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SCHOOL OF GRADUATE STUDIES

EFFECT OF EMPLOYEE SATISFACTION ON JOB
PERFORMANCE - THE CASE OF AWASH BANK

BY

UMERAN TESFA

JULY 2023

ADDIS ABABA, ETHIOPIA

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UMERAN TESFA

APPROVED BY THE BOARD OF EXAMINERS

Dean, Graduate Studies

Advisor

External Examiner

Signature

Signature

Signature

Internal Examiner
Signature **DECLARATION**

UmeranTesfa has carried out this thesis entitled “Effect of Employees Satisfaction on Job Performance: in Case of Awash Bank head office”. Independently in partial fulfillment of the requirement of the Masters of Business Administration with the guidance and support of the research advisor, WondwosenKassa (Ph.D.).

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

Name

Signature

St. Mary’s University, Addis Ababa

JULY 2023

ENDORSEMENT

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

Wondwosen Kassa (Ph.D.)

Advisor

Signature

St. Mary's University, Addis Ababa

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Abstract

The study aimed to investigate the effect of employee satisfaction on job performance in Awash Bank's head office. A quantitative approach with an explanatory research design was used to carry out this research. The study examines a total sample population of 308 employees of the bank. The study used primary and secondary data to reach a certain conclusion, collected data were analyzed by descriptive statistics, correlation, and regression analysis through the SPSS 20. The study used four major employee satisfaction such salary and benefits, relation with supervisor, working environment and promotion as an independent variable, and job performance as the dependent variable. The finding of the study was that correlation analysis shows that salary and benefit, relation with supervisor, working environment and promotion have a positive relationship and working environment and promotion is a significant relationship, and salary and benefit and relation with the supervisor are insignificant relationship.

On regression analysis all employee satisfaction has positive and working environment and promotion are significant effects on job performance, and salary and benefit and relation with the supervisor are insignificant effects on job performance.

Finally, there is less opportunity for training, the payment system of the bank was less flexible with the market condition and there is no fast promotion for the employees. To avert this problem the researcher recommends giving training that is related to their work, giving fast promotions to motivate employees, and revision of salary scale compared to the market. Also, supervisors should assume the employees as valuable assets for the bank and also support them to get high performance.

Keywords: job performance, salary, and benefits, relation with supervisor, working environment, promotion

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations can achieve strategic goals through workforce efforts. It is widely believed that employees are the company's most valuable assets. Javid(2014). Also, emphasized that the key to business success is its ability to retain the loyalty of its stakeholders, which include not only its customers but also the employees who run the business activities. An organization's performance depends among others the performance of its workforce and this has a bearing on employee satisfaction.

Employee satisfaction is the expression used to describe whether employees are happy, contented, and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. "Employee satisfaction has been linked to productivity, motivation, absenteeism and tardiness, accidents, mental health, physical health, and general life satisfaction" (Frank 1978, p.533).

Employee satisfaction is a measure of how happy workers are with their job and working environment. According to Allen and Wilburn, (2002), "employee satisfaction influenced employee productivity, absenteeism, and retention, and the success of any organization is directly linked to the satisfaction of the employees who embody that organization, and that retaining talented people is critical to the success of any organization." While satisfied employees are not necessarily loyal or loyal ones always satisfied, it cannot deny that job satisfaction fuels loyalty. After all it's been rightly said that the more satisfied an employee is regarding his or her working conditions, the more likely is he or she to develop a psychological attachment or commitment to the organization Sageer&Rafat(2012).

As cited by Laosebikan(2018), Job performance generally refers to whether a person performs his/her job well or not. Job performance is the way employees execute their work. states that job performance is a commonly used, yet poorly defined concept in industrial and organizational psychology that deals with the workplace. It most commonly refers to whether a person performs their job well and it is an extremely important criterion that relates to organizational outcomes and success Divya (2013).

Employee performance is critical to the success of the organization. Organizations should therefore endeavor to invest resources in programs to increase employee satisfaction and their employee's performance. Where there is employee satisfaction, the tendency is to have low turnover, employee commitment, and loyalty. The turnover intention is the degree to which the employees leave the organization.

The banking industry is a major component in developing businesses, industries, and countries. They serve as a pivot of economic growth and development. Currently, the environment of the sector is extensive with the high competition with global financial markets, urging successful banks' perception of employee resources, which are critical capabilities to the organizations rather than merely individuals that provide banking services.

Satisfied employees are one of the key elements to the success of the banking sector. Banks should be concerned with the constructs of job satisfaction and its impact on job performance. The factors that may affect or influence an employee's job satisfaction are among others employee's immediate supervisor, the employee's characteristics, the employee's practices, the employee's pay package, working conditions, job security factors, etc. When employees have high levels of psychological well-being and job satisfaction, they perform better and are less likely to leave their jobs. Satisfied bank employees would be loyal to the bank and end up doing business for the bank Thomas (2009).

The banking sector in Ethiopia seems to leave their employees providing employee satisfaction to enhance performance to achieve their enterprise objectives and goals, but it is not what we think. It is in light of this that this study will be undertaken to examine the effect of employee satisfaction on the job performance of the Ethiopian banking sector specifically on Awash Bank. The study provided Awash Bank with the basis and the need to ensure employee satisfaction to promote their job performance. As organization performance depends on employee performance, the study will assist the bank in designing, developing, and implementing strategies that can bring about employee satisfaction. It will also assist in overcoming the challenges of employee satisfaction. Moreover, it will contribute to existing knowledge of employee satisfaction and job performance. The study mainly focuses on the effect of employee satisfaction on job performance in the case of Awash Bank.

1.2. Awash Bank in Ethiopia

The Awash Bank was established by 486 founding shareholders with a paid-up capital of birr 24.2 million and started banking operation on Feb. 13, 1995. The number of shareholders and its paid-up capital increased to over 4369 and birr 5.87 billion, respectively. As of the end of June 2020, its total assets reached birr 95.6 billion with over 730 branches found across the country, Awash Bank continues to be the leading private commercial bank in Ethiopia. Awash Bank is a full-service bank in Ethiopia. It has more than 446 branches in Ethiopia and more than two million customers. The Awash Bank has more than 12,000 employees.

1.3. Statement of the Problem

Employee satisfaction is regarded as a function of the harmony between rewards given by the work environment and the desire of the individual for these rewards. Employee satisfaction describes whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace. Employee satisfaction, while generally a positive in an organization, can also be a downer if mediocre employees stay because they are satisfied with the work environment. Factors contributing to employee satisfaction include treating employees with respect, providing regular employee recognition, empowering employees, offering above-industry-average benefits and compensation, providing employee perks and company activities, and positive management within a success framework of goals, measurements, and expectations Scarpello(1992).

A highly satisfied workforce is an absolute necessity for achieving a high level of performance advancement in an organization. Every organization places a considerable reliance on their employee performance to gain high productivity in the organization. Employee effort is an important factor that determines an individual performance will be. When an employee feels satisfied with the job, he/she is motivated to do a greater effort to the job performance. Then it tends to increase the overall performance of the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the success of the organization Lim(2008).

Banking services as the main center of commercial activities have a large market share in delivering various levels of services qualitatively and quantitatively to various levels of external customers (individuals and companies). Today the industry is operating under a new; more complex atmosphere resulting from the major changes in economic and political conditions. Most major banks have realized that improving service quality and creating customer relationships that deliver value beyond the provided core product itself is the key to fighting competition and driving performance El-Tabie(2014), This will be achieved through having satisfied employees.

There are different empirical studies conducted on the effect of job satisfaction on job performance and related issues in countries and disciplines. In foreign states i.e.Vrinda N N, (2015) studied the impact of job satisfaction on job performance and (PUSHPAKUMARI) on the impact of career satisfaction on job performance in accounting firms in the same year. Also in our country Assefa Workneh, had study factors affecting employee satisfaction at Zemen Bank S.C and Yesu, (2018) on determinants of job satisfaction of employees in Ethiopian private commercial banks in Addis Ababa City. Also, many other research analyses and findings revealed that there exists a positive correlation between job satisfaction and the performance of employees. Hence, many scholars use job satisfaction and employee satisfaction interchangeably, those findings are also used to link this study with the broader literature.

As one of the most famous private bank in Ethiopia, Awash Bank S.C., have the most potential customers and more than 1842 employees working within the bank head office. To provide quality service to this potential customer the satisfaction of employees largely should be the first concern of the managers of the bank because only a satisfied employee will provide continuous quality of service to the external customers of the organization. Dissatisfied employees are prone to excessive absenteeism and turnover, while satisfied ones are more likely to be effective in handling daily stressors, have good employee relations, and are less likely to be absent or withdraw from their work Zeffaneet *al*, (2009, p237).

Unfortunately, even though there are many studies and the key to the success of an organization in the long-term is employee consistent performance, the bank cannot work much on it. There are high levels of dissatisfaction with compensation-related elements of the job (fringe benefits, pay,), promotion, working environment, and relation with supervisor. Salary and other material benefits satisfaction appear as an important dimension of satisfaction in almost all studies

exploring employee satisfaction (e.g. Hackman J. A.(1975); Chacko,(1983); Jenkins(1993); Judge(1993) and Tang(1999).However, the point that must be kept in mind here is the relationship between satisfaction and people's financial needs because many consider that financial pressure seriously influences employee behavior and attitude, and there is the general satisfaction level Brett(1995).The other stated variables of satisfaction also lead to employee satisfaction. Therefore, the main objective of this study will be to discuss theeffect of employee satisfaction on job performance in Awash Bank.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the research isto the effect of employee satisfaction on job performance in the case of Awash Bank.

1.4.2 Specific objective

To guide the study toward achieving the main objective the specific objective is formulated as;

- To determine the effect of salary and benefit on job performance.
- To examine the effect of relation with supervisor on job performance.
- To investigate the effect of the working environment on job performance.
- To examine the effect of promotion on job performance.

1.5. Research Question

This research intended to answer the following research questions;

- What is the effect of salary and benefits on job performance?
- How do relations with supervisors affect job performance?
- What is the effect ofthe working environment on job performance?
- How does promotion influence the job performance of the employees at Awash Bank?

1.6. Significance of the study

The main reason for conducting this study is the importance to show the gap between employee satisfaction and job performance. The finding helps managers to identify the area of improvement related to employee satisfaction and to solve the entire problem based on

information collected from respondents, on the other hand, the study has been beneficiary to some groups like researchers and organizations as a whole but it involves managers, employees, customers and stakeholders.

