



**RESEARCH OFFICE**

**DETERMINANTS OF EMPLOYEE PERFORMANCE ON INFOLINK COLLEGE  
WOLAITA SODDO CAMPUS**

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## Abstract

*This study aims to analyze the determinants for employee performance in infolink college wolaita sodo campus .Based on the literature discussed, the six factors considered as the important elements determine the employees' performance that need to be investigated. The research question lies in whether each of those factors has a simultaneous and partial effect on the employees' performance or otherwise. Using the quantitative method, the population of this study was 118 respondents with N=109. The primary data gathered in the form of questionnaires with a Likert typed-scale were then analyzed using the leaner regression method. The findings reveal that the value of the determination coefficient test is 82.3 percent, indicating that the employees' performance is determined by training, motivation, leadership style, working environment, team work and communication while the remaining 27.7 percent are linked with other factors. Moreover, the F test shows that the training (X1), motivation (X2), working environment (X3), Leadership style (X4) Team work (X5) and communication variables (X6) determine employees' performance.*

**Keywords:** *training, motivation, working environment, leadership style, team work communication, employee performance.*

## CHAPTER ONE

### INTRODUCTION

#### **Background of the Study**

Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as “declarative knowledge”, “procedural knowledge” and “motivation” (McCloy et al., 1994).

Stup (2003) describes several factors towards the success of employees’ performance. These factors include physical environment, equipment, meaningful work, performance expectation, feedback on performance, bad system among others

Performance is associated with quantity of output, quality of output, timeliness of output, presence/ attendance on the job, efficiency of the work completed [and] effectiveness of work completed” (Mathis & Jackson 2009).

Employees are resources in organizations, and as such they need to be trained and developed properly in order to achieve an organization’s goals and expectations (Brewster, 2007).

Aguinis (2009) described that “the definition of performance does not include the results of an employee’s behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work”. Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization.

Employee performance can be defined as the outcome of all cumulative actions that an employee performs using his skills, abilities, and knowledge for a particular situation or

task during a given time frame (Prasetya& Kato, 2011).

According to Hill & Aylwin (2005), performance can be described in many terms like productivity of an employee, motivation and retention of an employee, knowledge and skill of an employee, creativity and innovative level of an employee, responsiveness to business and technological advancement, attendance and absenteeism of an employee, customer attraction and retention of the company, and also the optimization of the company's total occupancy cost.

Employee Performance can be defined as the outcome of all cumulative actions that an employee performs using his skills, abilities, and knowledge for a particular situation or task during a given time frame (Prasetya & Kato, 2011).

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

### **Statement of the Problem**

Dynamic organizations in the world today have put in a lot of effort to make sure that employees produce their best. However, it has not been easy to achieve these goals.

Scholars such as Abraham Maslow (1954) in his Hierarchy of needs suggested that fulfillment of human needs affect employee satisfaction and subsequently their performance.

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

- Personal ability: Has the individual the capability? Is there a skills gap needing training?
- Manager ability: Have I given enough direction, and made sufficient resources available?

- Motivation: Is the person de motivated or suffering from stress or lack of challenge?
- Process gap: Has the appraisal system been at fault? Have the goalposts moved or external forces made the task unattainable? Having the regularly adequate appraisal sessions and is the reward system point in the right way?
- There is a whole range of motivational theories but the secret to motivation is to understand your people. People are motivated by different things at different stages of their lives and you have a greater influence than you may realize in motivating your people
- There are complains about unconducive environment, inflexibility, lack of motivation, problem of leadership, complaint of communication, lack of training.

### **1.3 Objectives the Research**

#### **General Objective**

The general objective of the study was to Assess the determinants of employee performance in Infolink college wolaita soddo campus, SNNPR, Ethiopia.

#### **Specific Objectives**

**The specific objectives of the study are stated as follows:**

- To determine the effect of working environment on employee performance
- To assess the effect of leadership style on employee performance
- To assess the effect of motivation on employee performance
- To determine the effect of training and development on employee performance
- To determine the effect of communication on employee performance

#### **Research Hypothesis**

**HO<sub>1</sub>:** Working environment has no significant effect on employee performance

**HO<sub>2</sub>:** Leadership style has no significant effect on employee performance

**HO<sub>3</sub>:** Motivation has no significant effect on employee performance

**HO<sub>4</sub>:** Training and development has no significant effect on employee performance

**HO<sub>5</sub>:** Communication has no significant effect on employee performance

### **Scope of the Study**

This research study would be limited to wolayta zone in private sector institution specifically info link college wolaita sodo campus. The study has addressed the determinants of employee performance on the named institution.

### **Significance of the Study**

The study would enable management in institution to find ways to create an enabling working environment to employees in order to motivate them to perform. It would tell the managers on the various motivation factors that may affect employee performance and hence the necessary improvements. Decision- makers in the institution would obtain knowledge about the aspects of leadership style, determine employee performance. Scholars in Human resource would be used in developing existing theories by coming up with new dimensions in which the theories shall be viewed. This study also investigates how the training would be affecting the performance of an employee. Key factors affecting the employees would be able to be identified and analyzed through this study. It would be a great opportunity to share the outcome of the study with the institution and also to recommend a solution in order to enhance the performance of his employees in the region.

### **Limitations of the study**

The study's inability to enlighten the situation of determinants of employee performance Info Link College would make the very limitation of the study results' interpretation. In addition, the time dimension would drag the study to merely describe the subject. The methodological instances of drawing representative and truth informing samples might a little bit pose hurdle in the course of the study.

### **Organization of the study**

The study was organized in such a way that it consists of five chapters. The first chapter, an introduction part covers background, statement of the problem, study objectives, research questions, significance, scope and limitations of the study. The second chapter presents review of literatures while research design and setting of the research duly presented in chapter three. Data presentation and analysis presented in chapter four and

the last chapter, chapter five, present the conclusion and recommendation part of the study.

### **Definition of key Terms**

**Employee performance** may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as “declarative knowledge”, “procedural knowledge” and “motivation” (McCloy et al., 1994).

**Training** refers to the process of training employees with an aim to develop their skills and increase overall productivity, usually in the form of multiple planned and systematic activities which increase the level of skill, competency, and knowledge vital to performing assigned duties well within the organization (Gordon, 1992).

**Leadership** is defined as the process where an individual influences a group under his subordination by the use of his skills, knowledge, and expertise to achieve various objectives such as attaining a high-performance level and monitoring of employees, keeping employees motivated, and achieving organizational goals (Adair, 2002).

**The working environment** can be described as the environment in which people are working it is wide and incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. workload, task, complexity) extensive business features (e.g. culture, history) and even extra business background (e.g. organization setting, co-workers relation).

**Motivation** Dessler (2001) defines motivation as the intensity of a person’s desire to engage in some activity. Motivation can be intrinsic or extrinsic. Extrinsic motivation refers to the external factors which can be measured in monetary terms e.g. salary and benefits, promotion and disciplinary.

