	2.920	.004	.580	1.724
Co-Workers	.073	.035	.090	2.068	.040	.758	1.320
Career advancement	.096	.045	.109	2.130	.035	.432	2.316
Workplace environment	.257	.048	.291	5.351	.000	.562	1.779

a. *Dependent Variable: Employee performance*

Source: Field survey data 2020

The above table 4.23 shows that Statistical significance of each of the job satisfaction variables tests whether the un-standardized (or standardized) coefficients are equal to 0 (zero) in the population (i.e. for each of the coefficients). The B coefficient of the independent variable is the slope. It represents the amount of change in the dependent variable for a one-unit change in the independent variable. Looking at the B coefficient in the table, it is positive for all independent variable indicating that as job satisfaction variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) increases employee performance also increases.

From the table the t-value and corresponding p-value are in the "t" and "Sig." columns respectively showed that nature of work $p(.043) < 0.05$, pay and benefits $p(.000) < 0.05$, supervision $p(.004) < 0.05$, coworkers $p(.040) < 0.05$, career advancement $p(.035) < 0.05$ and workplace environment $p(.000) < 0.05$ were significant. In other words nature of work, pay and benefits, supervision, co-workers, career

advancement and workplace environment adds a substantial contribution to explaining employee performance.

The general form of the equation to predict employee performance from nature of work, pay and benefits, co-workers, supervision, career advancement and working conditions was:

"Predicted employee job performance

$$\begin{aligned} &= 0.85 + 0.09 (\text{Nature of work}) + 0.205(\text{Pay and benefits}) \\ &+ 0.122(\text{supervision}) + 0.073 (\text{Coworkers}) + 0.096(\text{Career advancement}) \\ &+ 0.257(\text{Workplace Environment})" \end{aligned}$$

Un-standardized coefficients indicate how much the dependent variable varies with independent variable when all other independent variables are held constant. The regression coefficient B provides the expected change in dependent variable for a one-unit increase in independent variables (Muijs, 2004, p. 167).

As depicted in the table 4.23 Constant 0.85 is the predicted value for employee performance. If all job satisfaction variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) take the value zero, predicted value for employee performance is 0.85.

The un-standardized coefficient for nature of work was 0.09. It indicated that a unit increase in satisfaction of nature of work will increase employee performance by 0.09. The coefficient of pay and benefit is 0.205, it is positive and a unit increase in satisfaction of pay and benefits will increase employee performance by 0.205. The coefficient for supervision is 0.122. It is positive and a one unit increase in satisfaction of supervision will increase employee performance by 0.122. Looking B the coefficient of interpersonal relationship among workers (coworkers) is 0.073, it is positive. This means that a one unit satisfaction in coworkers implies 0.073 will increase in employee performance. A unit increase in satisfaction of career advancement will increase employee performance by 0.096. Finally the un-standardized coefficient for workplace environment is 0.257. It indicates that a positive a unit increase in workplace environment will increase employee performance by 0.096 percent.

Generally Linear regression was calculated to predict employee performance for Model 1; it had the ability to predict the employee performance significantly, $F(6, 173) = 519.367, p < .0001$ with R^2 of 0.856. This indicates that the model is a strong fit with the predictor variables (nature of work, pay and benefits, supervision, co-workers, career advancement and workplace environment) accounted for 85.6% of the variance in employee performance as measured by organizational performance and the remaining 14.4% of the variation in the dependent variable is explained by other variables which is not included in this study. This result is in consonance with the findings of (Funmilola, Sola, & Olusola, 2013; Aziri, 2011; Kappagoda, 2012; Indermun & Bayat, 2013; Javed, Balouch, Awan, Asghar & Hassan, 2014; Platis et al. 2015 and Shmailan, 2016). Therefore the finding of study was there is a large effect of job satisfaction on employee performance.

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CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Summary

Overall in this study, the survey result find that the respondents were moderately satisfied with their nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment.

The results shown that majority of the respondents were moderate extent satisfied:

- With the nature of work they like doing the things they do at work, they skills and abilities are effectively used on the job, they enjoy working, their job is clear and simple and their workload is reasonable. The mean score value for nature of work was 2.94, so the respondents moderate extent agreed on average that they were moderately satisfied from nature of work. Therefore, the respondents were moderate extent satisfied with the level of their nature of work.
- With the pay and benefits in the Ethiopian customs commission the respondents moderate extent agreed on pay/salary and benefits are fair, they are strongly extent dissatisfied with organization welfare e.g. (Medical pay, provident fund, transportation service, house rent allowances, medical leaves, etc., Salary increment is reasonable, they earn better salary if they compare with other organization, they feel that benefits they received are more than their expectation. The mean score for pay and benefits was 2.9, so the respondents moderately agreed on average on the satisfaction they get from pay and benefits. Therefore, the respondents were moderate extent satisfied with the level of their pay and benefits.
- In relation with their supervision; the Supervisor shows too little interest in the feelings of subordinates, reasonable and fair, gives them useful and constructive feedback, listen others suggestions and they can freely share their opinion with them. The mean score for supervisor was 3.21, so the respondents agreed in a moderate extent on satisfaction they get from relation with their supervisor. Therefore, the respondents were moderate extent satisfied with relation with their supervisors.
- In relation with their interpersonal relationship with their coworkers; they trust their colleagues, they enjoy working with their colleagues, and the people with whom they work

or meet in connection with their work are good, friendly and supportive. The mean score value for co-workers was 3.28, which indicates that the respondents moderately agreed on satisfaction they get from relation with their co-workers. Therefore, the respondents were moderate extent satisfied with relation with their co-workers.