1.7. Scope of the study

This paper addresses the effect of employee satisfaction on job performance in the case of Awash Bank. Even if the bank has a branch in other regions, to make the research manageable and to minimize scarcity of time during analysis, it focuses on the headquarter of Awash Bank found in Addis Ababa. The study examined the effect of employee satisfaction on job performance by using the main employee satisfaction dimension and job performance parameter, the study is more emphasizes salary and benefits, relations with supervisor, working environment and promotion, and answering questions about how they affect job performance.

1.8. Organization of the Study

This study is organized into four chapters. Chapter One deals with the background of the study, the statement of the problem, the objective of the study, the significance of the study, the hypothesis, and the organization of the study. While Chapter Two covers a review of related literature. Chapter three will contain the research design and methodology. Chapter four overviews data presentation, analysis, and Interpretation parts of the study correlation and regression analysis. And final Chapter Five consists of a summary, conclusions, and recommendations. And the last one was, questionnaires attached to the study

1.9 Limitations of the Study

Employee satisfaction and job performance are affected by many factors, which are not covered by this study. On the other hand, the existence of limited reference material and research works about employee satisfaction and job performance is another area of limitation of this study. In addition, data collection was a bit difficult mainly because of the attempted carelessness of some respondents.

Finally, data collection was limited to permanent employees and management team members only. This research does not include temporary employees and branch employees.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

2.1.1 Concepts of Employees Satisfaction and Performance

Organizations can achieve strategic goals through workforce efforts. It is widely believed that employees are the company's most valuable assets (Javid, 2014). Emphasized that the key to business success is its ability to retain the loyalty of its stakeholders, which include not only its customers but also the employees who run the business activities. An organization's performance depends among others the performance of its workforce and this has a bearing on employee satisfaction. Satisfied employees create and deliver value out of other organizational resources.

As cited in (Laosebikan, 2018), the Attainment of high-level performance through productivity and efficiency has always been an organizational goal of high priority. To do that highly satisfied workforce is an absolute necessity for achieving a high level of performance advancement in an organization. A satisfied worker leads to extending more effort to job performance, then working harder and better. Thus, every organization tries to create a satisfied workforce to operate the well-being of the organization. However, the total organizational performance depends on the efficient and effective performance of individual employees of the organization. Therefore, every organization places a considerable reliance on their employee performance to gain high productivity in the organization. Employee effort is an important factor that determines an individual performance will be. When an employee feels satisfaction about the job, he/she is motivated to do greater effort to the job performance. Then it tends to increase the overall performance of the organization. In other words, a satisfied individual employee and his effort and commitment are crucial for the success of the organization.

(Locke, 1976) States that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. This implies that satisfied employees have a positive attitude toward their job, which leads to high-performance levels whereas dissatisfied employees have a negative attitude toward work, which yields low-performance results. Job performance, on the other hand, comprises apparent behaviors that people observe in their job

that are important in achieving organizational goals and these behaviors must be pertinent to the goals of the organization Rotundo(2002).

Lawler(1997) Suggests that satisfaction affects employee effort. They explained that increased satisfaction from performance possibility helps to increase expectations of performance leading to reward. Satisfaction and productivity have critical links to affect each other. Efforts lead to effective performance which eventually leads to satisfaction but the kind of reward system under which employees operate ultimately affects satisfaction and performance(David, 1990). (Currall, 2005)Also, found that the output and productivity of an organization have evaluated against the performance of its employees and therefore, better performance of employees demands a high level of employee satisfaction. Nanda(1997) After examining employee's performance indicators at the hiring stage found that employee's level of satisfaction and motivation affects their level of performance. In line with this argument, (Meyer, 1999) confirmed that a low level of job satisfaction negatively affects employee commitment which eventually hinders the achievement of organizational objectives and performance. Therefore, retaining higher performers requires attractive packages and today's competitive world demands that organizations maintain higher performance to stay competitive in the market (Frye, Equity-based compensation for employees. Firm performance and determinants., 2004).

2.2. Dimensions of Employee Satisfaction

The satisfaction level of employees is a concept reflecting the degree to which the individual's needs and desires are met and the extent to which perceived by other employees. Although different researchers have different definitions of employee satisfaction, it is usually perceived as “the scope of the work and all the positive attitudes regarding the work environment” Staples(1998) and can only be attained if the parties regard one another as customers they have to satisfy.

Several researchers working in different disciplines have used satisfaction dimensions related to the objectives of their research subjects in different ways. Employee satisfaction is classified into organizational and personal variables. For the study, the most often emphasized satisfaction dimensions from the organization side would be discussed and explained in this section below.

Management Satisfaction/Relation with Supervisor: Many studies dealing with employee satisfaction emphasize the importance of superiors on general satisfaction, especially because of their role in the employee's performance and career Wall(1973). In these studies, dimensions of satisfaction with higher management were investigated such as understanding employees' problems and needs, considering employees' suggestions when taking decisions, showing the necessary concern for employees' problems, and being accessible by the employees. Nonetheless, these studies have mainly dealt with first-degree superiors in whom the superior-subordinate relationship is much more intensive.

The need theories Maslow(1943), show that man is a social animal. One of the most important needs is love, both giving and receiving. Relationships with managers play an important role in job satisfaction for two reasons: first, a good relationship improves people's interest in staying at work which can maintain high job satisfaction, and second, a good employee-manager relationship leads to a positive intervention, which is proved to be the social information people rely on to form their attitudes towards jobs.

A good working relationship with your supervisor is essential since, at every stage, you need his or her professional input, constructive criticism, and general understanding. This paper recognizes the following points under this group: (i) Relationship with immediate supervisor (ii) Communication between employees and superiors (iii) Management (iv) Treatment of the employees.

Physical Environment Satisfaction: No matter how motivated and efficient people are in their jobs, various physical characteristics of the environment they work in seriously affect the success and productivity they would like to attain. Therefore, the conditions of the physical environment (e.g. computer facilities, work area, canteen conditions) are often emphasized in studies dealing with employee satisfaction Wall(1973).

Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working conditions in many organizations may present a lack of safety, health, and comfort issues such as improper lighting and ventilation, excessive noise, and emergency excess. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. There are many organizations in which employees encounter working conditions problems and physical factors.

Other studies have examined the effect of the work environment on workers' job satisfaction, performance, and health. For example, Scott(2000) reported that working conditions associates with employees, job involvement, and job satisfaction. Strong(1999)A study observed that social, organizational, and physical context serves as the impetus for tasks and activities and considerably influences workers' performance. Research on quality of work life has also established the importance of safe and healthy working conditions in determining employees' job performance.

Promotion: Promotion is a device used by management to reward employees for better performance to increase their morale and job responsibility. Better performance of employees is attributed in part to good promotional practices Tessema(2006).

Promotion can be reciprocated as a significant achievement in life. It promises and delivers more pay, responsibility, authority, independence, and status. So, the opportunity for promotion determines the degree of satisfaction of the employee. This paper recognizes the following points under this group: (i) Opportunity for promotion. (ii) Equal opportunity to grow despite being male or female (iii) Training program. (iv) Opportunity for use of skills and abilities.

Compensation/pay/reward: Every employee aims to achieve certain economic and social objectives. Employee satisfaction relates to the level of the compensation system in the organization because the level of payment strategies cannot be relegated. An efficient compensation system results in organizational growth and expansion and exhibits a positive relationship between employee satisfaction and performance Lai(2011). Pay is highly considered the most important determinant of job satisfaction relative to the other factors to attract and retain an expert labor force Frye(2004).

This is one of the most essential variables for employee satisfaction. Compensation is described as the quantity of reward that workers anticipate from the job. Employees should be satisfied with competitive salary packages and they should be satisfied with it when comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of satisfaction is felt by attaining reasonable and equitable rewards.

The reward is central to the employment relationship. While there are plenty of people, who enjoy working and who claim that they would not stop working even if they were to win a large sum in a lottery, most of us work in large part because it is the only means of earning

money. Total reward is the combination of financial and non-financial rewards available to employees. A total reward approach is holistic; reliance is not placed on one or two reward mechanisms operating in isolation, the account is taken of every way in which people can be rewarded and obtain satisfaction through their work Armstrong(2009).

Benefit plans have changed remarkably in recent times as companies move away from traditional pension plans, seeking out account balance plan alternatives designed to attract and motivate a 21st-century workforce, which is generally older and has shorter service expectations Chingo(2002). A benefit is an indirect reward, such as health insurance, vacation pay, retirement pensions, sick pay, insurance cover, and company cars are given to an employee or group of employees as a part of organizational membership Armstrong(2009). Most are fixed and there is a strong movement towards harmonizing most benefits throughout an organization rather than separate schemes for different groups of employees Stredwick(2005).

According to Torrington et al. (2008), here incentive is described as an element of payment linked to the working performance of an individual or working group, because of a prior arrangement. This includes most of the payment-by-results schemes produced by work-study, as well as commission payments to salespeople, skills-based pay schemes, and performance-related pay schemes based on the achievement of agreed objectives. The distinguishing feature is that the employee knows what has to be done to earn the payment, though he or she may feel very dependent on other people, or on external circumstances, to receive it.

Non-financial rewards present a large range of desirable extras for organizations. These do not directly increase the employee's financial position, but rather add attraction to life on the job DeCenzo(2005). Rewards that do not involve any direct payments and often arise from the work itself, for example, achievement, autonomy, recognition, scope to use and develop skills, training, career development opportunities, and high-quality leadership Armstrong, Handbook for Human Resource Management(2009).

2.3. Factors that can enhance employee's Job Satisfaction

Employee attitudes naturally reflect the morale of the organization. In areas of client service and sales, happy employees are exceedingly important because they represent the organization to the public. Contentment, however, is not linked exclusively to compensation. Sure, a raise or

benefits will probably improve employee contentment, at least momentarily, but small, inexpensive changes can have a long-term impact. While employees cannot scrawny their lifestyle to improve happiness, employers can also make minute changes to the seven categories. A little bit of effort can lead to happy, efficient, and loyal employees.

Steps organizations can do to increase employee satisfaction and loyalty thus increasing business" revenue and profit are discussed as follows Sageer&Rafat(2012):

- Clear, Concise, and constant Communication: In many organizations, the worker does not know what is mission, vision, or objects. Building a corporate culture that requires employees to be an integral part of the organization can be an effective way of getting the most from the talents or competencies brought to the organization by each employee. Organizations should keep employees informed on the company's position, growth made, issues/challenges, and how they directly contribute to the success of the business.
- Getting to Know Your Employees and Create a Team: This can be prepared by the hiring right employee for the right job and clearly defining and communicating employee expectations. Every organization should spend time for trust and accountability, lying out clear challenges, creating new advantages, and propelling the business to greater success.
- Training and Other Enhancement Programs: Provide necessary education, training, and coaching that increases employees' skills and shows the employee that you are interested in their success and readiness for new responsibilities.
- Empower Employees Across the Organization: Step up suitable levels of new accountability across the company. Push appropriate decision-making and allow people close to the issue to make the call. Make sure your employee knows that you trust them to do their job to the best of their ability.
- Work Itself: We can increase employee satisfaction by making job rotation, job enlargements like knowledge enlargement, and task enlargement as well as job enrichment. Target should be accessible to employees.
- Fair Compensation and Benefits: Policies of compensation and benefits are the most important part of the organization. But you should build your policies at "suitability" not "the best".