**Teamwork** can be defined as the coordinated activities of a cohesive group who contribute diverse skills and resources to accomplish a compelling common goal (Glaze, 2012).

**Performance** is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

Stup (2003) describes several factors towards the success of employees' performance. These factors include physical environment, equipment, meaningful work, performance expectation, feedback on performance, bad system among others.

Employee performance can be defined as the outcome of all cumulative actions that an employee performs using his skills, abilities, and knowledge for a particular situation or task during a given time frame (Prasetya & Kato, 2011).

According to Hill & Aylwin (2005), performance can be described in many terms like productivity of an employee, motivation and retention of an employee, knowledge and skill of an employee, creativity and innovative level of an employee, responsiveness to business and technological advancement, attendance and absenteeism of an employee, customer attraction and retention of the company, and also the optimization of the company's total occupancy cost.

#### **Working environment**

Work environment is about creating conditions in which an employee can perform his/her duties comfortably. Effective application of ergonomics can achieve a balance between workers task and demands. This will enhance operator productivity, provide worker safety and physical and mental well-being and job satisfaction thus enhanced organizational performance (Garbie, 2014).

The working environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second

dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions (Sousa-Poza & Sousa-Poza, 2000; Gazioglu&Tanselb, 2006; Skalli, Theodossiou, &Vasileiou, 2008).

The work environment can be described as the environment in which people are working it is wide and incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. workload, task, complexity) extensive business features (e.g. culture, history) and even extra business background (e.g. organization setting, co-workers relation). However all the aspects of work environment are correspondingly significant or indeed appropriate when considered job satisfaction and also affects the welfare of employees (Jain &Kaur, 2004).

Training refers to the process of training employees with an aim to develop their skills and increase overall productivity, usually in the form of multiple planned and systematic activities which increase the level of skill, competency, and knowledge vital to performing assigned duties well within the organization (Gordon, 1992). Numerous studies have shown that the proper training of employees positively influences their performance and enhances their skills, knowledge, and ability to perform their tasks

(Appiah, 2010). Training also has a positive effect on the satisfaction levels of employees, especially when it has resulted in improving their competencies to perform their duties well (Martensen&Gronholdt, 2001). It also lends to increasing the self-worth and confidence in employees, since they believe they are important to the organization when they are being invested in (Jun, Cai, & Shin, 2006)

Spector (1997) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees.

According to him, working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further

elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization.

Working environment is a place where a particular work is to be performed. It includes other factors like quality, quantity, process, procedure and benefits. Chan &Huak (2004) suggested that working environment discuss the social, ecological, physical, environmental, mental and emotional appearances of employees in the institution and organization in which they work.

McCoy & Evans (2005) pointed that working environment refer as a pleasant area of work that do not create stress among employees to do their assigned duty of job.

According to Sageer et al. (2012) employees are fully satisfied and encouraged with the good working condition and environment, due to good conditions employees feel happy, safety and relaxation

A physical work environment can result a person to fit or misfit to the environment of the workplace and it is also known as an ergonomic workplace. There are some factors of physical work environment which help employees to perform their job more effectively and which leads to enhance their job satisfaction, such as lightings, the floor configuration, office layout and also the furniture layout (Brill et al, 1985).

According to the Vischer (2007), employees affect by the environment of the place they are working and by having a good environment, the employees could apply their energy and their full attention to perform, According to the Amir (2010).

Different researchers have different perception of working environment. Working environment is a place where a particular work is to be performed. It includes other factors like quality, quantity, process, procedure and benefits.

Chan & Huak (2004) suggested that working environment discuss the social, ecological, physical, environmental, mental and emotional appearances of employees in the institution and organization in which they work.

McCoy & Evans (2005) pointed that working environment refer as a pleasant area of work that do not create stress among employees to do their assigned duty of job. According to Sageer et al. (2012) employees are fully satisfied and encouraged with the good working condition and environment, due to good conditions employees feel happy, safety and relaxation.

### **Motivation**

Dessler (2001) defines motivation as the intensity of a person's desire to engage in some activity. Motivation can be intrinsic or extrinsic. Extrinsic motivation refers to the external factors which can be measured in monetary terms e.g. salary and benefits, promotion and disciplinary. Extrinsic motivation has immediate and powerful effect but does not last long. Intrinsic motivation refers to external factors e.g. responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivation lasts longer since they are concerned with quality of working life.

According to Mullins (2006) motivation is a key ingredient in employee performance and productivity. Though people might have clear work objectives, the right skills and supportive work environment, they will not get the work done without sufficient motivation to achieve those work objectives. He added that motivated employees are willing to exert a particular level of effort, for a certain amount of time, toward a particular goal.

A motivated employee is always conscious of the goal to be achieved and directs his efforts towards attaining it. Soo, O., and Lewis, G. (2009) defines job performance as the result of motivation and ability. Ability includes training, education, equipment and simplicity of task, experience and both inborn mental and physical capacity. Given all of these factors at their peak, an employee may still not perform well on the job if the motivation is not directed at that particular task. Abonam (2001)

Sajuyigbe (2013) forwards the view that if successful performance does in fact lead to organizational rewards, such performance could be a motivational factor for employees. Under such conditions, they can see that their efforts result in rewards. Consequently they may be motivated to exert high level of effort on the job. In summary, not only can motivation influence performance, but also that performance – if followed by rewards can influence motivation.

Verhellen (1994) argues that motivation strategies aim to create a working environment and to develop policies and practices, which will provide for higher levels of performance from employees. They will be concerned with measuring motivation to provide an indication of areas where motivational practices need to be improved; ensuring, so far as possible, that employees feel they are valued; developing behavioral commitment; developing an organization climate which will foster motivation; improving leadership skills; job design; PM; compensation and reward management; and the use of behavioral modification approaches. 5 skills they want to enhance., since this would lead to the best returns in the long run (Flynn, Schroeder, & Sakakibara, 1995).

A motivated workforce is essential because the complete participation of employees will certainly drive the profitability of the organization (Carlsen, 2003), believe motivation is the educating of employees to channel their efforts towards organizational activities and thus increasing the performance of the said boundary spanning roles.

According to Denton, a motivated workforce will lead to greater understanding, acceptance, commitment to implementation, understanding of objectives and decision making between management and employees. Among different elements of motivation we will try to discuss on the following:

According to Herzberg (1959) the states were categorized as "Motivators" and "Hygiene" factors, the latter also being referred to as Maintenance Factors. Motivators actually motivate an individual they find their root within the job itself examples of Motivators are achievement, recognition, growth possibilities, career advancement, level of responsibility and the job itself. Hygiene Factors do not have any motivational value when present, but do have a de-motivational value if not present. These factors are

extrinsic to the work itself and it is of importance of study workplace environment has most of these factors relate to it an examples of hygiene Factors include company policy and administration, supervision, interpersonal relations, salary, status, job security, personal life, working conditions.