- With the career advancement in the branch office, it encourages its employees for the advancement of higher position for a better position and advancement; those who do well on the job stand a fair chance of being promoted; Promotion is based on individual's performance and ability; they satisfied in a moderate extent with promotion system and they receive constructive, useful feedback from them superior that will benefit their career development and they think that promotion in the branch was fair and within performance. The mean score for career advancement was 3.01, so the respondents agreed in a moderate extent level on average on the satisfaction they get from career advancement. Therefore, the respondents were moderate extent satisfied with the level of their career advancement.
- With the satisfaction of workplace environment; the work environment allows them to be highly productive and the job, the branch creates harmonious working environment, and they satisfied in workplace environment moderately. The mean score for workplace environment was 2.74, so the respondents moderately agreed on average on satisfaction they get from the workplace environment. Therefore, we can see that the respondents were averagely satisfied with the environment they are doing.

In regard to the overall job satisfaction by computing all the job satisfaction variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment), the overall job satisfaction level in Ethiopian Customs commission Modjo branch is 60.40 %. Therefore the level of job satisfaction in the branch was in a moderate level of satisfaction. Majority of the respondents have good or average performance that range from 76% to 84% and with a mean score of 3.23.

The results of the correlation analysis indicate that:

- There is a positive correlation between nature of work and employee performance ($r=0.504$; $p=00$) (under table 4.16). This means that nature of work has positive effect on employee performance.

- There is a positive correlation between pay and benefits and employee performance ($r=0.426$; $p=00$). This means that pay and benefits have positive effect on employee performance.
- There is a positive correlation between supervision and employee performance ($r=0.376$; $p=00$). This means that supervision have positive effect on employee performance.
- There is a positive correlation between interpersonal relationship among coworkers and employee performance ($r=0.398$; $p=00$). This means that coworkers have positive effect on employee performance.
- There is a positive correlation between career advancement and employee performance ($r=0.44$; $p=00$). This means that career advancement have positive effect on employee performance.
- There is a positive correlation between satisfaction with workplace environment and employee performance ($r=0.573$; $p=00$). This means that workplace environment have positive effect on employee performance.

A multiple regression was run to predict employee performance from nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment. The results of the regression analysis indicate that there is statistically significant between employee performance and job satisfaction $F(6, 173) = 519.367$, $p < .0001$ and 85.6% of the variability in the percent of employee performance is accounted for by job satisfaction facets. This result is in consonance with the findings of Funmilola, Sola, & Olusola, (2013); Aziri, 2011; Kappagoda, 2012; Indermun & Bayat, 2013; Javed, Balouch, Awan, Asghar & Hassan, 2014; Platis et al. 2015 and Shmailan, 2016.

5.2. Conclusion

The purpose of this study was to assess the effect of job satisfaction on employee performance at Ethiopia Customs commission Modjo branch. A total of 180 employees with different sex, experience, job position and from different processes of the branch were surveyed.

In this study six variables (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) that affect job satisfaction were used and their effect on

employee performance analyzed. To analyze the data descriptive statistics like frequencies, percentages, figures, tables correlation and regression analysis were used.

Overall in this study, the research revealed that the respondents are satisfied with nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment. In regard to the overall job satisfaction, the overall job satisfaction level in Ethiopia Customs commission Modjo branch is 60.40 %. This implies that there was a moderate level of satisfaction.

Analysis shows that there is a positively moderate correlation between nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment. In addition, there is a strong positive correlation between workplace and employee performance.

The effect of job satisfaction on job performance is predicated that job satisfaction have a strong positive impact on job performance and when nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment increases employee performance also increases. In addition, all job satisfaction facets are significantly related to employee performance. The study findings suggest that there is a strong positive relationship between facets of job satisfaction and employee performance.

The implication of this study is that job satisfaction has a significant effect on employee performance of employees and employee performance can be increased by increasing job satisfaction. In addition, when job satisfaction facets (nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment) increase employee performance also increases. This study takes direction that the organization should develop fair and equitable pay level, fair and with in performance career advancement policies, good relationship among employees and supervisors and design job mentally challenging with variety of job responsibilities.

5.3. Recommendations

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

1. It is evident that there is a positive moderate correlation between nature of work, pay and benefits, co-workers, supervision, career advancement and workplace environment and employee performance. Thus, management of the Ethiopian customs commission need to take

into account these variables to attract retains and motivates their employees, so that employees are satisfied with their jobs and have good performance.

2. Management of the Ethiopian customs commission and policy planners should consider pay, promotional opportunities; nature of work as an important factor while designing the job, setting promotional policies and developing pay and compensation system. So that Management should pay more attention to salary paid, bonus payment, incentives and employee empowerment to promote employee job satisfaction to enhance their performance.
3. Ethiopian customs commission should ensure that the existing system of pay and financial compensation is fair and equitable and promotional policies and procedures in for a better advancement are fair and within performance.
4. Employees can make or mar any organization. They constitute the most important key success factor in any organization. Management of Modjo Custom's branch office should enhance the occupation status level of their employees at the right time and improve their experience through training within and outside their organization.
5. Finally; the effect of job satisfaction on job performance is predicated that there is a positive relationship in between. Thus, the institution needs to use job satisfaction as an effective tool for improving employee performance and organizational performance at large.

5.4. Limitations and Direction for further Research

This research paper has limitations. First, this study considered only few factors of job satisfaction like nature of work, pay and benefits, supervision, co-workers, career advancement and workplace environment. Secondly, the study was conducted only in Modjo customs branch Office within the given time as well as with the available financial capacity. In the future research study should target other government institutions and a different research design should be used to establish the effect and relationship of job satisfaction with other variables such as employee engagement, employee commitment and morale. The future studies should have a larger sample size compared with this research study.

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Appendixes

RIFT VALLEY UNIVERSITY

FACULTY OF BUSINESS AND SOCIAL SCIENCES

DEPARTMENT OF BUSINESS MANAGEMENT

MBA PROGRAM

Questionnaire for Employees in Ethiopian Customs Commission Modjo Branch on the title: - Effect of Job satisfaction on Employee Performance.