- Opportunity for Promotion and Career Development: Develop programs to promote all titles in the organization and build programs for the career development of each title. Organizations should give opportunities to every employee for using their abilities, skills, and creativity.
- Monitor Performance and Reward for Contribution: People naturally keep score. Utilize this as an advantage to monitoring positive contribution and behavior, rewarding as appropriate. Motivate others to reach new performance levels by knowing how they measure up to expectations. Managers should build the proper evaluation and fair and persuade employees to perform work.
- Provide Regular, Honest Feedback: Do not wait for a crisis to give feedback. Instead, give regular constructive input into the employee's performance across a wide variety of issues, build loyalty, challenge to new levels of performance, and keep it real.
- Build Corporate Culture: This focuses on building proper communication channels, and good and supportive relationships with co-workers and supervisors. Employee satisfaction can be increased by demonstrating respect for everyone in the organization or company.
- Provide the Best apparatus and Safe Working Conditions: Invest in the workforce by ensuring that their tools and equipment do not keep them from being successful. Give them the very best tools to deliver the most excellent performance to the organization's clients and the marketplace. Organizations should build occupational health and safety programs.
- Use of Information Technology: Creating a work environment in which employees are productive is crucial to enhance employee productivity, satisfaction as well as profits for any organization, corporation, or small business. There is no scarcity of information on ways to stimulate employees, but more and more companies are realizing that there is a strong correlation between flexibility in the workplace and employee satisfaction and productivity. The concept of telecommuting is certainly new in Nigerian organizations. With an Internet-connected computer, employees can securely access centralized data, collaborate with remote team members and host interactive web meetings and presentations. The rise of cloud computing technology

and Wi-Fi availability has enabled access to remote servers via a combination of portable hardware and software. Telecommuting offers benefits to communities, employers, and employees.

2.4. Empirical Review

2.4.1 The Effect of Employees Satisfaction on Job Performance

Employees are the most valuable asset to an organization and they play an important role in preserving the successful image of an organization. Employee performance is the main factor in ensuring an organization runs smoothly and successfully. Good employee performance will improve the organization's performance. However, some organizations lack consistency in doing their employee satisfied due to many organizational-related problems. To find and solve such a problem much research was conducted.

2.4.2. The Effect of Salary and Benefits on Job Performance

Ezeanyim(2019) Did research titled: The Impact of Job Satisfaction on Employee Performance in Selected Public Enterprise in Awka, Anambra State. The obtained result shows that there is a linear relationship between job satisfaction (Job reward/Pay, Promotion, job safety/ security, and working condition) and employee performance proxy, which is employee morale. Also, they state when employees feel dissatisfied with the nature of the job they do, their level of commitment could be deliberately reduced and since employees are the engine room of an organization, their dissatisfaction with the nature of the job they do could also pose a threat to the overall performance of the organization.

Kadir(2019), studied the effect of Compensation and benefits on Employee performance at XYZ College, Malaysia. Based on the result, it is found that there is a positive correlation between compensation and employee performance. Employees are one of the organization's valuable resources because an organization cannot be operating if there is no human being to manage and handle the whole operation process. Compensation and benefit plays a significant role for the organization that aims to accomplish its objectives and goals. Poor compensation and benefits will lead to low satisfaction; low performance levels and increase absenteeism in employees and the outcome will decrease.

2.4.3. The Effect of Relation with Supervisor on Job Performance

The result of Azman(2009), asserted that the supervisor's role as a vital aspect of the organizational system in the ability to provide sufficient support and implement good communication lead to induced positive attitudinal and behavioral outcomes (satisfaction, commitment, trust, good working ethics, and performance).

Correspondingly, the study on Determinants of Employees' Job Satisfaction: in the case of Debre-Markos town Administration Public Sector Getachew(2020) in which the Data were analyzed using descriptive and inferential statistics with the aid of Statistical Packages for Social Scientists (SPSS) version 23.0. Multiple regression analysis technique used to explain the nature of the relationship between employees' job satisfaction and (working environment, payment, promotion opportunity, supervision, and nature of job) that affect it. In the study, the reliability coefficient of 0.877 was computed using the Cronbach Alpha formula to measure the internal consistency of the questionnaire items. The result suggests that there is a significant relationship between the working environment, payment, Promotion opportunities, supervision, and nature of the job with employees' job satisfaction.

Alemnew(2014), also investigates the relationship and impact of job satisfaction on employee job performance at the Development Bank of Ethiopia. Descriptive statistics, correlation, and regression analysis were used to analyze the study. Pay, promotional opportunities, co-workers, supervisor, and work itself are considered variables that affect the job satisfaction of employees. The study finding concludes that job satisfaction has a strong positive impact on job performance. In addition, there was a moderately positive correlation between pay, promotional opportunities, co-workers, work itself, and job performance and a strong correlation between supervisor and job performance.

2.4.4. The Effect of Working Environment on Job Performance

Fadlallah(2015) Found that whenever there are better work conditions, pay and promotion, and work relationships there is a higher job satisfaction.

Yesu(2018) In his study: Determinants of job satisfaction of Employees in Ethiopian private commercial banks in Addis Ababa City. The study investigated the nature of work, workplace environment, recognition, motivation, promotion opportunities, and benefits packages as the antecedents of job satisfaction. This research is a cross-sectional survey and the research

approach applied for this study was quantitative approach in nature. A self-administered questionnaire was used for data collection from the employees of selected private commercial banks in the Addis Ababa area using a convenient sampling technique. Correlation analysis and multiple linear regressions were used to analyze the gathered data with SPSS software. The results showed a significant positive association between the nature of work, workplace environment, recognition, motivation, promotion and benefits, and job satisfaction.

2.4.5. The Effect of Promotion on Job Performance.

According to Saharuddin(2016), research shows, one would be satisfied if there were no difference between the desired and reality because the desired minimum limit has been met. Employees will be working harder, if employees have a feeling of satisfaction in his/her work. In addition to this, problems with job satisfaction and productivity found issues regarding promotion and compensation issues the promotion can be seen from the less-fair promotions practiced by the organization, where the employee who deserved to be promoted does not receive a promotion while employees that should not be promoted are promoted. Inappropriate promotions with the skill and ability of the employees will affect job satisfaction which in turn affects the level of the labor productivity of an employee.

Dr. Prasasa Rao(2014) found that highly satisfied employees are high performing, and to achieve this condition high level of good promotion system, a reasonable pay system, appropriate work itself, and high working conditions are needed.

Alamdari Hussain Khan(2012) Studied the Impact of Job Satisfaction on Employee Performance: An empirical study of autonomous medical institutions in Pakistan revealed that facets such as pay, promotion, job safety and security, working conditions, job autonomy, relation with supervisor, and nature of work affect job satisfaction and performance. The researcher agreed with most researchers finding. Nguyen R(2003) Concludes that job satisfaction is the result of promotion opportunities in the organization. Tessema(2006) Also found that there is a positive relationship between promotion practices and the perceived performance of employees Dawson(1987).

2.5. Research Hypothesis

The purpose of this study was to assess factors affecting employee satisfaction and their effect on the job performance of Awash Bank. The empirical studies made previously show that there is a positive and significant relation between employee satisfaction and job performance. Thus, in line with the above-stated specific objectives hypothesis is developed, to test the significant relationship between employee satisfaction and job performance in Awash Bank S.C.

H1: Salary And benefits have a positive significant effect on job performance.

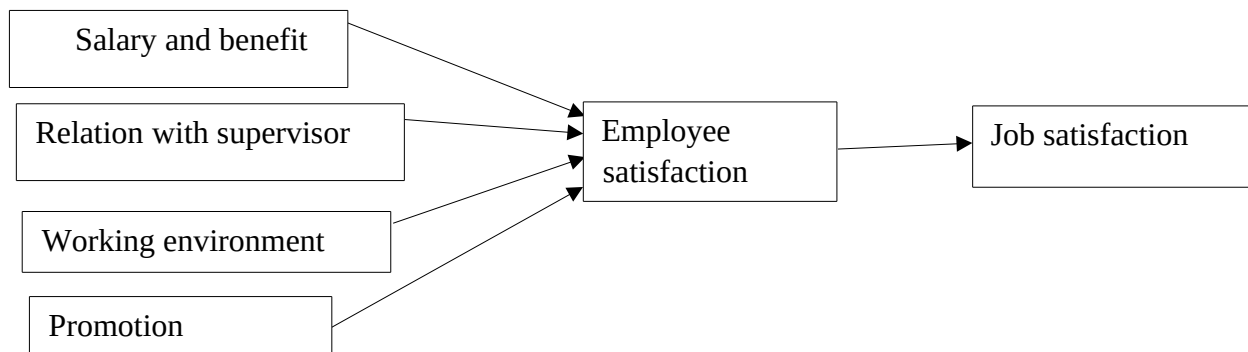
H2: Relations with the supervisor have a positive significant effect on job performance.

H3. Working environment has a positive significant effect on job performance.

H4. The promotion has a positive significant effect on job performance.

2.6. Conceptual Framework

This conceptual framework was taken from the reviewed literature about employee satisfaction and job performance and supports the conceptualization of the objectives and research questions of this study. The conceptual framework states that salary and benefits, relation with supervisor, working environment, and promotion are factors that affect employee satisfaction and employee satisfaction has an impact on job performance.



Source: Funmilola, Sola, and Olusola (2013)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Approach

According to Creswell, there are three types of research Approaches: qualitative, quantitative, and mixed methods (Creswell, 2009). Often the distinction between qualitative and quantitative research is framed in terms of using words (qualitative) rather than numbers (quantitative) or using closed-ended questions (quantitative hypotheses) rather than open-ended questions (qualitative interview questions). In this research, the researcher used a quantitative research approach.

3.2. 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). The research design of this study is explanatory type as it tries to explain the effect of employee satisfaction on job performance at Awash Bank. Explanatory research design is an in-depth investigation, which shows a cause-effect relationship between or among variables. The purpose of the study is to investigate the main determinants of employee satisfaction and their effect on job performance. Creswell(2009) Asserts that explanatory research is useful for identifying the type of association, explaining complex relationships of multiple factors that explain an outcome, and predicting an outcome from one or more predictors. It is also helping to determine how events occur and which ones may influence particular outcomes. Algozzine(2006). Also, surveys and case studies are done to clarify the facts.