### **Leadership Style**

Leadership is defined as the process where an individual influences a group under his subordination by the use of his skills, knowledge, and expertise to achieve various objectives such as attaining a high-performance level and monitoring of employees, keeping employees motivated, and achieving organizational goals (Adair, 2002). It also means ensuring employees are able to deal with any organizational change and honing their ability to focus on long-term results (Kourdi, 1999).

The leadership role is important to the building of positive inter-personal relations and self-confidence of individuals on a personal level, which means it is turn important for companies to hire highly skilled and knowledgeable individuals in these roles. As such, individuals with knowledge and past experience of working in such a capacity are preferably hired to fulfill this role (Chandrasekar, 2011).

Leadership style is a leader's way of directing, implementing strategies, and motivating employees. There are many different leadership styles that can be used to run an organization. Newstrom, (1992). There are several styles that leaders use to achieve their goals and each is good or bad in different situations. Some include Autocratic or Authoritative leadership style whose focus of power is the leader and the interaction within the group move towards the manager. Laurie J. Mullins (2013).

According to Robert Lussier (2015), another kind of leadership style is the directive leadership style where by the leader gives direction on what should be done and how it should be done. The employees in this case have very little power to do what they would wish to do. This kind of Leadership is also referred to Authoritarian leadership style. Participative leadership is one that gives opportunity to the employees to participate in decision making. More often, leadership is neither strong nor weak and job satisfaction is

neither low or high. This kind of leadership style is also called Democratic leadership style.

According to Mullins (2013) Democratic leadership, is of the view that democratic leadership style focuses more on people and there is a greater interaction within the group (Lussier, 2015). Achievement oriented Leadership style is one that the manager sets challenging tasks but achievable goals, the expectation is that the junior staff should perform to their highest. It is appropriate when employees are open to authoritarian kind of leadership.

Leadership is an ability of a manager to induce the subordinates to work with confidence and zeal. Leadership can be defined as the capacity to influence a group realization of the goal. Leaders are required to develop the future vision, and to motivate the organizational members to want to achieve the visions and to improve the performance Iqbal N, Anwar S, Haider N (2015).

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

An effective leader has a responsibility to provide guidance and share the knowledge to the employee to lead them for better performance and make them expert for maintaining the quality. And to become a head of all the team members is such a great responsibility. The introduction of clear standards of leadership promotes the core values and maturity on their role and responsibility.

### **Training and development**

Training and development is the process for improve the performance of employees in term of skills, knowledge, attitude and behavior (Lard et al 2003). Training and

development not only improves individual and organization superiority but also the improves working skills of the employees.

According to Aswathappa (2005) training & development refers as the process and method involved in improving the aptitude, skills, knowledge, ability, attitude of employees to perform their specific work related job. Training comforts employees to change their old and previous talent, knowledge and experience to latest and new talent. Armstrong & Taylor (2014) defined TD as a systematic growth of knowledge, skills and abilities to perform their job related duties in the organization

The developments and changes made by individuals and group are associated with the presence of a leader. Every manager uses a particular leadership style which has a significant impact on employee morale. Consequently, the employee morale will affect their performance. Storey (2004) asserts that transformational leadership style which is composed of ideals, influence, inspirational motivation, intellectual stimulation and individualized consideration is one of the most effective leadership styles.

Leadership style affects a range of factors such as job satisfaction, performance turnover intention and stress and so contributes to organizational success. Managers need therefore to adopt appropriate leadership behavior in order to improve employee performance.

Le Tran, (2002) cited on his journal that the developing process of employees' skill in order to improve the performance is called training.

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively. Existing literature presents evidence of an existence of obvious effects of training and development on employee performance. (Swanson, 1999)

According to Wright & Geroy (2001) noted that employee competencies change through effective training programs. Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah2010; Harrison 2000).

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on coaching and mentoring, peers' cooperation and participation by the subordinates.

Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such training programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005)

### **Communication**

Communication is the process of transferring information by using meaningful symbols so that a message is understood by others (Dyck and Neubert, 2009:537). Communication has an influence on companies in which effective communication can be done to avoid the resistance change within the organization

### **Teamwork**

Teamwork can be defined as the coordinated activities of a cohesive group who contribute diverse skills and resources to accomplish a compelling common goal (Glaze, 2012). Teamwork requires the willingness of individuals to join, and willingness to learn to know each other so as to provide a good contribution in the process of achieving a goal.

### **Employee Performance**

The organization plays very important role developing and increasing employees' performances. Different developing nations depend on the success of organization and institutions. Performance is the main attention of any institution and organization. Organization Performance was the important dependent variable in favor of many researcher interests in area of management Richards et al. (2008).

Employee Performance can be defined as the outcome of all cumulative actions that an employee performs using his skills, abilities, and knowledge for a particular situation or task during a given time frame (Prasetya & Kato, 2011). It is one of the steps towards the

achievement of organizations goals, which is the reason why HRM deems the improvement in employee skills vitally important, since it is directly correlated to performance (Suhartini, 1995).

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

### **The relationship between working environment and employee performance**

A working environment can result a person to fit or misfit to the environment of the workplace and it is also known as an ergonomic workplace. There are some factors of physical work environment which help employees to perform their job more effectively and which leads to enhance their job satisfaction, such as lightings, the floor configuration, office layout and also the furniture layout (Brill et al, 1985).

According to the Vischer (2007), physical work environment is one of the most important factor which influences on work performance. Evidence accumulated that the physical work environment in which people work affects both job performance and job satisfaction.

McCoy & Evans (2005) explained that if employees dissatisfy with their working environment and once the employees become stressors at the work place, the employees tend to do their work very slowly. This will directly affects for the employees performance and as well as for the overall productivity of the organization.

According to the Vischer (2007), employees affect by the environment of the place they are working and by having a good environment, the employees could apply their energy and their full attention to perform work.

## **Effects of Work Environment on Employee Performance**

Environment ranges from the condition of the surrounding in terms of safety, cleanliness, lighting, working conditions to relationship between peers and peers and employees and employers and values that guide the organization. Many employees feel that they would do better if the working environment would be improved or is conducive.

According to Best Practice (2008). The definition of the term “workplace”, meaning the place which houses workstations and any other place within the area of the undertaking to which the worker has access in the course of his or her employment. Overall, the Workplace design needs to take into account of a wide range of issues. Creating better and higher performing workplace requires an awareness of how workplace impacts behavior and how behavior itself drives workplace performance.

Joroff et al. (2003) argue that in the relationship between work, the workplace and the tools of work, the workplace becomes an integral part of work itself. Increasing workplace understanding is built on the recognition that space has different characteristics. It performs different functions and there are different ways people work. People work individually and interact with others and this requires different workplace solutions.

According to Hughes (2007), employees in different organizations have different office designs. Every organization office has lighting and heating arrangements, unique furniture and spatial arrangements, and different levels of noise. Comfortable and ergonomic office design is one of the ways to motivate employees to increase their performance substantially.