Dear respondents

This study is conducted in partial fulfillment of the requirements for the Master of Business Administration. This questionnaire has been prepared in view of **effect of job satisfaction on Employee Performance: The case of Ethiopian Customs Commission Modjo Branch**. The primary objective of this questionnaire is to collect data, information and opinion for research purpose. The information given this questionnaire shall be used for academic purposes only and will be handled and stored with the highest order of confidentiality.

I thank you very much in advance for your cooperation.

Instruction

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

Section A. General Information

1. Sex: 1) Male 2) Female
2. Age of respondent: 1) below 25 years 2) 25-40 years
3) 41-55years 4) 56-65years 5) above 65 years
3. Level of education
1) Grade 12 and below 3) Bachelor Degree
2) Vocational/Diploma 4) Masters Degree/Above

4) What is your position in the organization?

- 1) Process owner coordinator 2) Team leader 3) Senior officer
4) Officer 5) Junior officer 6) Secretary 7) Driver 8) others

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

- 1) Below 2 years 2) 2-5 years 3) 6-10 years 4) above 10 years

6. Please indicate the business process you work in?

- Operational business process coordinator Law Enforcement process coordinator
Post clearance audit process coordinator Customers service business process coordinator
Warehouse and Transit administration process Material Resource administration business process Manger office
Human resource process coordinator Revenues and bond accounts administration process coordinator Transferred and Seized Properties Administration process coordinator

Section B. Rate the statements

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

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

S/n	Statements	1	2	3	4	5
	Nature of work					
1	I like doing the things I do at work.					
2	My skills and abilities are effectively used on the job					
3	I enjoy working					
4	My job is clear and simple					
5	My workload is reasonable					
	Pay and Benefit					
6	My pay/salary and benefits are fair					
7	I am satisfied with company welfare e.g.(Medical pay, provident fund, transportation service, house rent allowances,					

	medical leaves, etc.					
8	Salary increment is reasonable					
9	I earn better salary if I compare with other organization					
10	I feel that benefits I received are better than my expectation					
	Satisfactions with Supervision	1	2	3	4	5
11	My supervisor shows too little interest in the feelings of subordinates.					
12	My supervisor is reasonable and fair.					
13	My supervisor gives me useful and constructive feedback.					
14	My supervisor does listen to my suggestions.					
15	I can freely share my opinion with supervisor.					
	Satisfaction with interpersonal relationship (Co-workers)					
16	I can trust my colleagues					
17	I enjoy working with my colleagues					
18	My team cooperates to get the work done					
19	My colleagues do listen to my opinions or suggestions					
20	I do have good friends at work					
	Satisfaction with career advancement (promotion)					
21	My organization encourages its employees for the advancement of higher position.					
22	Those who do well on the job stand a fair chance of being promoted.					
23	Promotion is based on individual's performance and ability					
24	I am satisfied with promotion system.					
25	I receive constructive and useful feedback from my superior that will benefit my career development.					
	Satisfaction with Workplaceenvironment					
26	My work environment allows me to be highly productive					
27	My organization provides the resource necessary for me to execute my responsibility.					

28	My working environment is safe.					
29	My organization creates harmonious working environment.					
30	I am satisfied with my work environment.					
	Employee performance	1	2	3	4	5
31	I have the necessary factual knowledge and information of the job					
32	I have the necessary procedural knowledge and skills in actually knowing what should be performed					
33	I have the motivation to exert more effort into the job I am doing.					
34	The Organization follows a defined job performance measurement criterion					
35	I am happy by the performance result in the performance evaluation given					

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

SPSS Output

1. SPSS output for Reliability coefficients of Variables

1.1. Nature of work

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Cronbach's Alpha	N of Items
.907	5

a. Listwise deletion based on all variables in the procedure.

1.2. Pay and benefits

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Cronbach's Alpha	N of Items
.810	5

a. Listwise deletion based on all variables in the procedure.

1.3. Supervision

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Cronbach's Alpha	N of Items
.764	5

a. Listwise deletion based on all variables in the procedure.

1.4. Co-workers

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Cronbach's Alpha	N of Items
.746	5

a. Listwise deletion based on all variables in the procedure.

1.5. Career Advancement

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Cronbach's Alpha	N of Items
.870	5

a. Listwise deletion based on all variables in the procedure.

1.6. Workplace Environment

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Cronbach's Alpha	N of Items
.889	5

a. Listwise deletion based on all variables in the procedure.

1.7. Employee Performance

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	.0
	Total	10	100.0

Cronbach's Alpha	N of Items
.938	5

a. Listwise deletion based on all variables in the procedure.

2. SPSS Output Mean result of satisfaction with nature of work

Descriptive Statistics			
	N	Mean	Std. Deviation
I like doing the things I do at work.	180	2.72	.854
My skills and abilities are effectively used on the job	180	3.14	.987
I enjoy working	180	2.64	.979
My job is clear and simple	180	3.05	.788
My workload is reasonable	180	3.16	.963
Valid N (listwise)	180		

3. SPSS Output Mean result of satisfaction of pay and benefits

Descriptive Statistics			
	N	Mean	Std. Deviation
My pay/salary and benefits are fair	180	3.14	0.887
I am satisfied with organization welfare eg.(Medical pay, provident fund, transportation service, house rent allowances, medical leaves, etc.	180	2.04	0.752
Salary increment is reasonable	180	3.21	0.992
I earn better salary if I compare with other organization	180	3.36	0.898
I feel that benefits I received are more than my expectation	180	2.76	0.954
Valid N (listwise)	180		