The study employed more of a quantitative research approach because it will help to discover how many people think, act, or feel in a specific way.

3.2. Data to Be Collected

The source of data is classified into two: Primary and secondary sources. This paper used both types of data. Primary sources provide raw information and first-hand evidence. Examples include an interview, questionnaires, statistical data, and works of

art. A primary source gives you direct access to the subject of your research RaimoStreefkerk,(2018).

Secondary sources of data also use related research, the bank manual, and desk reviews.

3.3. Method of Data Collection

Questionnaires: A questionnaire consists of several questions that contain characteristics of the respondent, challenges, and sustainability of effective employee job satisfaction on job performance which also includes suggestions that will prepare in English languages. The questionnaires will be structured based on the 5- point Likert scale, strongly agree, agree, neutral, disagree, and strongly disagree, which is a commonly used tool for collecting standard responses from respondents. Most of the respondents will be employees who joined the company earlier because they understand more about job satisfaction. But also other employees participated in it.

3.4. Population, Sample Size, and Sampling Technique

Population means the total of the individual from which some sample is drawn. The study will use the population who are working in Awash Bank. The total population of the employee at Awash Bank's head office is 1842. By using Taro Yamane's (1964) statistical formula:

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

n= Sample size to be studied

N=population size

e= margin of error (0.05)

$$\begin{aligned} n &= \frac{1841}{1 + 1841(0.05)^2} \\ &= 328 \end{aligned}$$

In this research probability sampling techniques were used to generate the quantitative data. Under a simple random sampling technique, all possible subsets of a population (more accurately, of a sampling frame) are given an equal probability was used. Hence, sample statistics are unbiased estimates of population parameters, without any weighting Bhattacharjee, (2012).

3.5. Method of data analysis

In this study, the data collected from the respondents were analyzed by applying descriptive and inferential statistics using SPSS version 20. Descriptive statistics like frequency distribution, percentage, and median were calculated; whereas inferential statistics like correlation and regression analysis were computed using the SPSS software.

After the data is collected, it is necessary to utilize statistical techniques to analyze the information as this study is quantitative. Therefore, the survey data was processed using SPSS 20. First, the relevant data was coded, summarized, and then transferred to SPSS was analyzed and presented.

Frequency tables were used to summarize the respondent's profile in the form of frequency, percentages, mean, and std. deviation used to describe data obtained from the independent variables; the component of employee satisfaction and the dependent variable of job performance.

3.6. Reliability and Validity Test

3.6.1. Reliability

Cronbach's alpha is a standard test used when the internal consistency of a questionnaire is to be known that is made up of multiple Likert-type scales and items. The reliability of the Likert scale was established using Cronbach's Alpha Coefficients in previous studies. This was to validate the stability of the data collection instrument and the accuracy of the collected data Ekung, Oluseun, & Ebong, (2015). It is suggested that 0.60 serves as an acceptable reliability coefficient, with smaller reliability coefficients seen as being inadequate (Nunnally and Bernstein, (1978). According to Gliem & Gliem, (2003), Cronbach's alpha reliability coefficient ranges typically between 0 and 1. However, there is no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the more reliable the generated scale is.

Table 3.6.1. Cronbach's Alpha Reliability Statistics

No	Variable	No. of items	Cronbach's alpha
1	Salary and benefit	6	0.610
2	Relation with supervisor	6	0.670
3	Working environment	5	0.804
4	Promotion	4	0.815
5	Job performance	8	0.778
	Overall items	29	0.739

3.6.2. Validity Test

Validity means that the individual results of an instrument are significant and allow the researcher to draw valid conclusions from the sample population being studied Mohamad, Sulaiman, Sem, & Salleh, (2015).

The researcher tried to address construct validity through the review of literature, adapting instruments used in previous research, and collecting data to demonstrate that the empirical representation of the independent variable produces the expected outcome. In addition, its draft was given to my advisor, Wondwosen Kassa (Ph.D.) who is an expert in the field and helps in providing adjustments to the questionnaire.

3.7. Ethical Consideration

Ethics will become an increasingly prominent issue for all researchers. Researchers will encourage employing knowledge of research ethics in practice. Ethical issues were prominent throughout this research process, including during the data collection, the analysis, and the writing up of the final report.

Leedy & Ormrod, (2010) identified four main ethical issues that need to be addressed in the process of undertaking research. These are protected from harm, informed consent, right to privacy, and honesty with professional colleagues.

Accordingly, the researcher clarifies to the respondents the objectives of the study and explains that the information would be used only for research and academic purposes. The researcher tries not to expose participants to any physical or psychological harm requests their consent and could participate only voluntarily, respects the participant's right to privacy, and reports the findings completely and honestly. The researcher also requested the consent of the respondents to conduct the research study with an official letter and finally, permission was given.

CHAPTER FOUR

Response Rate

During the survey a total of 328 questionnaires were distributed to the respondents, out of these 328, 308 are completed and returned. So, the analysis is made based on 308 successfully responded to questionnaires and done in line with the research objectives. By using SPSS.

Table.4.1. Demographic information of the respondents

		Frequency	Percent	Valid percent
Sex	Male	149	48.4	48.4
	Female	159	51.6	51.6
Age	18-27	45	15.2	14.6
	28-37	229	74	74.4
	38-47	27	8.6	8.8
	Above 47	7	2.2	2.3
Work experience	1-2 year	5	2.7	1.6
	2-5 year	166	54.2	53.9
	5-10 year	90	28.3	29.2
	Above 10 year	47	14.8	15.3
Education background	Diploma	36	12.4	11.7
	Degree	212	68.7	68.8
	Masters	60	18.9	19.5

Source: own survey 2023

4.1.1 Demographics of the Respondents

To observe the profile of the sample respondent set of basic questions was asked. Frequencies were used to determine how often respondents made a certain response in answering the respective questions, and these gave background information about the sample respondent's general characteristics. The demographic factors used in this research Gender, age, educational background, and work experience, were analyzed and discussed.

As shown in Table 4.1 above, the Gender composition of respondents described the majorities 159(51.6%) of the respondents were female and the remaining 149(48.4%) of the respondents were male. Thus, the study comprises both male and female employees of Awash Bank based on the scope of the study.

When we see the age information, the largest share of respondents was in the age group of 28-37 years 229 (74%) followed by the age group 18-27 years 45(15.2%), from 38-47 years old were 27(8.6%), 7(2.2%) respondents were with the age category of above 47 years old. This implies

that most of the employees of Awash Bank are young and adult, which helps to ease communication and have capable, and powerful staff that lead to the achievement of objectives.

Respondents were also requested to indicate their educational level. The result in Table 4.1 showed that 36(12.4%) of the respondents have a diploma, 212(68.7%) are first-degree holders, and 60(18.9%) have a Master's. This result indicates that Awash Bank is mostly run by employees with first-degree holders. Here, to make it clear employees with diploma holders are more experienced and able to understand the English version of the study questionnaire. Concerning the banking experience of employees, the majority of the respondents 166(54.2%), have been working from 2-5 years and, Within 5-10 years of range, 90(28.3%) of respondents have been working in the bank. 47(14.8%) of the respondent work experience is above 10 years. Only 5(2.7%) of employees' work experience is below 2 years. This indicates that the majority of Awash Bank employees have experience and skills in the sector.

Table.4.2. Salary and benefit

Statements	Level	Frequency	Percent	Mean	Std. deviation
Are you perceived that the salary you receive is fair and equitable?	Strongly agree	29	10.2	2.23	0.72
	Agree	202	64.6		
	Neutral	53	17.7		
	Disagree	24	7.5		
You feel appreciated whenever you think the bank pays you	Strongly agree	48	16.2	2.47	0.91
	Agree	108	35		
	Neutral	110	35.6		
	Disagree	42	13.2		
The payment system of the bank is flexible with the market conditions and makes reasonable and periodical increments of salary.	Strongly agree	7	3.3	3.35	1.13
	Agree	86	28		
	Neutral	60	19.9		
	Disagree	101	31.8		
	Strongly disagree	54	17		
Every employee's salary is	Strongly	8	3.6		

based on their skill, knowledge, and position.	agree			2.59	0.83
	Agree	167	53.6		
	Neutral	77	25.2		
	Disagree	53	16.7		
	Strongly disagree	3	0.9		
The bank provides you with different benefit packages that are essential for you.	Strongly agree	11	3.5	2.67	0.91
	Agree	151	48.6		
	Neutral	84	27.4		
	Disagree	52	17.4		
	Strongly disagree	10	3.1		
The payment and remuneration structure of the bank makes you happy.	Strongly agree	11	3.5	2.85	1.14
	Agree	158	50.8		
	Neutral	41	13.9		
	Disagree	61	20.2		
	Strongly disagree	37	11.6		
Average		66	21.43	2.69	0.94

Source: own survey 2023

4.2.1. Salary and benefit

As shown in above table 4.2. 64.6% of the respondent agree that the salary they receive is fair and equitable and 17.7% are neutral, 10.2% of the employee strongly agree and 7.5% of the respondent disagree.

35.6% of the respondent agree that they appreciated whenever they think the bank pay for them, and 35% of the respondent agree, also 16.2% of the respondent strongly agree, and only 13.2% of the respondent disagree.

Based on the Awash Bank employee respondent 31.8% disagree with the payment system that is flexible with the market conditions and makes reasonable and periodical increments in salary. Of the respondents who agreed, 19.9% the employee neutral, only 2.2% the respondent have strongly agreed and also, and 17% of the respondent strongly disagree.

The majority of the respondent 53.6% agree on every employee's salary is based on their skill, knowledge, and position, also 25.2% are respondents are neutral on it. 16.7% of the respondent was disagreeing 3.6% of the respondent strongly agreed, but only 0.9% of respondents strongly disagreed.

48.6% of the respondent agree that the bank provides them with a different benefit package that is essential for them, 27.4% of the respondent was neutral also 17.4% of the respondent disagreed 3.5% of the respondents is strongly agreed but only 3.1% of the respondent strongly disagreed with it.

The employees respond on the payment and remuneration structure of the bank makes them happy, and they respond is the majority of them respond 50.8% agree, 20.2% disagree, 13.9% neutral, and also 11.6% of them strongly disagree, and only 3.5% of the respondents were strongly agreed.