Work environment is both positive and negative effects on the psychological and welfare of employees. The work environment can be described as the environment in which people are working it is wide and incorporates the physical scenery (e.g. noise, equipment, heat), fundamentals of the job itself (e.g. workload, task, complexity) extensive business features (e.g. culture, history) and even extra business background (e.g. organization setting, co-workers relation). However all the aspects of work

environment are correspondingly significant or indeed appropriate when considered job satisfaction and also affects the welfare of employees (Jain &Kaur, 2004)

Hay Group (2007) contends that work environment includes a friendly, well-designed, safe physical space, good equipment and effective communication, which will improve productivity. Well-designed and organized offices and work areas make significant differences to how people feel about their work. Working environment can give some depressing messages about how much the organization value employees and the standards it expects from them (Armstrong &Murlis, 2007).

**Conceptual framework**

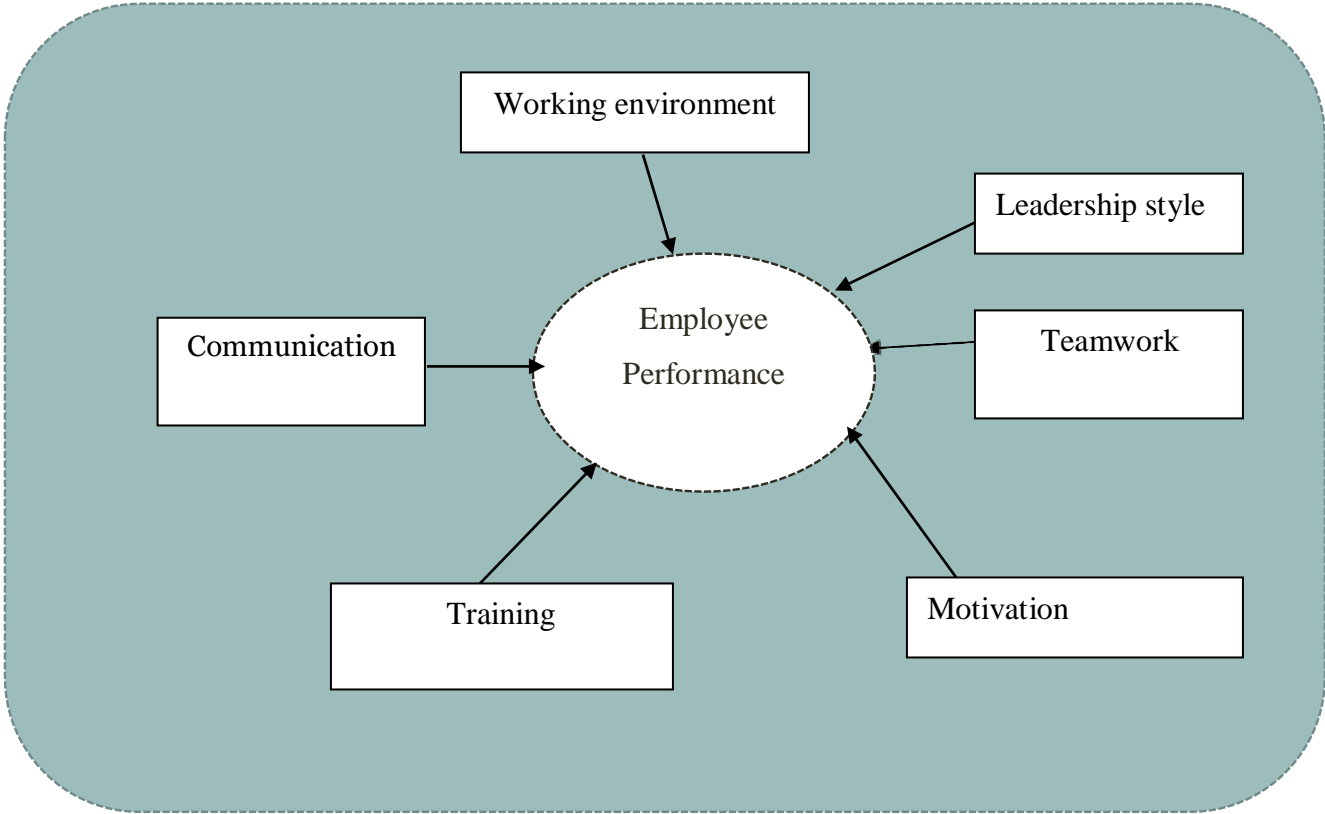


Figure 1 exhibit the proposed conceptual framework of this study 2021

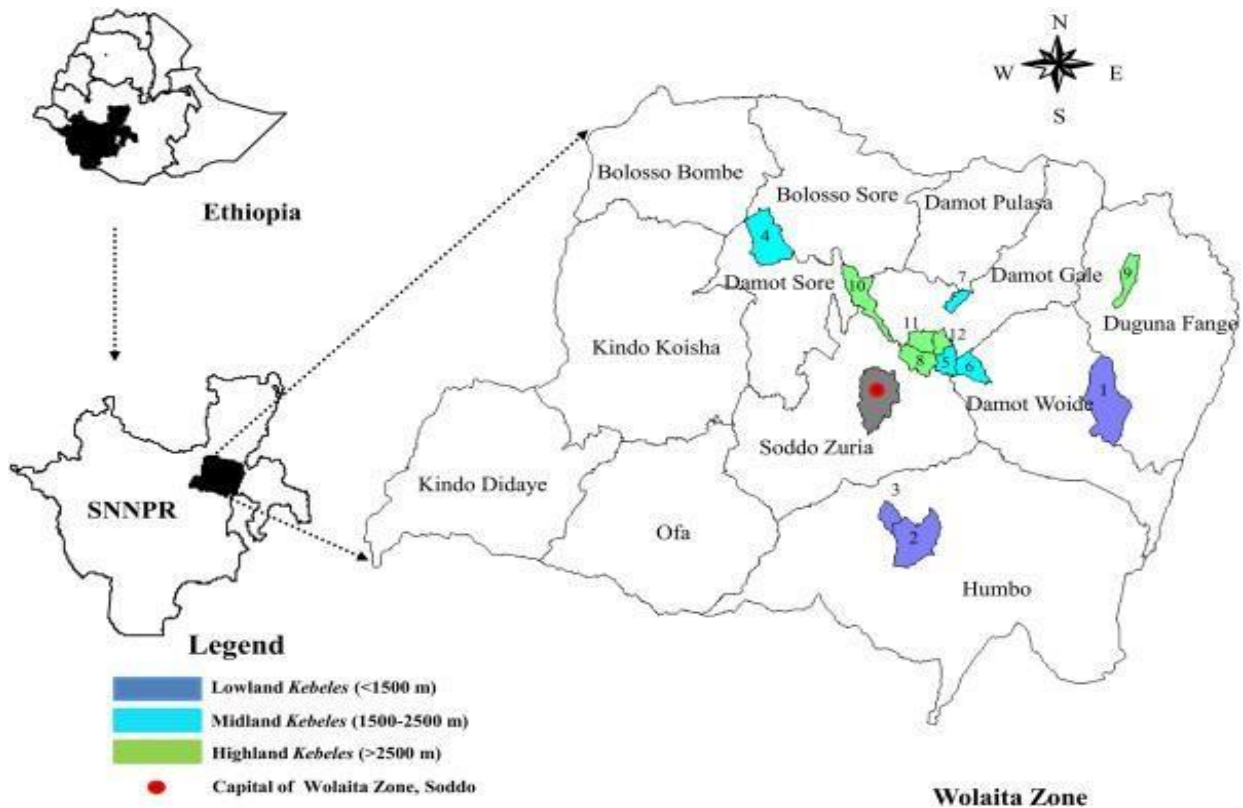
## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1. Description of the study