4. SPSS Output Mean result of satisfaction of supervision

Descriptive Statistics			
	N	Mean	Std. Deviation
My supervisor shows too little interest in the feelings of subordinates	180	3.18	.924
My supervisor is reasonable and fair	180	3.38	.987
My supervisor gives me useful and constructive feedback	180	3.07	0.923
My supervisor does listen to my suggestions	180	3.21	0.886
I can freely share my opinion with supervisor	180	3.23	.997
Valid N (listwise)	180		

5. SPSS Output Mean result of co-workers

Descriptive Statistics

	N	Mean	Std. Deviation
I can trust my colleagues	180	3.28	.899
I enjoy working with my colleagues	180	3.17	.846
My colleagues cooperate to get the work done	180	3.60	.739
My colleagues do listen to my opinions or suggestions	180	3.14	.799
I do have good friends at work	180	3.19	.909
Valid N (listwise)	180		

6. SPSS Output Mean result of career advancement

Descriptive Statistics

	N	Mean	Std. Deviation
My organization encourages its employees for the advancement of higher position	180	2.76	0.988
Those who do well on the job stand a fair chance of being promoted	180	3.05	0.925
Promotion is based on individual's performance and ability	180	3.12	0.964
I am satisfied with promotion system	180	2.86	0.939
I receive constructive and useful feedback from my superior that will benefit my career development.	180	3.24	0.944
Valid N (listwise)	180		

7. SPSS Output Mean result of workplace environment

Descriptive Statistics

	N	Mean	Std. Deviation
My work environment allows me to be highly productive	180	2.74	.965
My organization provides the resource necessary for me to execute my responsibility.	180	3.11	.972
My working environment is safe	180	2.53	.978
My organization creates harmonious working environment.	180	2.64	.897
I am satisfied with my work environment	180	2.69	.861
Valid N (listwise)	180		

8. SPSS Output Mean result of Overall job satisfaction

Descriptive Statistics

	N	Mean	Std. Deviation
Nature of Work	180	2.94	.703
Pay and benefits	180	2.90	.708
Supervision	180	3.21	.897
Co-workers	180	3.28	.590
Career advancement	180	3.01	.931
Workplace environment	180	2.74	.744
Valid N (listwise)	180		

9. SPSS Output Mean result of employee performance

Descriptive Statistics

	N	Mean	Std. Deviation
I have the necessary factual knowledge and information of the job	180	3.66	.786
I have the necessary procedural knowledge and skills in actually knowing what should be performed	180	3.76	.706
I have the motivation to exert more effort into the job I am doing	180	2.89	.875
The organization follows a defined job performance measurement criterion	180	3.02	0.999
Employee performance evaluation result	180	4.06	.526
Valid N (listwise)	180		

10. SPSS Output of Correlation result

Correlations

	Nature of Work	Pay and benefits	Supervision	Co-workers	Career advancement	Workplace environment	Employee performance
Nature of Work	1	.365**	.366**	.362**	.404**	.415**	.504**
Pearson Correlation							
Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
N	180	180	180	180	180	180	180

Pay and benefits	Pearson Correlation	.365**	1	.382**	.218**	.482**	.450**	.426**
	Sig. (2-tailed)	.000		.000	.003	.000	.000	.000
	N	180	180	180	180	180	180	180
Supervision	Pearson Correlation	.366**	.382**	1	.347**	.569**	.398**	.376**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	180	180	180	180	180	180	180
Co-workers	Pearson Correlation	.362**	.218**	.347**	1	.428**	.402**	.398**
	Sig. (2-tailed)	.000	.003	.000		.000	.000	.000
	N	180	180	180	180	180	180	180
Career advancement	Pearson Correlation	.404**	.482**	.569**	.428**	1	.546**	.440**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	180	180	180	180	180	180	180
Workplace environment	Pearson Correlation	.415**	.450**	.398**	.402**	.546**	1	.573**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	180	180	180	180	180	180	180
Employee performance	Pearson Correlation	.504**	.426**	.376**	.398**	.440**	.573**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	180	180	180	180	180	180	180

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

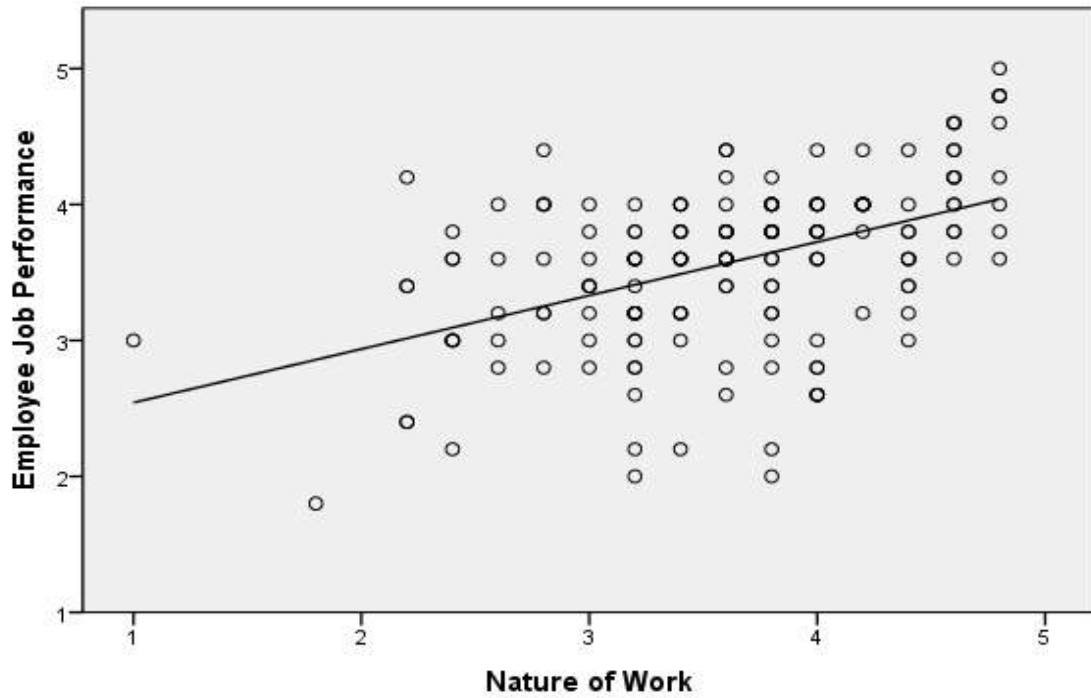
11. SPSS Output of Skewness and kurtosis description analysis