Table.4.3. Relation with supervisor

Statements	Level	Frequenc y	Percent	Mean	Std. deviation
The supervisor accepts and respects your idea on different issues.	Strongly agree	26	9.3	2.64	0.90
	Agree	121	39.1		
	Neutral	98	31.8		
	Disagree	63	19.8		
The supervisor has the willingness to spend time with their subordinate, explaining company objectives and how their effort affects the objectives.	Strongly agree	4	1.3	2.89	0.82
	Agree	107	34.7		
	Neutral	115	37.2		
	Disagree	81	26.5		
	Strongly disagree	1	0.3		
You feel like a part of the organization because your ideas	Strongly agree	52	17.6		
	Agree	136	44.2		

are given attention and considered valuable by the management.	Neutral	63	20	2.46	1.08
	Disagree	40	12.9		
	Strongly disagree	17	5.3		
Manager treats employees friendly rather than acting like bosses of you.	Strongly agree	25	7.9	2.92	1.08
	Agree	99	32.2		
	Neutral	77	25.2		
	Disagree	87	28.4		
	Strongly disagree	20	6.3		
Your supervisor understands employees as a valuable assets of the company and treats you	Strongly agree	33	10.4	2.76	0.97
	Agree	85	27.8		
	Neutral	119	38.5		
	Disagree	64	21.1		
	Strongly disagree	7	2.2		
The supervisor is unbiased and free from religion, nation, and other related discriminations.	Strongly agree	29	9.1	2.74	0.99
	Agree	109	35.4		
	Neutral	90	29.3		
	Disagree	73	24		
	Strongly disagree	7	2.2		
Average		60.62	20.04	2.73	0.97

Source: own survey 2023

Table.4.3.1. Relation with supervisor

Based on the table shown above the majority of the respondent 39.1% agree on the supervisor accepts and respects their ideason different issues, 31.8% of the respondent are neutral, and also 19.8% of the employees responded was disagree but few of them 9.3% of them strongly agreed.

37.2% of the respondent neutral on Supervisor has the willingness to spend time with their subordinate, explaining company objectives and how their effort affects the objectives, also

34.7% of the employees responded was agreed, 26.5% of them disagree, the rest of the 1.3% was strongly agreed but only 0.3% of the respondent strongly disagree.

Awash Bank employees respond that 44.2% of the respondent agreed that they feel like a part of the organization because their ideas are given attention and considered valuable by the management, 20% of them were neutral on it also 17.6% of the respondent strongly agreed, 12.9% of them disagree and also 5.3% of the respondent strongly disagreed.

On the question manager treats employees friendly rather than act like bosses of you? The Awash Bank employees respond as follow, 32.2% of respondent agree, 28.4% disagree, 25.2% responded neutral, 7.9% of them strongly disagreed, and also 6.3% of them strongly disagree.

38.5% of the respondents were neutral on their supervisor understanding employees as a valuable asset of the company and treating them, 27.8% agree on it, 21.1% of the respondent disagree also 10.4% of them strongly agree also few of them 2.2% of the respondent strongly disagree.

Based on the respondent 35.4% agree on their supervisor is unbiased and free from religion, nation, and other related discriminations, 29.3% respondent was neutral, 24% of them disagree, and also 9.1% of the respondent strongly agreed, but only 2.2% of the respondent strongly disagrees.

Table.4.4. Working environment

Statements	Level	Frequency	Percent	Mean	Std. deviation
The bank has a safe and healthy working environment.	Agree	162	51.1	2.72	0.83
	Neutral	71	25.3		
	Disagree	74	23.3		
	Strongly disagree	1	0.3		
Colleagues are of the same level of age, an attitude which makes it easy to communicate with each other.	Strongly agree	22	6.9	2.42	0.84
	Agree	181	58.1		
	Neutral	58	19.2		
	Disagree	46	15.5		
	Strongly disagree	1	0.3		
The bank provides	Strongly	26	8.2		

flexible work hours to accommodate your personal needs.	agree			2.7	0.92
	Agree	93	30.3		
	Neutral	112	36.3		
	Disagree	76	24.9		
	Strongly disagree	1	0.3		
The bank's higher management staffs perform their job very well.	Strongly agree	16	5	3.06	0.92
	Agree	64	21.2		
	Neutral	123	39.7		
	Disagree	94	30.6		
	Strongly disagree	11	3.5		
The working condition of the bank makes me feel comfortable.	Agree	180	57.7	2.62	0.80
	Neutral	66	21.8		
	Disagree	61	20.2		
	Strongly disagree	1	0.3		
Average		66.95	21.8	2.70	0.86

Source: own survey 2023

4.4.1. Working environment

51.1% of Awash Bank employees agree on the bank has a safe and healthy working environment. Also, 25.3% of the respondents were neutral, 23.3% of them disagreed and only 0.3% of the respondent strongly disagree.

Based on the respondent 58.1% of the respondent agreed on colleagues are of the same level of age, an attitude which makes it easy to communicate with each other. And also 19.2% of them are neutral on that, 15.5% of them disagree, and also 6.9% of the respondent strongly agree but only 0.3% of the respondent strongly disagree.

On the question, the bank provides flexible work hours to accommodate your personal needs. The Awash Bank employee response was 36.3% of the employee neutral, 30.3% of them agreed, 24.9% of the respondent disagreed, and also 6.9% of them strongly agreed but only 0.3% of them were strongly disagree.

39.7% of Awash Bank employees are neutral on their bank's higher management staff performing their job very well. Also, 30.6% of the respondent disagreed, 21.2% of them agreed and 5% of them strongly agreed, but only 3.5% of the respondent strongly disagree.

On the question of whether the working condition of the bank makes me feel comfortable, The Awash Bank employee response was 57.7% of the employee was agree, 21.8% of them was neutral, 20.2% of the respondent disagreed, but only 0.3% of them strongly disagreed.

Table.4.5. Promotion

Statements	Level	Frequency	Percent	Mean	Std. deviation
You are satisfied with the opportunities of being promoted to a better position in the bank.	Strongly agree	18	5.7	2.82	1.02
	Agree	122	39.5		
	Neutral	78	25.5		
	Disagree	75	24.6		
	Strongly disagree	15	4.7		
Promotion is uniform and based on performance.	Strongly agree	2	0.6	3.28	0.86
	Agree	55	18.4		
	Neutral	124	40		
	Disagree	106	34.3		
	Strongly disagree	21	6.7		
Once you got the chance and have the potential to work on the next level, you will be in that position as promised by the bank, with no probability of faller.	Strongly agree	6	1.9	3.28	1.05
	Agree	117	37.9		
	Neutral	72	23.7		
	Disagree	83	27.1		
	Strongly disagree	30	9.4		
Promotion in the bank is fair and fast.	Strongly agree	3	0.9	3.45	0.93
	Agree	54	18.1		
	Neutral	84	27.5		
	Disagree	134	43.1		
	Strongly	33	10.4		

	disagree				
Average		61.6	19.4	3.20	0.96

Source: own survey 2023

4.5.1. Promotion

Based on the respondent majority of the respondent 39.5% agree there was satisfied with the opportunities of being promoted to a better position in their bank, 25.5% of the employees respond were neutral on it, 24.6% of them disagreed, and 5.7% respondent strongly agree there is also 4.7% of strongly disagree respondent.

40% of the respondent neutral on the promotion being uniform and based on performance, also 34.3% of the employees responded was disagreed, 18.4% of them agree, and the rest of them 6.7% strongly disagreed but only 0.6% of the respondent strongly agree.

Awash Bank employees respond that 37.9% of the respondent agreed on once they got the chance and have the potential to work on the next level, they will be in that position as promised by the bank, with no probability of faller, and 27.1% of them disagreed on it also 23.7% of the respondent was neutral, 9.4% of them strongly disagree and also 1.9% of the respondent strongly agreed.

On the question promotion in the bank is fair and fast, The Awash Bank employees respond as follow, 43.1%of the respondent disagree, 27.5% them neutral, 18.1% responded agree, 10.4% of them strongly disagreed, and also 0.9% of them strongly agree.

Table.4.6. Job performance

Statements	Level	Frequency	Percent	Mean	Std. deviation
You have a clear knowledge of the job you do.	Strongly agree	55	18.3	2.36	0.96
	Agree	129	41.7		
	Neutral	87	28.4		
	Disagree	30	9.4		
	Strongly disagree	7	2.2		
You have a clear knowledge of how your	Strongly agree	39	13.3		
	Agree	161	51.6		
	Neutral	68	22.5		

work related to the overall goals of the bank.	Disagree	35	11	2.37	0.90
	Strongly disagree	5	1.6		
You have satisfactory benefits, pay, and professional growth that motivate your job performance.	Strongly agree	10	3.1	2.93	0.91
	Agree	92	29.9		
	Neutral	130	41.9		
	Disagree	61	20.4		
	Strongly disagree	15	4.7		
You are strictly following the bank rule and regulations	Strongly agree	33	10.4	2.46	0.96
	Agree	158	50.8		
	Neutral	71	23.3		
	Disagree	33	11.4		
	Strongly disagree	13	4.1		
You are using effectively and efficiently the working material and resources of the bank.	Strongly agree	38	11.9	2.47	0.99
	Agree	145	46.7		
	Neutral	82	26.8		
	Disagree	26	9.3		
	Strongly disagree	17	5.3		
The bank provides you with a good working environment in the physical surrounding by hiring experienced supervisors.	Strongly agree	5	1.6	2.9	0.99
	Agree	119	38.5		
	Neutral	117	37.8		
	Disagree	34	11.7		
	Strongly disagree	33	10.4		
You are taking training to improve your performance.	Agree	4	1.8	3.56	0.58
	Neutral	137	44.2		
	Disagree	157	50.4		
	Strongly disagree	10	3.6		
There is a continuous follow-up after the training.	Neutral	101	32.8	3.83	0.67
	Disagree	158	50.8		
	Strongly disagree	49	16.4		
Average		66.59	20.94	2.86	0.87

Source: own survey 2023

4.6.1. Job performance

Based on Table 4.6. Shows above 41.7% of Awash Bank employees agree on they have a clear knowledge of the job they do. Also, 28.4% of the respondent was neutral, 18.3% of them strongly agree and, also 9.4% of the respondent disagree, only 2.2% of the respondent strongly disagree.

Based on the respondent 51.6% of the respondent agreed on they have a clear knowledge of how they work related to the overall goals of the bank. And also 22.5% of them are neutral on that, 13.3% of them strongly agree, and also 11% of the respondents disagree but only a few 1.6 % of the respondents strongly disagree.

On the question, they have satisfactory benefits, pay, and professional growth that motivate their job performance. The Awash Bank employee response was 41.9% of the employee was neutral, 29.9% of them agreed, 20.4% of the respondent disagreed, and also 4.7% of them strongly disagreed but only 3.1% of them strongly agreed.