Founded in the year 2003 G.C, Infolink College was from the first private institution to work on engineering and technology disciplines in Ethiopia, especially in SNNP region, wolaitasodo Campus. Since then the College has been contributing a lot for the capacity building efforts started by the regional and national governments through producing qualified and skilled manpower and transferring of appropriate technology

Infolink is an accredited college by the Ethiopian Higher Education Relevance & Quality Agency and Southern Nations Nationalities Peoples Regional State (SNNPRS AND Sidama) TVET Bureau. Since its establishment, in year 2003, the College has created jobs for more than 169 people.



### 3.2 Research Approach

The research approach used the quantitative and qualitative type, information was dealt with analyzing and interpreting and questionnaires and interviews were conducted.

### 3.3. Research Design

Causal research design was used. Causal research can be conducted in order to assess impacts of specific changes on existing norms, various processes etc. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables.

#### 3.4.1 Population

The target population of this study was all employees in Infolink college; college have full time and per time employee, staffs are categorized in to two, academic staff, administrative from this 113 are academic staff and 56 are administrative. Total population is 169.

#### Sampling Techniques

To conduct this research the researcher was used simple random sampling technique of lottery method. Select samples total population through questionnaire and collect the required information from the samples.

#### Sampling size determination strategies

The target population was finite. Yemen formula determines the sample size. The precision of the population select using a simple random sampling technique from the identified study population. From the total population is 169 the sample size is 118.

N= Population =169

e= marginal error (0.05)

n =sample size =118

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

#### Data collection tools

Questionnaire and interview

The data collection instrument the study would be used questionnaire consisting of structured questions for respondents with their own language. The questionnaire was used

because it is specific for the respondents to explain the exact situation without giving room for unnecessary and irrelevant information for the study topic. The collected variables would be measured by measuring instrument like five points from 1-strong disagree to 5-strong agree Likert Scale.

In this study both primary and secondary data were used as methods of data collection. Primary data are those data which is collected for the first time such as questionnaire and interview while secondary data are those data that has collected by someone else such as journal, magazine, books, article, and annual report of the college.

### **Data Analysis**

The data analysis would be deployed both qualitative and quantitative. The quantitative data would be collected. Once the questionnaires are received that would be coded and edited for completeness and consistency. To ensure easy analysis, the questionnaires would be coded according to each variable of the study to ensure accuracy during analysis.

### **Qualitative Data Analysis techniques**

The qualitative data analysis would involve texts from the interview records, observation of the written works on the subject matter of the study and the illumination of responses to the open ended questions.

### **Quantitative Data Analysis techniques**

The quantitative aspect of the analysis would be the quantification of the data of that nature to set the relationships of the variable in the study. To that end, inferential statistical tools would be used. Quantitative data would be analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 20 and excel. The study would be used multiple regression models at 5% level of significance.

### **Ethical Issues**

Ethical considerations are very important for every research study. Accordingly, participants would be informed of the purpose of the research and assured of confidentiality; the questionnaires would be completed secretly by respondents and treated confidentially.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### Data analysis

The data collected from Infolink college wolaita sodo campus and deployed questionnaires are presented and analyzed in this chapter. This section of the study deals with the statistical testing of hypothesis and interpretation of the result using SPSS version 20. As stated in the previous chapters of this paper, questionnaires were designed and distributed to a total of 118 employees. Accordingly, 109 questionnaires were appropriately filled and returned which gives 92% return rate. Even though, some variation is shown between expected and actual sample size. But, a total of employee respondents' responses were collected successfully. So, the response rate is enough to carry out the analysis. The detail is summarized in table 4.1 below

#### The respondents rate Table

##### 1: Response rate

No	Expected sample	Actual responded	Percentage
1	118	109	92

Source: Sample Survey June, 2021

This chapter mainly comprises the demographic characteristics of respondents, the descriptive Statistics and the inferential statistics including correlation analysis and regression analysis.

#### Demographic of Respondents

The first part of the questionnaire consists of six items about the demographic information of the respondents. It covers the personal data of respondents, such as gender, age, educational qualification, marital status, year of service and current job position. The following tables, graphs and figures depicted the each demographic characteristic of the respondents.

#### Gender of respondents

In this study the respondents were expected to comprise both male and female staffs. As such, the study required the respondents to indicate their gender by ticking on the spaces

provided in the questionnaire. The demographic data for gender shows that out of the 109 respondents there were 82 males and 27 female. Table 4.1 shows that the 75.2% male respondents formed majority of the target population with a percentage of while female respondents were representing 24.7%

#### 4.1.5. Working experience

**Table 2**

**Year of service (1-4=1,5-9=2,10-20=3 and above 20=4)))**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	56	51.3	51.3	91.6
2	48	44	44	94.5
3	5	4.58	4.58	100.0
Total	109	100.0	100.0	

Sources SPSS out put

The length of service in an institution identifies the extent to which one is aware of the issues required by the study. In the come around of technological advancements and globalization, there are liable to be many changes in institutional and environment that the respondents should know when responding to the issues required by the study.

#### 4.1.5. Education level

**Table 3**

**Level of education(diploma=1,degree=2 ,masters and above=3,)))**

	Frequency	Percent	Valid Percent	Cumulative Percent
1	5	4.58	4.58	4.58
2	73	66.9	66.9	66.9
3	31	28.4	28.4	100.0
Total	109	100.0	100.0	

College hire staffs in different work stations hence different academic qualifications. This difference might contribute to differences in the responses given by the respondents. The study sought to establish the highest academic qualifications attained by the respondents. According to the SPSS Output shown in table (4.6%) of the respondents had acquired college/university diplomas level of education, majority 66.9% of the respondents indicated that they had acquired Bachelor’s or undergraduate degrees as their highest level of education, 28.4% had acquired masters level of education. This results imply that majority of the respondents had at least college/university degree and hence understood the information required by this study. These findings further imply that all the respondents were academically qualified and also familiar with their duties and could allot them effectively in terms of professional work ability and performance.

**4.2. Descriptive Statistics**

In this section various statistical data analysis tools such as mean, standard deviation, frequency and percentile were used to analyze the collected data. The summary of descriptive statistics of all variables that were evaluated based on a 5-point Likert scale.