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Nature of Work	180	1	5	2.94	.703	-.448	.181	.187	.360
Pay and benefits	180	1	5	2.90	.708	.042	.181	-.134	.360
Supervision	180	1	5	3.21	.897	-.292	.181	-.462	.360
Co-workers	180	2	5	3.28	.590	-.584	.181	.025	.360
Career advancement	180	1	5	3.01	.931	-.138	.181	-.433	.360
Workplace environment	180	1	5	2.74	.744	.043	.181	-.924	.360
Employee performance	180	1	5	2.94	.703	-.448	.181	.187	.360
Valid N (listwise)	180								

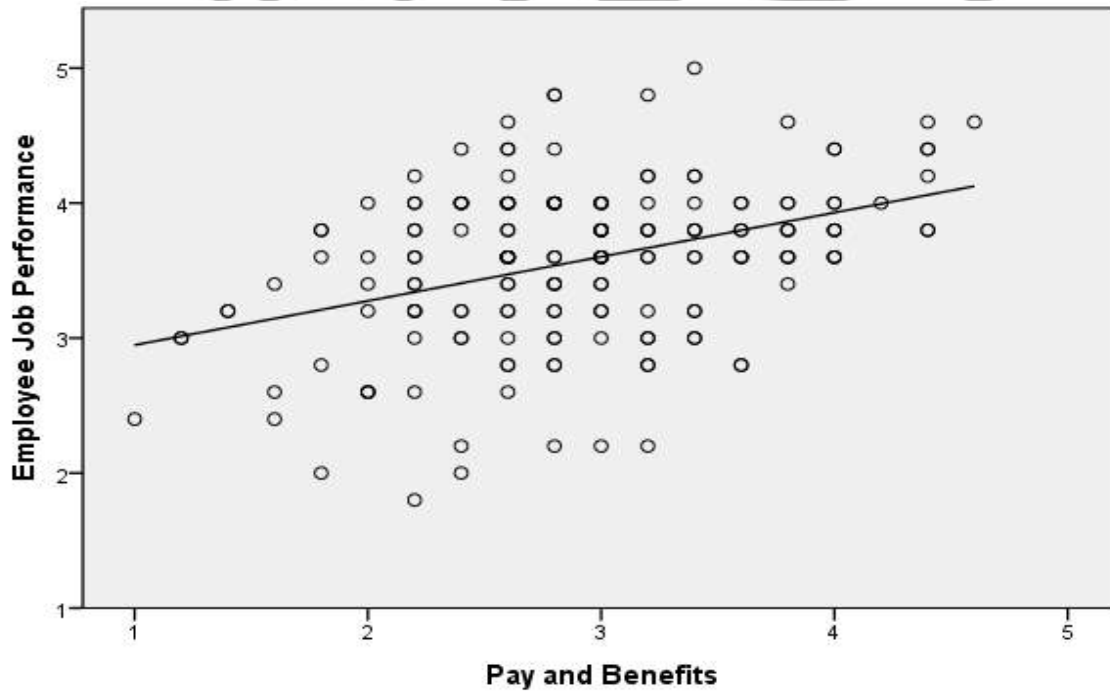
12. SPSS Output of Multi collinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Nature of Work	.717	1.395
Pay and benefits	.687	1.455
Supervision	.580	1.724
Co-workers	.758	1.320
Career advancement	.432	2.316
Workplace environment	.562	1.779

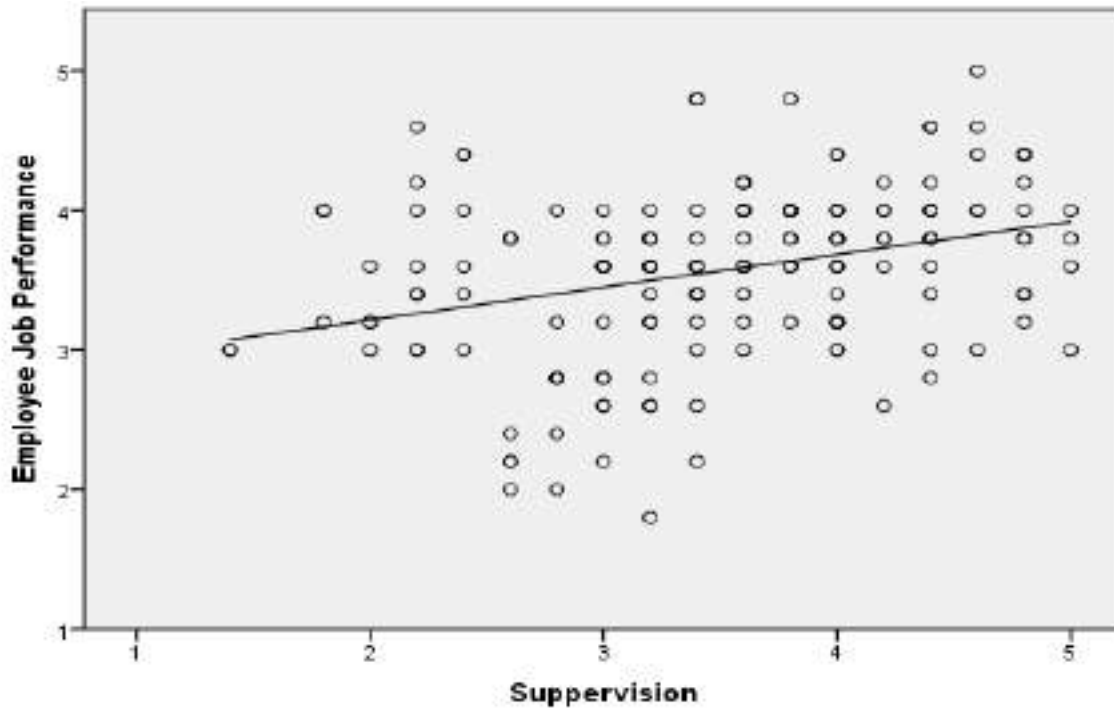
13. SPSS Output of Scatter plot for Nature of work and Employee performance