Based on the respondent 50.8% of the respondent agreed they have strictly followed the bank's rules and regulations. And also 23.3% of them are neutral on that, 11.4% of them disagree, and also 10.4% of the respondents strongly agree but only a few 4.1% of the respondents strongly disagree.

46.7% of Awash Bank employee agrees that they are using effectively and efficiently the working material and resources of the bank. Also, 26.8% of the respondent was neutral, 11.9% of them strongly agreed and 9.3% of them disagreed, but only 5.3% of the respondent strongly disagree.

On the question bank provides you with a good working environment in the physical surrounding and by hiring an experienced supervisor, Awash Bank employee responded 38.5% of the employee was agree, 37.8% of them was neutral, 11.7% of the respondent disagreed, 10.4% of them were strongly disagree, but only 1.6% of them were strongly agree.

Based on the respondent 50.4% of the respondent was disagreed on whether they are taking training to improve their performance, and also 44.2% of them are neutral on that, 3.6% of them strongly disagree and also only a few 8 % of the respondents agree.

On the question,of whether there is a continuous follow-up after the training, The Awash Bank employee response was 50.8% of the employee disagree, 32.8% of them was neutral, but also 16.4% of the respondent strongly disagree.

Table.4.7. Summary of the mean and std. Deviation

	Frequency	Mean	Std. Deviation
Salary and benefit	66	2.86	0.9
Relation with supervisor	60.62	2.76	0.7
Working environment	66.95	2.85	0.83
Promotion	61.6	3.2	0.94
Job performance	67.43	3.96	0.88

Source: own survey 2023

As shown in the table above the mean value of independent and dependent variables, the mean of salary and benefit is 2.86, the relation with the supervisor is 2.76, the working environment is 2.85 and promotion is 3.2. This main the employees are satisfied with the promotion as all because the mean of the promotion is higher than salary and benefits, relation with supervisor, and working environment. When the mean is high it indicates most of the respondents agree and when the mean is lower most of the respondents disagree on it. According to this the mean of relation with the supervisor is 2.76, this indicates most of the employees of Awash Bank disagree with it.

4.8. correlation analysis

Correlation analysis was performed to see wheater there is a significant relationship between employee satisfaction and job performance. The correlation between employee satisfaction and job performance is seen in the table below.

Table 4.8.1.correlations

	Salary and benefit	Relation with supervisor	Working environment	Promotion	Job performance

Salary and benefit	Pearson	1	.179*	.191**	-.103**	.096**
	Correlation					
	Sig.(2-tailed)		.002	.001	.070	.094
	N	308	308	308	308	308
Relation with supervisor	Pearson	.179**	1	.330**	.086**	.106
	Correlation					
	Sig.(2-tailed)	.002		.000	.133	.062
	N	308	308	308	308	308
Working environm ent	Pearson	.191**	.330**	1	.182**	.413**
	Correlation					
	Sig.(2-tailed)	.001	.000		.001	.000
	N	308	308	308	308	308
Promotion	Pearson	-.103*	.086**	.182**	1	.194**
	Correlation					
	Sig.(2-tailed)	.070	.133	.001	.000	.001
	N	308	308	308	308	308
Job performan ce	Pearson	.096**	.106	.413**	.194	1
	Correlation					
	Sig.(2-tailed)	.094	.062	.000	.001	
	N	308	308	308	308	308
**. Correlation is significant at the 0.01 level (2-tailed).						

Sources: SPSS Output, 2023

Table 4.8.1.the correlation is given along with the significance of the Pearson correlation figure shown (salary and benefit $r = .096$, relation with supervisor $r = .106$, working environment $r = .413$, promotion $r = .194$) all are positive and $p < 0.05$ for the working environment and

promotion there is a positive and significant correlation with job performance. However, salary and benefits and relations with the supervisor have also been positive but it is insignificant about job performance.

4.9. Regression Analysis

Regression is a measure of association between two quantitative variables. In this research, a multiple regression model is used to predict job performance in Awash Bank using independent variables; salary and benefit, working environment, relation with supervisor, and promotion.

4.9.1. Tests of Assumptions

At the outset of the econometrics analysis, it is required to check the basic assumptions of the classical linear regression model (CLRM). In this research, the basic assumptions of the classical linear regression model such as linear relationship, homoscedasticity, and multicollinearity of the data tests presented as follows.

4.9.1.1 Linearity Test

In this study, the linearity of associations between the dependent and independent variables was tested by looking at the P-P plot for the model. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed. As depicted in the below graph, the visual inspections of the p-p plot revealed that there exists a linear relationship between the dependent and independent variables.

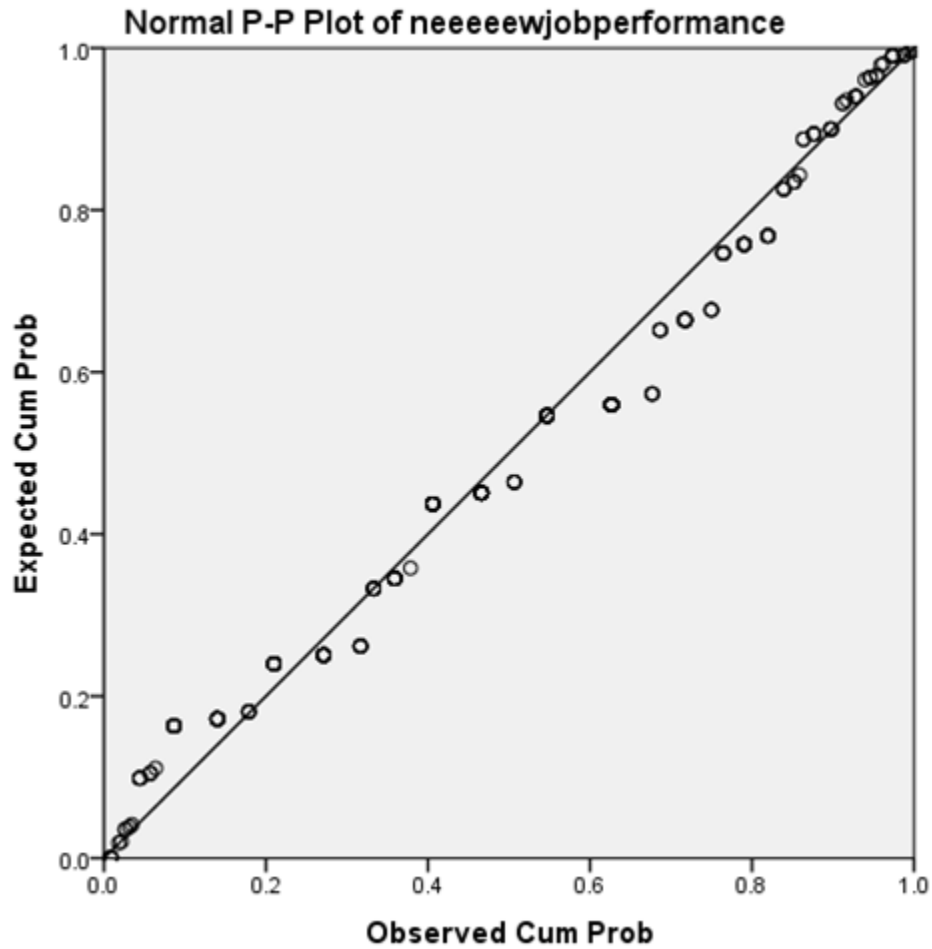


Figure 1 p-p plot of Regression Standardized Residual

4.9.1.2 Homoscedasticity Test

The assumption of homoscedasticity refers to an equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This implies it requires an even distribution of residual terms or homogeneity of error terms throughout the data. Homoscedasticity is checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). If the error terms are distributed randomly with no certain pattern; the problem is not detrimental to analysis. The scatterplot Fig 2 shows that the standardized residuals in this research are distributed evenly which shows that no serious violation of homoscedasticity.

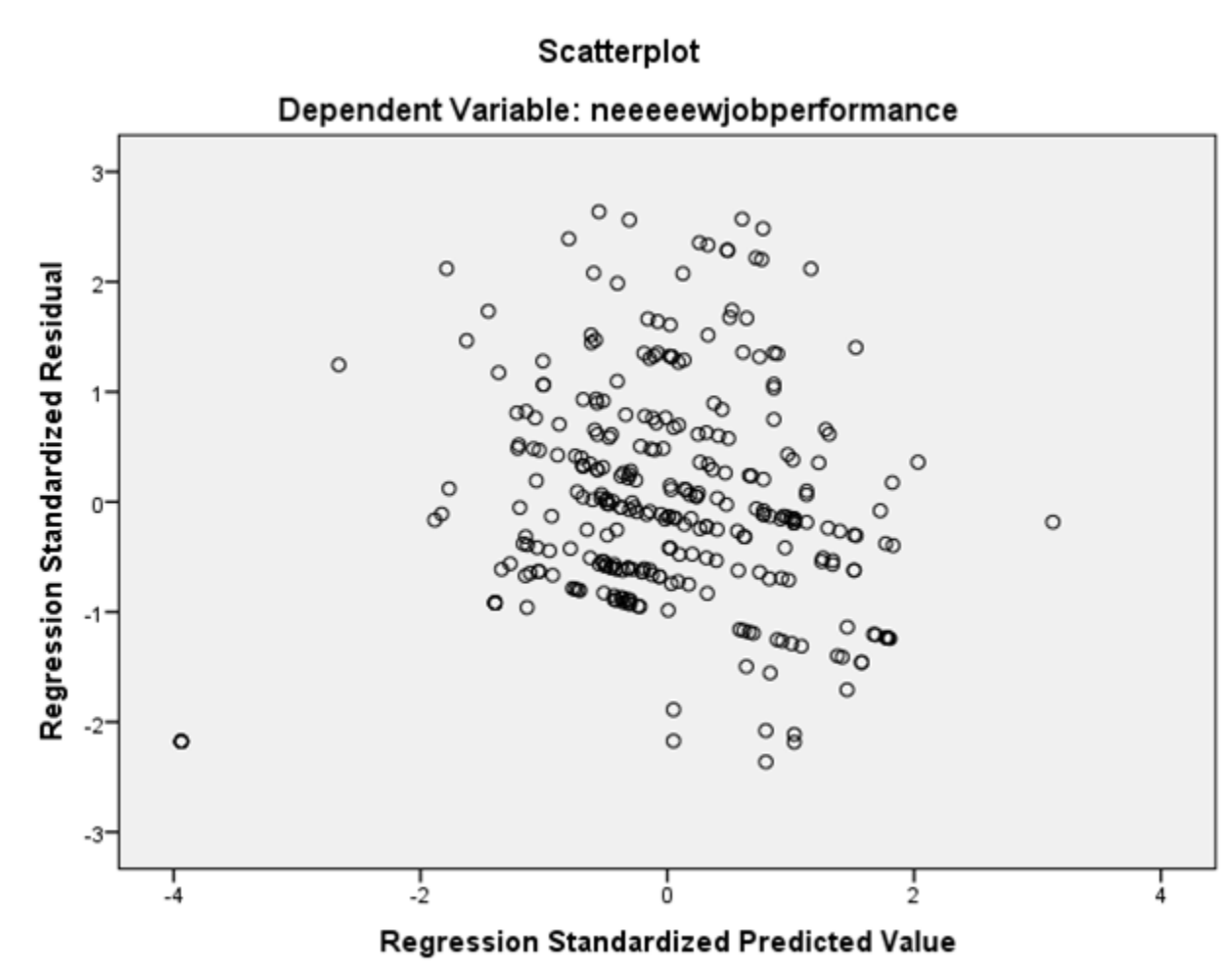


Figure 2 Scatterplot of standardized residuals

Independence of errors refers to the assumption that errors are independent of one another implying that subjects are responding independently Stevens (2009). The Durbin-Watson statistic can be used to test the assumption that our residuals are independent. This statistic can vary from 0 to 4. For this assumption to be met, the Durbin-Watson value needs to be close to 2 (Field, 2006). Values below 1 and above 3 are problematic and cause for concern. To check this assumption we need to look at the Model Summary box presented here below.