**Descriptive Statistics**

	Mean	Std. Deviation	N
Employee Performance	3.17	1.096	109
Training	2.940440	1.457195	109
Motivation	2.665706	1.417509	109
Leadership style	2.785165	1.262936	109
Working Environment	2.824349	1.463527	109
Team work	2.939018	1.604123	109
Communication	2.734028	1.653967	109

**Source:** Own survey, 2021

Table shows that the mean and standard deviation of the variables in the study. The descriptive showing in the table indicate that mean of training is 2.94 with a standard deviation 1.45 which shows that majority of employees are either neutral about effects

which the factors of training have on their performance or they somewhat disagree that these factors have positive effect on their performance.

The mean score of motivation is 2.665 with a standard deviation score of 1.417. A high standard deviation indicates that the data points are spread out over a wider range of values of motivation. It shows that employees are either neutral or dissatisfied for the motivation practices currently in college.

Leadership style has a mean score of 2.78 and 1.26 standard deviation, reflecting inter response unevenness and that employees are overall neutral about the effects which the factors of their leadership style has on their performance.

Working environment has a mean score of 2.82 and 1.46 standard deviation, reflecting inter response variability and that employees are overall neutral about the effects which the factors of their working environment has on their performance

The mean score team work of 2.93 with the standard deviation 1.60 which shows predictable of the responses and overall better reliability of the scores. The mean score communication of 2.73 with the standard deviation 1.65 which shows predictable of the responses and overall better reliability of the scores.

#### 4.4. Pearson's correlation

**Table 6**

**Pearson's correlation**

		Employee Performance	Training	Motivation	Leadership style	Working Environment	Team work	Communication
Pearson Correlation	Employee Performance	1.000	.989	.823	.970	.983	.930	.797
	Training	.989	1.000	.015	.967	.972	.978	.984
	Motivation	.0823	.015	1.000	.020	.044	.020	.019
	Leadership style	.970	.967	.020	1.000	.971	.974	.971
	Working Environment	.983	.972	.044	.971	1.000	.986	.980
	Team work	.930	.978	.020	.974	.986	1.000	.988
	Communication	.797	.984	.019	.971	.980	.988	1.000
	Employee Performance	.	.000	.408	.000	.000	.000	.000
Sig. (1-tailed)	Training	.000	.	.436	.000	.000	.000	.000
	Motivation	.408	.436	.	.418	.325	.420	.421
	Leadership style	.000	.000	.418	.	.000	.000	.000
	Working Environment	.000	.000	.325	.000	.	.000	.000
	Team work	.000	.000	.420	.000	.000	.	.000
	Communication	.000	.000	.421	.000	.000	.000	.
	Employee Performance	109	109	109	109	109	109	109
N	Training	109	109	109	109	109	109	109
	Motivation	109	109	109	109	109	109	109
	Leadership style	109	109	109	109	109	109	109
	Working Environment	109	109	109	109	109	109	109
	Team work	109	109	109	109	109	109	109
	Communication	109	109	109	109	109	109	109

**Source:** Own survey, 2021

As stated on the literature and statistical descriptive statistics, there are many factors that can affect the employee performance of the college. The factors like training, motivation, working environment, leadership, team work and communication were significant and

detailed as follows. The level of significance is kept 0.05 because of the primary nature of data that has the probable chances of being uncertain.

The table shows three things, First, it shows the value of the Pearson correlation coefficient between every pair of variables (e.g. we can see that the training had large positive relation with Employee performance,  $R=.317$ ). Second, the one-tailed significance of each correlation is displaced (e.g. the correlation above is significant,  $p<.001$ ). Finally, the number of cases contributing to each correlation ( $N = 109$ ) is shown. the research used the Pearson's coefficient of correlation ( $r$ ) to study the correlation between the study variables and the findings. from the findings, it was clear that there was a positive and strong correlation between employee performance and training with a correlation figure of 0.989, it was also clear that there was also a positive correlation between employee performance and motivation with a correlation value of 0.823, a positive correlation between employee performance and working environment with a value of 0.983 and a positive correlation between employee performance and leadership style with a correlation value of 0.970, and employee performance and a positive correlation between employee performance and team work with a correlation value of 0.930 and communication 0.797. This shows that there was positive and strong correlation between employee performance and training, motivation, working environment, leadership style, team work and communication.

#### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	Communication , Motivation, Leadership style, Working Environment, Training , Team work <sup>b</sup>	.	Enter

a. Dependent Variable: Employee Performance

b. All requested variables entered.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.899 <sup>a</sup>	.823	.823	.112	.823	1610.760	6	102	.000

a. Predictors: (Constant), Communication , Motivation, Leadership style, Working Environment, Training , Team work

Source SPSS output 2021

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (employee performance) that is explained by all the six independent variables (communication , motivation, leadership style, working environment, training , team work )

Dependent Variable: Employee Performance

Significance at 5% significance level

R square (R<sup>2</sup>) is the correlation coefficient square .823 also referred to as the coefficient of determination. This value indicates the percentage of total variation of Y (Employee Performance) explained by the regression model consisting of independent variables. The R<sup>2</sup> value of .823 means that about 82.3 % of the variation in employee performance is explained by the explanatory variables. This therefore means that other factors not studied in this research contribute 17.7% of the employee performance in the college.

The *b*-values tell us about the relationship between the employee performance and each predictor. It depicts a positive relationship between the predictor. For these data all of the predictors have positive *b*-values indicating direct relationship.

The *b*-values tell us more than this thought. They tell us what degree each predictors affects the outcome also. Training is also found to be important in explaining employee performance. The variable is statistically significant at 5% level and positive, illuminating strong direct relationship between training and employee performance. The increment of training by one unit increases the employee performance of college.

When we see the standard deviation by holding other explanatory variables constant a standard deviation increase degree of motivation. Motivation has an impact on employee performance like other explanatory variables.

Leadership style, it is found that Leadership style has also strong and positive influence on the employee performance and found to be significant at 5% level. This implies that the leadership style will have a positive impact on employee performance

Working Environment is statistically significant at 5% significance level and positive, indicating direct relationship between working environment and employee performance. The magnitude of marginal changes other things remaining the same, a one percent change in working environment imply enhance of employee performance.

Team work is found to be important in explaining employee performance. The variable is statistically significant at 5% level and positive, illuminating strong and direct relationship between team work and employee performance. The increment of the right team work characteristics for the job increase by adding unit employee performance of the college.