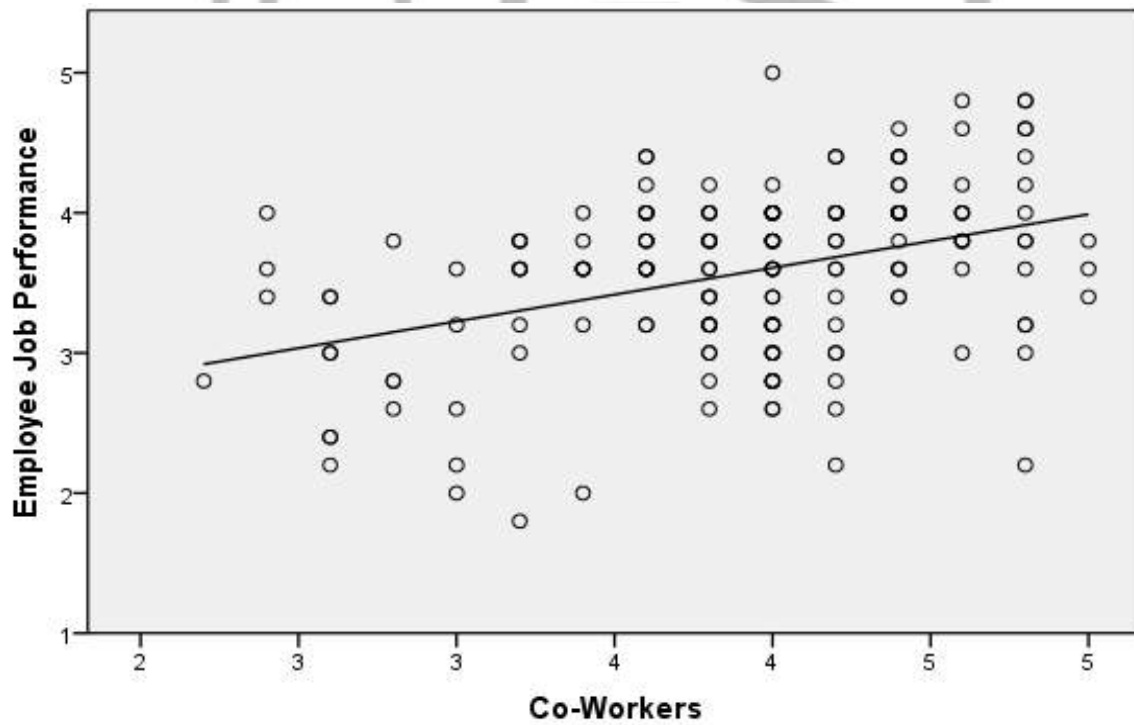
14. SPSS Output of Scatter plot for Pay and benefits Employee performance



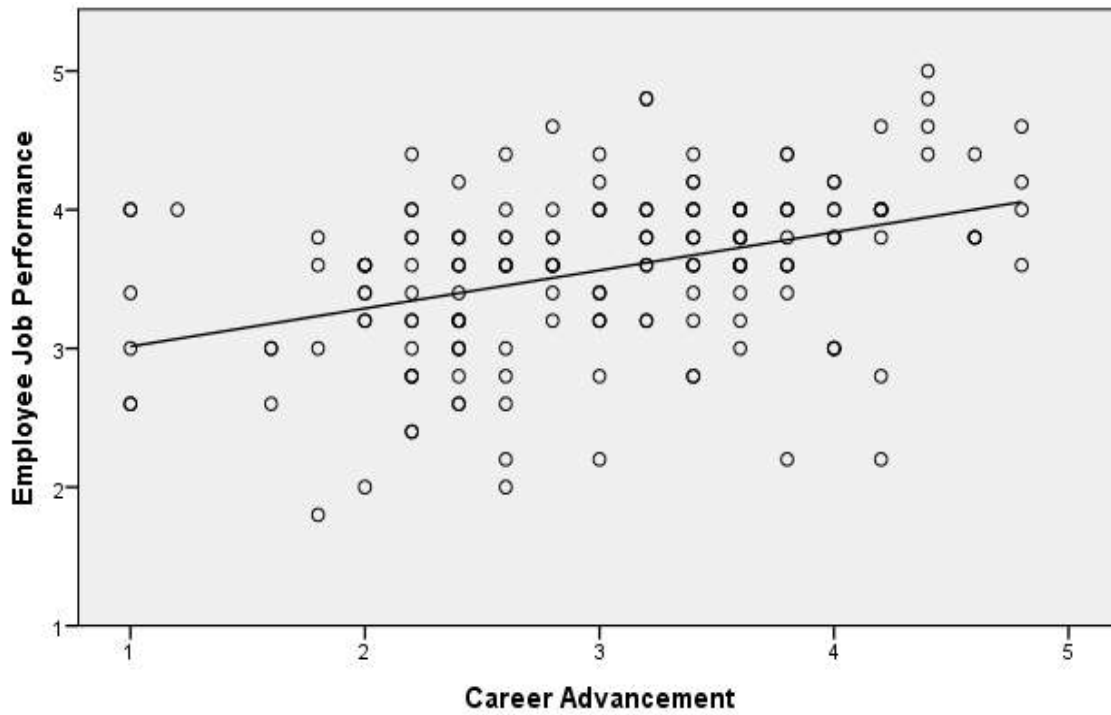
15. SPSS Output of Scatter plot for Supervision and Employee performance