As the Table shown reveals, errors are responding independently, and Autocorrelation is not a concern with the Durbin-Watson value of 1.880. Therefore, it is possible to say the autocorrelation test has been met.

Table 4.9.1.2. Durbin Watson statistics

Model Summary

Model	Std. The error in the Estimate	Durbin-Watson
1	.09104	1.880
a. Predictors: (Constant) RS, SB, WE, P		
b. Dependent Variable: JOBPERFORMANCE		

4.9.1.3. MultiCollinearity test

Multicollinearity will occur if some or all of the independent variables are highly correlated with one another (Brooks; 2008). If the multicollinearity problem is too serious in a model, either an additional important variable should be added or an unimportant independent variable should be dropped.

The presence of multicollinearity in the model was detected by using the Variance Inflation Factor (VIF), which is a measure of the reciprocal of the complement of the inter-correlation among the independent variables. If the variance inflation factor is exactly or exceeds 10 then there is a problem of multicollinearity. Tolerance (TOL) is a statistical used to show the variability of the specified independent variable is not explained by another independent variable in the model and is used to check the degree of collinearity. The decision rule for tolerance is a variable whose TOL value is less than 0.1 showing the possible existence of a multicollinearity problem.

As shown in Table 14 below, the output of VIF showed a value of less than 10 for all of the independent variables and all tolerance (T) is greater than 0.1, therefore, this study has no multicollinearity problem.

Table 4.9.1.3. MultiCollinearity test

Coefficients

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Salary and benefit	.864	1.157
	Relation with supervisor	.796	1.256
	Working environment	.768	1.303

Promotion	.908	1.101
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4.10. Multiple regression analysis

Multiple regression analyses were conducted to measure the effect between the independent variables and the dependent variable. The regression results are shown in the table.

Table 4.10.1. Variables entered

Model	Variables entered	Variables removed	Method
1	Salary and benefits, working environment, relation with supervisor, and promotion		Enter

- Dependent variable: job performance
- All requested variables entered

Source, own source 2023

Table 4.10.2.model summary

\M	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.504 ^a	.254	.244	.42665

Source SPSS output, 2023

As shown in Table 15 above, the coefficient of determination in this model is given by R-squared of 0.254 which means 25.4% variability of the dependent variable, job performance, can be explained by the independent variables; salary and benefit, working environment, relation with supervisor, and promotion. In addition, .244 (24.4%) of the variation is caused by factors other than the predictors included in this model.

Table 4.10.3 ANOVA TESTANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	18.742	4	4.686	25.741	.000 ^b
Residual	55.155	303	.182		
Total	73.898	307			

a dependent variable: job performance

b, predictors: (constant), promotion, relation with supervisor, salary and benefit, working environment

Accordingly, it shows the F value of 25.741 is significant at 0.000, (the P-value that correspondent to the F statistic is significant). Thus, the independent variable promotion, relation with supervisor, salary, benefit, and working environment significantly explain the variance in employee's job performance of the bank.

**Table 4.10.4.result of multiple regression analysis
Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.311	.218		10.593	.000
Salary and benefit	.048	.051	.050	.935	.350
Relation with supervisor	.085	.049	.096	1.726	.085
Working environment	.384	.043	.509	8.983	.000
Promotion	.189	.033	.300	5.764	.000

a. Dependent Variable: JOB PERFORMANCE

The following conclusion can be drawn from the table above:

As shown in the table above salary and benefits- the regression analysis result indicated that a unit increase in a supervisor would lead to a 0.048 decrease in job performance. This dimension is positive and statistically insignificant ($p < 0.05$) to determine job performance.

According to Theory Expectancy Theory

Job performance is influenced by a person's belief in the relationship between effort, performance, and outcomes. Even if an employee's salary is increased, if they do not believe that their increased effort will lead to improved performance or outcomes, their motivation and job performance may not necessarily increase.

Research studies have shown inconsistent or weak correlations between salary increases and job performance. For example, a study published in the Journal of Applied Psychology found that salary increases have a relatively small impact on job performance, particularly for employees already receiving high salaries.

Another study published in the Academy of Management Journal found that salary increases were more effective in improving job performance for employees who believed in a strong link between effort and performance. In contrast, employees who believed that external factors such as luck or favoritism played a significant role in job outcomes were less influenced by salary increases.

Also, there is another theory. Theory of Intrinsic Motivation

The Theory of Intrinsic Motivation suggests that job performance is driven by internal factors such as interest, enjoyment, or satisfaction derived from the work itself. While salary is an extrinsic motivator, it may not directly impact the intrinsic motivation or job performance of employees.

Research studies have consistently shown that intrinsic motivation is a stronger predictor of job performance than extrinsic motivators like salary. For example, a meta-analysis published in Psychological Bulletin found that intrinsic motivation was positively associated with job performance across various job types and industries.

Several studies have highlighted that when employees are intrinsically motivated, external rewards like salary may either have no effect on their performance or can even lead to a decrease in motivation. This phenomenon is known as the "overjustification effect."

the other is Social Comparison Theory

Social Comparison Theory suggests that individuals evaluate their abilities and performance by comparing themselves to others. When salary increases are given to employees, it may lead to social comparisons with colleagues, impacting their perception of fairness and job performance.

Research studies have shown that employees tend to engage in social comparisons with their colleagues when salary increases are given. If employees perceive their co-workers as receiving larger or smaller salary increases, it may lead to decreased job satisfaction, decreased motivation, and potentially lower job performance.

A study published in Administrative Science Quarterly found that when employees discovered large salary discrepancies between their coworkers, their job satisfaction and organizational commitment decreased. This, in turn, can affect their job performance.

Overall, while salary increases can be a motivating factor for employees, the relationship between salary and job performance is complex. Factors such as individual beliefs, intrinsic motivation, and social comparisons can influence the impact of salary increases on job performance. Therefore, the researcher rejects the hypothesis that salary and benefits have positive and insignificant relation with job performance in Awash Bank.

Relation with supervisor- the regression analysis result indicated that a unit increase in relation with the supervisor would lead to a 0.085 decrease in job performance. This dimension is positive and statistically insignificant ($p < 0.05$) to determine job performance.

There is a theory that supports this according to Role Conflict and Role Ambiguity

When the relationship with a supervisor strengthens, employees may be more likely to experience role conflict and role ambiguity. Role conflict refers to situations where employees receive conflicting instructions or expectations from different supervisors, leading to confusion and stress. Role ambiguity occurs when employees are unclear about their job responsibilities,

resulting in inefficiency and decreased job performance. These factors can affect job performance, even though the relationship with the supervisor is strong.

A study conducted by Khan and Shahzad (2018) found that employees who reported high levels of role conflict and role ambiguity had lower job performance. This suggests that when the relationship with a supervisor strengthens, the probability of experiencing role conflict and role ambiguity may increase, leading to decreased job performance.

Another theory is the Dependency Theory

According to the dependency theory, when employees develop a strong relationship with their supervisor, they become more dependent on them for resources, support, and feedback. As the dependency increases, employees may become less motivated to perform well, as they rely heavily on the supervisor's guidance and resources. This can lead to a decrease in job performance.

A study by Wayne, Liden, Kraemer, and Graf (1999) found that employees who relied heavily on their supervisor for support and resources exhibited lower job performance. This suggests that when the relationship with a supervisor strengthens, employees may become more dependent, leading to decreased job performance.

There is also another theory Social Exchange Theory

Social exchange theory suggests that relationships are based on a mutual exchange of resources and benefits. When the relationship with a supervisor strengthens, employees may feel obligated to reciprocate the positive treatment, potentially leading to reduced job performance. This could occur because employees prioritize maintaining a positive relationship over-focusing on their job duties.

A study by Erdogan, Liden, and Kraemer (2006) found that employees who experienced high-quality leader-member exchanges (LMX) were more likely to prioritize relational obligations over job performance. This suggests that when the relationship with a supervisor strengthens, employees may prioritize maintaining the relationship over job performance, leading to a decrease in performance.

Overall, these theories and supporting evidence provide insights into how increased relations with a supervisor lead to decreased job performance due to factors such as role conflict and ambiguity, dependency, and prioritization of relational obligations. Therefore, the researcher rejects the hypothesis relation with the supervisor has positive and insignificant relation with job performance in Awash Bank.

Working environment- the regression analysis result indicated that a unit increase in the working environment would lead to a 0.384 increase in job performance. This dimension is positive and statistically significant ($p < 0.05$) to determine job performance.

The result of this study is consistent with the literature indicating the worker would rather desire working conditions that will result in greater comfort and convenience. The absence of such working conditions, amongst other things, can influence the worker's mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence employee satisfaction, as employees are concerned with a comfortable work environment .in turn this will render a more positive level of job satisfaction.

(Ruth, 2020)Study the effect of motivation on job satisfaction and employee performance; in the case of the commercial bank of Ethiopia. In the study, Motivational factors (Salary and Benefits, Promotion, Recognition, Work content, and working condition) are used to find motivation's effect on job satisfaction. The result of the study indicated that job satisfaction highly leads to employee performance in other words job satisfaction is a significant and strong mediator between motivation and job performance. In addition to this, (Dr.Prasasa Rao, 2014) and (Alamdar Hussain Khan, 2012) finding implied that the working environment has a significant and positive effect on job performance. Therefore, the researcher Accepts the hypothesis working environment has a positive and significant relationship with job performance at Awash Bank.