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.189	.034		5.614	.000
Training	.478	.060	.461	7.900	.000
Motivation	.386	.000	.001	.058	.245
Leadership style	.446	.050	.446	-.886	.321
Working Environment	.177	.065	.169	2.718	.008
Team work	.408	.080	.411	5.101	.000
Communication	.002	.081	.001	.019	.225

a. Dependent Variable: Employee Performance  
SPSS out put

#### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	128.412	6	21.402	1710.760	.000 <sup>b</sup>
Residual	1.276	102	.013		
Total	129.688	108			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Communication , Motivation, Leadership style, Working Environment, Training , Team work

Source: SPSS Output

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION**

#### **5.1. INTRODUCTION**

This research had an aim of investigating the determinants factors which are training, motivation, Leadership style, working environment, and team work and communication on employee's performance. This was done by investigating the relationship between each determinant factors and employees performance using correlation analysis and regression analysis to determine the extent of change in employees' performance due to the selected factors. In addition, the research study examine how well the selected variables determine and are being exercised how well employees are performing their job in the info link college wolaita sodo campus , by looking at their mean scores of the response of the participants which is summarized under the descriptive statistical analysis. In this section, summary of major findings, conclusions inferred from the data analysis in chapter four, and suggested recommendations are illustrated in detail

#### **5.2 Summary of Findings**

The data analyzed using descriptive statistics, correlation and regression major findings were presented below in a summarized as follows:

Motivation is a key determinant of job performance and a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time (Jobber, 1994). As Green (2000) has described motivation to be proactive in the sense of; in dealing with employees who are high performers, motivation is essential, otherwise their performance will decline or they will simply leave the job.

A motivated workforce is essential because the complete participation of employees will certainly drive the profitability of the organization (Carlsen, 2003), Darmon (1974) believe motivation is the educating of employees to channel their efforts towards organizational activities and thus increasing the performance of the said boundary spanning roles. According to Denton (1991), a motivated workforce will lead to greater

understanding, acceptance, commitment to implementation, understanding of objectives and decision making between management and employees.

Training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior (Appiah 2010; Harrison 2000; Guest 1997).

The employee motivation is obviously important. In fact, it is one of the most important and essential factors for the achievement of employees, and ultimately the organizational targets and goals (Berman et al., 2010). Ololube (2006) asserts that motivation to work, whether intrinsic or extrinsic are very essential in the lives of workers because they form the fundamental reason for working in life. It represents the complex forces and needs which provide the energy for an individual to perform a particular task (Shulze & Steyn, 2003). Moreover, employee motivation serves as an essential component of business operations whereby high motivation coincides with job satisfaction, a sense of pride in one's work, a lifelong commitment to organization which enhances performance and productivity (Linz et al., 2006).

Several professionals have expressed mixed opinions on communication competency used as a predictor of employee success (Ryan & Sackett, 1987). The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom-line- as found in growing evidence linked with work productivity (Camden & Witt, 1983; Papa & Tracy,

1987; Snyder & Morris, 1984). With effective communication, a company is able to have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals. It has been suggested that the persons who are involved in communication processes need to possess both basic skills and abilities, otherwise, the information could be missed to understand appropriately, and furthermore it depends on the facilities available in organizations and the actions of managers to see the acceptability of information in order to have an accurate deliverance. Furthermore, as one of the crucial elements, the managers have been asked to learn the feedback gained from the employees which probably affects their work motivation. This relates to the

circumstances that are currently faced by the employees including the right time of delivering such information, thus, they may perform based on the messages they receive. Many studies have identified that followers have two types of need for leadership at workplace; need for structure and need for social support (Bodla and Hussain, 2009, 2010; de Vries, 2002; Landeweerd and Bouman, 1994). In need for structure, followers desire the leader's interventions to provide them necessary task related guidelines, clear operating procedures and methods to perform the work and deliver the task related feedback. In need for social support, employees desire social and moral support from their leaders. Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increase the overall performance of the organization (Deal and Kennedy, 1982).

#### **5.4. Recommendations**

From the above findings of the study the researcher made the following suggestions. For the performance in organizations to improve, the organization should ensure that for the purpose of developing skills, changing behaviour or increase competence in employees, the employees should be trained in their respective areas so as to ensure that they cope with the rapidly changing technology, and also ensure that all employees are involved in the training exercise.

The employees of Info Link College therefore, tend to work hard to strengthen the relationship between them and the leadership style hence improve their performance towards achieving organizational goals since good relationship is a result of socialization.

The management should also check the working environment of work conduciveness. Since employees need suitable working environment which in turn affects their performance; the management should therefore look the surrounding of employees for better performance.

Motivation for employees without bias is recommendable to perform their task. The motivators have the ability to create an effective motivation in individuals in order to be able to perform and exert considerable effort but Info Link College cannot use motivators until all the hygiene factors have been fulfilled. This implies that non-monetary

incentives (like recognition of their work and career development) are better to keep employees motivated and satisfied in their work.

It is better for college to enhance employees performance by investing more in training programs. Employees need up-to-date knowledge and skills to perform well because training continually nourish their work attitude and behavior. Training through formal questionnaires, knowledge review, observation, employee discussion and skill gap analysis

The management should increase compensation in accordance with work experience and inequitable manner, and equitable when compare to others which are in the same industry on the basis assessments. Besides the salary payment, recognition and promotion programs should be regularly considered to recognize good performer of the college.

Employee performance is dependent on training, motivation, working environment, leadership style, team work and communication. Therefore the researcher recommends Info Link college to give attention on giving training to its employee to achieve more and motivate them to encourage well. In addition the working environment and team work should attract them to come with success.

## **6. Limitations of the Study**

The study was being on ground of question, research choose lot of other areas of study is susceptible to numeral factors. The following were the problems expected to collect the data during the study:

- (i) Time was too short from some aspects it required more time for exploring.
- (ii) Have no past experience to do work

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## Appendix I

### PROPOSED BUDGET

There are different costs that will be incurred during the research project. To undertake this study, the estimated costs are as follows per item.

#### Budget Breakdown for Research

S/No	Activities	Unit	Unit cost(birr)	Total cost(birr)
1.	Transportation cost		500	500
2.	Secretarial service for writing proposal		400	600
3.	Pen	4	5.00	100
4.	Pencil	1	2.00	10
5.	Paper	4	250	1000
6.	Printing cost for document	6	120	1000
7.	Flash	1	1	400
8	Internet cost		100	100
8.	Sub-total cost	1	1378	3710
9.	Contingency (10%)		1000	1000
	Total cost			4710

**Appendix II**  
**TIME FRAME**

**Required Time Frame of the Research**

S/NO	Activity	Time period(by month)											July	August
		Sep.	Oct	Nov	Dec	Jan	February	March	April	May	June			
1.	Title Selection	xx	xx											
2	Proposal Writing			xx	xx									
3	Proposal Submission					xx								
4	Proposal Defense					xx								
5	Data Collection						xx	xx		Xx				
6	Data processing and analyzing								xx	xx				
7	Report Writing and Presentation											xx	xx	

## Appendix I

**QUESTIONNAIRE**  
**INFOLINK COLLEGE**  
**School of Graduate Studies**  
**General MBA program**

**RESEARCH TOPIC "DETERMINANTS OF EMPLOYEE PERFORMANCE ON  
INFOLINK COLLEGE WOLAITA SODDO CAMPUS, SNNPR, ETHIOPIA.**

**Researcher Name: Tesema Kalo**

**Dear sir/madam**

I am a post graduate student in Business Administration in Infolink College. Currently, I am undertaking a research entitled " **Determinants of employee performance in infolink collegewolaita soddo campus, SNNPR, Ethiopia..**" You are one of the respondents selected to participate on this study. Please help me in giving correct and complete information to present a representative finding on the " **Determinants of employee performance on infolink collegewolaita soddo campus, SNNPR, Ethiopia** Your participation is completely voluntary and the questionnaire is completely nameless. Finally, I prove you that the information that you share me will be kept confidential and only used for the academic purpose. No individual,,s responses will be identified as such and the identity of persons responding will not be published or released to anyone. All information will be used for academic purposes only

Thank you in advance for your kind assistance and dedicating your time

Sincerely, **Tesema Kalo**

### **Instructions**

1. No need of writing your name
2. For Likert scale type statement indicate your answers with a check mark (✓) in the appropriate box.