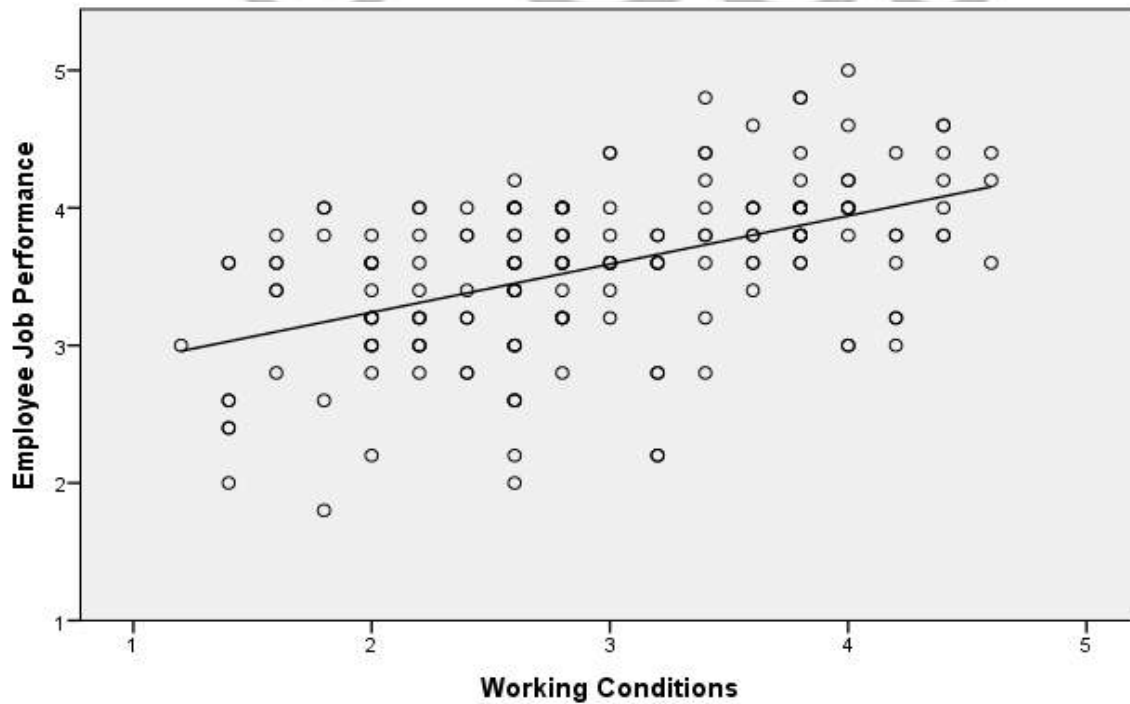
16. SPSS Output of Scatter plot for Co-workers and Employee performance

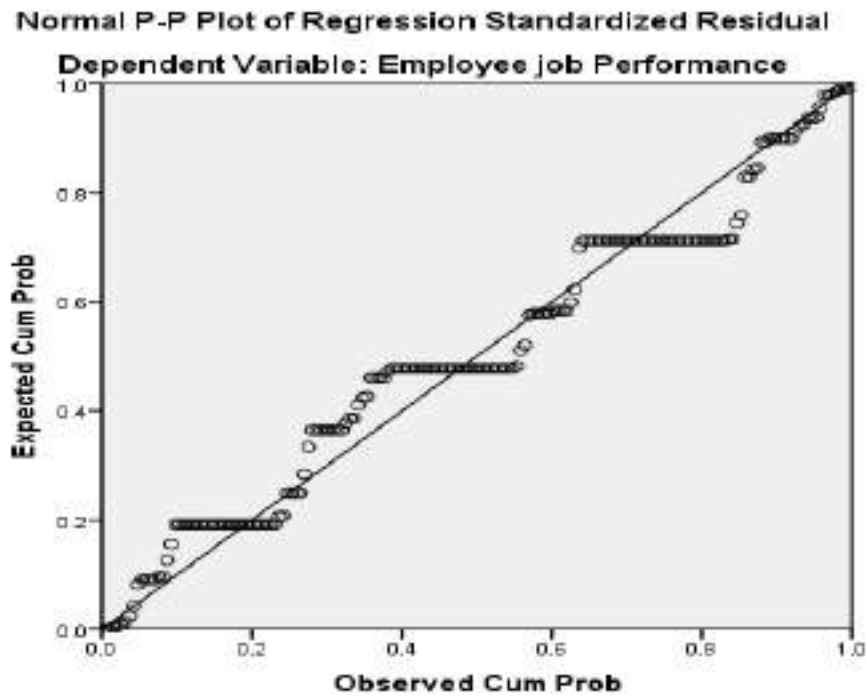
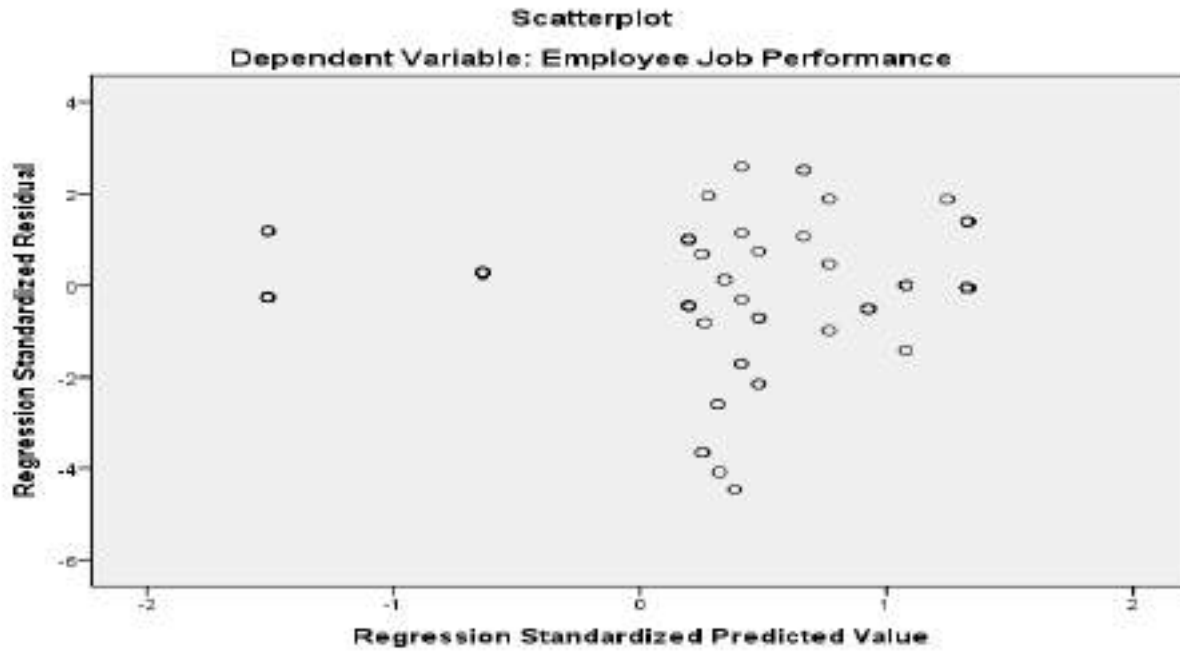