Promotion – As it was expected the coefficient of promotion has a positive value of 0.189 and is statistically significant at $p < 0.05$ level. This suggested that when other things remain constant and that the Promotion dimension increases by one percent then job performance in Awash Bank rises by 0.327 percent. This means promotion with fair and fast, uniform, performance-based and a good promotion scheme leads to a change in the performance of employees by 0.300 percent.

(Alemnew, Impact of Job Satisfaction on Employee's Job Performance at Development Bank of Ethiopia, 2014) Study finding indicated that job satisfaction (pay, promotional opportunities, co-workers, supervisor, and work itself) have a strong positive impact on job performance in the Development Bank of Ethiopia. Also, (Dr.Prasasa Rao, 2014) and (Alamdar Hussain Khan, 2012) investigation show the same result highly satisfied employees are high performers. Therefore, the hypothesis, promotion is positively and significantly determining job performance in Awash Bank is accepted.

Table 4.11. Summary of Hypothesis Testing

Developed Hypothesis	Coefficient (β)	Significance ($P < 0.05$)	Test Result
Salary and benefit has a positive and significant effect on job performance	0.048	0.350	Rejected
Relation with supervisor has a positive and significant effect on job performance	0.085	0.085	Rejected
The working environment has a positive and significant effect on job performance	0.384	0.000	Accepted
The promotion has a Positive and significant effect on job performance	0.189	0.000	Accepted

CHAPTER FIVE

This chapter presents information derived from this study in three sections. The first section is a summary of the findings. The second presents conclusions for the practice based on those findings and the relevant literature. The final section presents recommendations.

5.1. Summary

The summary of the major finding of the study was summarized as follows

- The majority of the employees of Awash Bank were female.
- Most of the employees have work experience between 2-5 years also Awash Bank employee was educated majority of them have a degree.
- Based on the analysis they agree on the salary they received is fair and equitable also it's based on their skill, knowledge, and position.

- Awash Bank employees disagree on the payment system of the bank is flexible with the market conditions and makes reasonable and periodical increments of salary.
- Awash Bank employees agree that the supervisor accepts and respects employees' ideas on different issues.
- Awash Bank employees are neutral in that their supervisors have the willingness to spend time with their subordinates, explaining company objectives and how their effort affects the objectives.
- Based on the findings majority of the employee agree that the bank has a safe and healthy working environment so they can perform their job effectively.
- Most of the workers of Awash Bank are of the same level of age, an attitude which makes it easy to communicate with each other.
- Based on the analysis the employees of Awash Bank were satisfied with the chance of being promoted to a better position of the bank.
- The employees disagreed that the promotion in the bank is fair and fast. If they are not satisfied they did not perform their work effectively.
- The employees of Awash Bank have a clear knowledge of the job they do.
- Based on the finding Awash Bank employees use effectively and efficiently the working material and resources of the bank.
- Based on the analysis the employee disagreed with taking training to improve employees performance, and also follow up after training.

5.2. Conclusion

Generally, from the finding of the study, the bank has limitations on salary and benefits, relations with supervisors, working environment, and promotion and dimensions. From this, we can conclude that it is time the bank needs to concern more about its performance rather than mainly considering its profit. An organization should consider earning of consecutive years profit does not give a guarantee for long time existence or performance, otherwise the company unable to compete with the current technological-based market.

As expressed earlier, an organization's performance depends among others, on the performance of its workforce and this has a bearing on employee job satisfaction. Employee performance is

essential to the success of an organization. Although, the implication of this study shows that the job performance of the bank increased employee satisfaction.

The result of the finding indicates that Awash Bank employees are least satisfied with training and follow-up after training programs, training provided on their current job, and organizational benefit compared to others. The organization has to achieve employee job satisfaction by giving training to their current job and following up after the training.

Job satisfaction within the organization should be targeted as a key priority when trying to improve productivity and decrease the turnover of professional employees. The employee should be satisfied with the payment system of a bank that is flexible with the market condition.

The major cause of turnover and dissatisfaction among Awash Bank employees is because of no fast promotion to employees, no training and programs, and the payment system of the bank being less flexible with the market conditions.

From the summary of the mean and std. deviation promotion is 3.2. This indicates overall the employees of Awash Bank are satisfied with it. And relation with the supervisor has a lower mean from the rest which indicates most of the respondents disagree with it.

The effect of employee satisfaction on job performance is predicated that job satisfaction has a strong positive effect on job performance and when salary and benefit, relation with supervisor, working environment, and promotion increases job performance also increases.

The result of the Pearson correlation analysis shows that $r = 0.96$, $r = .106$, $r = .413$, $r = .194$ for salary and benefit, relation with supervisor, working environment, and promotion, and the p-value for all < 0.05 that implies there is a positive and working environment and promotion are significant relationship between employee satisfaction and job performance, also the salary and benefit and relation with the supervisor are the insignificant relationships between employee satisfaction and job performance.

Regression results show salary and benefit, relation with supervisor, working environment, and promotion have a positive effect on job performance by the value of 0.048, 0.085, 0.384 and 0.189 respectively and p-value for working environment and promotion have a p-value of 0.000 which

indicate less than the standard of 0.05, also salary and benefit, and relation with the supervisor is 0.350 and 0.85 which greater than standard 0.05.

5.3. Recommendations

Based on the data collection, analysis, and interpretation the researcher made the following important recommendations to Awash Bank:-

- It is better if Awash Bank focuses on providing training programs and follow up after the training.
- Management needs to be concerned about the training provided on the current job. This can be achieved by giving training to Awash Bank employees from different training centers.
- The Awash Bank needs to give focus opportunities for promotion in the bank fast and fair to reduce turnover and absenteeism of the employee and also to satisfy employees to increase job performance.
- Awash Bank is better to consider the employee as an asset to the organization. Dissatisfied employees don't perform the job effectively in this case the bank also affected to reduce this thing the payment system of Awash Bank was flexible with the market condition.
- To provide effective training and development, it is better to allocate enough budgets to make consistent, develop a clear performance measurement system before and after training programs to know effectiveness, properly follow the training process and accordingly follow the policy and give a chance for employees and supervisors to involve in decision-making regarding training and other related issues.
- It is better if the feedback from employees is collected before and after training processes i.e. on training, training methods, and the trainer's capacity. This will enable the bank to improve its current and future training programs and to gauge its effect.
- Individuals who perceive that promotion decisions are made in a fair and fast are likely to experience satisfaction from their jobs, considering this; the bank needs to assess employees' attitudes toward the organization's promotion policies, and practices and takes appropriate remedies.

- According to the mean relation with supervisor have a lower mean compared to the rest so most of the employee disagree on it, to improve this supervisor need to encourage employees to perform their job effectively, and make employee fill like they are valuable asset for the bank and making fill that they are a part of the bank to satisfy the employee.
- Finally, it is better for the bank effectively implement all dimensions of employee satisfaction. If not, then by giving priority based on the level of effect components have on job performance i.e. promotion, working environment, salary and benefit, and relation with supervisor for improvement of employee's satisfaction and thereby job performance of Awash Bank.

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APPENDICESQUESTIONNAIRES
ST.MARY UNVERSITY
MBA DEPARTEMENT

Dear Respondent:

I would like to thank you in advance for your cooperation, time, and effort to fill out this questionnaire. The purpose of this questionnaire is to study the effect of employee satisfaction on job performance in the case of Awash Bank. This study is being conducted in partial fulfillment of the requirements for the award of an MBA. The researcher assures that the information you provide will strictly be used only for academic purposes and your answers will be kept confidential.

Your kind cooperation is very much appreciated.

With best regards,

Questionnaire for Employees

Please put a tick mark)”√ “the response that best suits your answer

Part I. Demographic Information

1. Gender:

- ☐ Male ☐ Female
2. Age: ☐ 18-27 ☐ 48-56
☐ 28-37 ☐ above 57
☐ 38-47
3. Your work experience in the organization:
☐ Less than 1year ☐ 5 –10 year
☐ 1-2 year ☐ above 10 year
☐ 2-5 year
4. Educational background
☐ Below 10th grade ☐ degree
☐ Certificate ☐ Master and above
☐ Diploma
5. Your current position in the bank
☐ customer service ☐ Auditor
☐ senior customer service officer ☐ other
☐

Part II: question-related to productivity and kaizen

Please put a tick mark)”√ “the response that best suits your answer

Strongly agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (DA) =2, strongly disagree (SDA) = 1.

Constructs and items	The extent of agreement on the statements				
	SA	A	N	DA	SD A
Salary and Benefit					
Are you perceived that the salary you receive is fair and equitable?					

You feel appreciated whenever you think the bank pays you					
The payment system of the bank is flexible with the market conditions and makes reasonable and periodical increments of salary.					
Every employee's salary is based on their skill, knowledge, and position.					
The bank provides you with different benefit packages that are essential for you.					
The payment and remuneration structure of the bank makes you happy.					
Relation with Supervisor	SA	A	N	DA	SDA
The supervisor accepts and respects your idea on different issues.					
The supervisor has the willingness to spend time with their subordinate, explaining company objectives and how their effort affects the objectives.					
You feel like a part of the organization because your ideas are given attention and considered valuable by the management.					
Manager treats employees friendly rather than acting like bosses of you.					
Your supervisor understands employees as a valuable assets of the company and treats you					

The supervisor is unbiased and free from religion, nation, and other related discriminations.					
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Working Environment	SDA	SA	N	A	S A
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The bank has a safe and healthy working environment.					
Colleagues are of the same level of age, an attitude which makes it easy to communicate with each other.					
The bank provides flexible work hours to accommodate your personal needs.					
The bank's higher management staffs perform their job very well.					
The working condition of the bank makes me feel comfortable.					
Promotion	SA	A	N	DA	SAD
You are satisfied with the opportunities of being promoted to a better position in the bank.					
Promotion is uniform and based on performance.					
Once you got the chance and have the potential to work on the next level, you will be in that position as promised by the bank, with no probability of faller.					
Promotion in the bank is fair and fast.					

Job Performance	SA	A	N	DA	SDA
You have a clear knowledge of the job you do.					
You have a clear knowledge of how your work related to the overall goals of the bank.					
You have satisfactory benefits, pay, and professional growth that motivate your job performance.					
You are strictly following the bank's rules and regulations.					
You are using effectively and efficiently the working material and resources of the bank.					
The bank provides you with a good					

working environment in the physical surrounding by hiring experienced supervisors.					
You are taking training to improve your performance.					
There is a continuous follow-up after the training.					