**Note:** Questionnaires are prepared only for employee who has one year and above length of service ;and employees who are non- managerial position. Thank you!

**Section A: General Information (Demographic Data)**

Fill in the blanks provided by a means of a cross (√) by indicating your correct choice.

**A. Gender**

1. Male  Female

**B. Age**

1. Less than 25  2. 25- 30  3. 31- 35  4. 36 - 40  5. Above 41

**C. level of education**

1. Diploma  2. Bachelor Degree   
3. Master  4. PhD  5. Other state here:

**D. Marital Status**

1. Single  2. Married  3. Divorced  4. Widowed

**E. Year of service you have worked in**

1. 1 – 4 years  2. 5 – 9 years  3. 10 – 19 years  4. Above 20 years

**F. Current Position**

1. HRM  2. Finance officer  3. Cashier  4. Generalist  5. Secretaries   
6. Accountant  7. IT related professional  8. Guards  9. Sanitary  10. Other

**Section B: Job Related Questions**

**1. Questions related to employee performance**

Indicate your response to each of the following statements with regard to employee performance.

Please place √ mark in the appropriate answer box according to the following code definitions:

Please rate your response as follows

**1= Strongly Disagree (SD) 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)**

No.	Questions	1SD	2D	3N	4A
1	I always finish my work according to the quality standards.				
2	I am always on time in starting work.				
3	I always finish work on time.				
4	I strictly follow the policies and procedures of the office (for example, dress, moral and ethical standards, rules of conduct etc.)				
5	I effectively and efficiently use resources				
6	The performance is limited by poor training				
7	I effectively work with other employees				
8	I always do good cooperation with fellow colleagues				
9	working in group is better than working individually to accomplish tasks efficiently and effectively				
10	Employees' satisfaction can be assured through team				

11	Employees' efficiency increases with team				
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**Questions related to working environment**

Indicate your response to each of the following statements with consider to working environment. Please place √ mark in the appropriate answer box according to the following definitions: Please rate your response as follows

**1= strongly Disagree (SD) 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)**

No.	Questions	1SD	2 D	3 N	4 A	5SA
1	The work environment is good for employees in terms of enable them to maximum use of their knowledge, skill, experience and ability					
2	I am provided with sufficient facilities and resources to do my job performance effectively					
3	The physical surrounding where I am working is comfortable and suitable to perform					
4	The working environment like space, seating arrangement, ventilation, lighting ,air condition, tables, chairs, computers ,printers, telephone, etc helped me to do my duties in better way					
5	The provides flexible work hours to holds my personal needs					
6	I get the chance to work with my colleagues and to communicate on aspects of our performance					
7	I am happy with the working circumstance of the organization					

**Questions related to Leadership Style**

Indicate your response to each of the following statements with consider to leadership. Please place a√ mark in the appropriate answer box according to the following definition. Please rate your response as follows

**1= Strongly Disagree (SD) 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)**

No.	Questions	1SD	2 D	3 N	4 A	5SA
1	I am happy with freedom to make decision on my position					
2	Leadership style motivate employees for higher level of performance					
3	My manager gives regular feedback on my performance					
4	The manager values all the ideas and skills I bring to the organization					
5	I have chance to take part when decisions are made					
6	the manager is impartial and treats every employee without discrimination					
7	My manager encourage me to attain the organization objectives					
8	Leadership style is democratic					
9	Leaders are political interference in the organization					
10	Problems in leadership style					
11	Adaptability to change					

**Questions related to teamwork**

Indicate your response to each of the following statements with consider to team work.

Please place √ mark in the appropriate answer box according to the following definitions:

Please rate your response as follows

**1= strongly Disagree (SD) 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)**

No.	Questions	1SD	2 D	3 N	4 A	5SA
1	Established team values					
2	Established team ground rules					
3	Group decision is important to minimize risky decisions than individual decision					
4	Team spirit					
5	Satisfaction by team members					
6	In group decisions all possible alternative solutions are addressed					
7	Working in group facilitate the groupthink on decision making					
8	Lack of clear Communication					

**Questions related to Motivation**

Please indicate your responses to each of the following statements consider to motivation.

Indicate with a √ in the appropriate answer box, according to the following definitions

Please rate your response as follows

**1= Strongly Disagree(SD) 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)**

No.	Questions	1SD	2 D	3N	4 A	5SA
1	Staffs are promoted in a fair and transparent way					
2	salary payment is satisfactory in relation to what I do					
3	motivation helps in developing good working environment					
4	The salary is equitable when compared with other office					
5	The motivation I got from the office contributes for higher level of performance					
6	Hard working employees are accepted					
7	Employees, who receive frequent response concerning their performance, are usually more highly motivated than those who do not					
8	The benefit packages of the office has effect on my performance					
9	The salary is in accordance with my work experience and increases on fair manner					
10	I am happy with organization benefit package					

**Questions related to Training**

Please indicate your responses to each of the following statements consider to training  
Indicate with a√ in the appropriate answer box, according to the following definitions:  
Please rate your response as follows

**1= Strongly Disagree (SD) 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)**

No.	Questions	1SD	2D	3N	4A	5SA
1	On-the job training adequately addresses the skill gaps					
2	Training Leads the employee reduce their mistakes					
3	The necessary training is given to ensure performance					
4	Off -the job training adequately addresses the skill gaps					
5	Professional employees participate in identifying their training needs					
6	The training review done only by asking the trainee for their opinions					
7	Employees consider a strong desire to apply what they have learned during the training					
8	Trainings enables to increase and affect positively the employees performance					
9	The training leads to improve performance					
10	Giving training is fair in the existing organization					

**Questions related to Communication**

Indicate your response to each of the following statements with consider to communication. Please place √ mark in the appropriate answer box according to the following definitions: Please rate your response as follows

**1= strongly Disagree (SD) 2= Disagree (D) 3= Neutral 4= Agree (A) 5= Strongly Agree (SA)**

No.	Questions	1SD	2D	3N	4A	5SA
1	Communication among employee					
2	Conflict resolution procedures					
3	Good group communication has a positive impact on group dynamic					
4	Poor intra communication discourages employees" performance					
5	Intragroup behaviors can be directed and controlled through communication					
6	communication strengthen the employees" performance					
7	Good interaction in group dynamics has strong impact on employees" performance.					