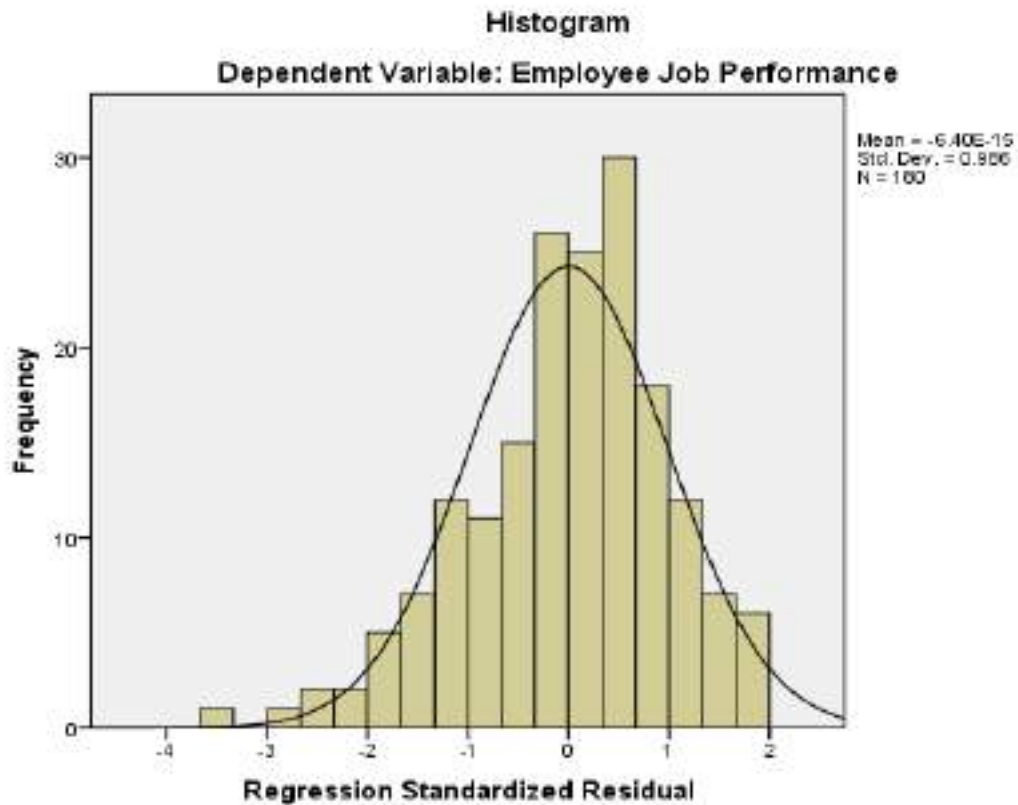
17. SPSS Output of Scatter plot for Career advancement Employee performance



18. SPSS Output of Scatter plot for Working conditions Employee performance







20. SPSS Output of Regression result

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.925 ^a	.856	.803	.1547	1.931

a. Predictors: (Constant), Workplace environment, Supervision, Co-workers, Career advancement, Pay and benefits, Nature of Work

b. Dependent Variable: Employee performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.140	6	11.690	519.367	.000 ^b
	Residual	3.894	173	.023		
	Total	74.034	179			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Workplace environment, Supervision, Co-workers, Career advancement, Pay and benefits, Nature of Work

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.850	.044		19.120	.000		
Nature of Work	.090	.044	.127	2.036	.043	.717	1.395
Pay and benefits	.205	.048	.221	4.266	.000	.687	1.455
Supervision	.122	.042	.194	2.920	.004	.580	1.724
Co-workers	.073	.035	.090	2.068	.040	.758	1.320
Career advancement	.096	.045	.109	2.130	.035	.432	2.316
Workplace environment	.257	.048	.291	5.351	.000	.562	1.779

a. Dependent Variable: Employee performance

