

*The effect of job satisfaction on employee's performance*



**BST College Kolfe  
Campus**



**BST COLLEGE OF GRADUATE STUDIES DEPARTMENT OF  
BUSINESS ADMINISTRATION.**

**THE EFFECT OF JOB SATISFACTION ON  
EMPLOYEES PERFORMANCE OF FEDERAL  
DOCUMENTS AUTHENTICATION AND  
REGISTRATION AGENCY**

By

**NAME: BIRARA HUNYALEW**

**ID. NO: BSTKL/011/12**

**A Thesis Submitted to BST College of Graduate Studies  
Department of Business Administration in Partial Fulfilment of  
the Requirements for the Award of Master's (MBA.) Degree in  
Business Administration.**

September, 2021

Addis Ababa, Ethiopia

**BST College of Graduate Studies Department of Business Administration.**

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**Advisor**

**NAME: Dr. Teferi Bizuayehu**

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**Addis Ababa, Ethiopia**

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### **DECLARATION**

I **Birara Hunyalew Yazie**, ID.NO. **BSTKL/011/12**, do here by declare that this Thesis titled “The effect of job satisfaction on employee performance of Federal Documents Authentication and Registration Agency is my original work and that all sources of materials used for this thesis have been duly acknowledged. This study has not been submitted partially, or in full, by any other person for an award of a degree in any other university or institution. Every material used during the course of this investigation has been duly acknowledged.

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**Date:** \_\_\_\_\_

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### CERTIFICATION

The undersigned certify that we have read this thesis is prepared by **Birara Hunyalew Yazie**, entitled "The effect of job satisfaction on employee performance of Federal Documents Authentication and Registration Agency", and submitted in partial fulfillment of the requirements for the award of a Masters of Business Administration complies with the regulation of the university and meets the accepted standards with respect to originality and quality.

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### ACRONYMS

FDARA	Federal Documents Authentication and Registration Agency
ADRO	Act and Document Registration Office
DARA	Documents Authentication and Registration Agency
DARO	Documents Authentication and Registration Agency
HRM	Human Resources Management
NEPS	National Employment Police and Strategy
SPSS22	Statistical Package for Social Science: Version 22
UK	United Kingdom
FDARABO	Federal Documents Authentication and Registration Agency Branch office

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### *Abstract*

*The purpose of the study to assess the effect of job satisfaction on employee performance of Federal Documents Authentication and Registration Agency. The study made use of both primary and secondary data sources. The required data was collected through the administration of questionnaire and in-depth interview. Descriptive statistics such as frequencies, percentages, mean and standard deviation were used.*

*The study indicated extrinsic and intrinsic job satisfaction factors influence the level of employees' job satisfaction in the Federal Documents Authentication and Registration Agency. The study concludes that job satisfaction and determinants of job satisfaction highly influenced employees performance.*

*The study recommends the management of FDARA should make improvement on job satisfaction and job satisfaction factors in order to increase employees' work performance which maintains high level of productiveness in the organization and also design special benefit package strategy to increase the Employees duration in the organization and goal achievement.*

***Keywords: Employees, Federal Documents Authentication and Registration Agency, Job satisfaction, work performance, and employee performance.***

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### **CHAPTER ONE**

#### **1. INTRODUCTION**

##### **1.1. Background of the Study**

The quality of an organization's manpower and employee performance always differentiates it from the other organizations. It is true to say that different employees in an organization yield different levels of performance under the various circumstances according to their satisfaction level, motivation level, behavior and many other reasons contribute in yielding various levels of performance by various individuals (Arif and Chohan, 2012).

The productivity and efficiency of human resource depend upon a number of dynamic factors which range from personal factors to organizational policies. Job satisfaction is one of the very most important factors which impact the productivity of human resources. For this reason, job satisfaction is considered to be an area that has attracted more research in the literature of organizational behavior and organizational psychology over the past three decades (George and Jones, 2008). In general, employee job satisfaction has been defined as "a function of the perceived relationship between what one wants from one's job and what one perceives it as offering" (Portoghese, Galletta, & Battistelli, 2011). Job satisfaction is an attitude that people have about their jobs and the organizations in which they perform these jobs (Al Zubi, 2010). Hence, the success of any organization depends on its ability to demonstrate good manners to inspire its workforce to appreciate such behaviors so as to get their commitment to the organization (Yousaf et al., 1998). Studies suggest career opportunities, job influence, teamwork and job challenge as the main factors that influence employee job satisfaction (Armstrong, 2006). Also, Opkara (2002) maintains that satisfaction is as a result of promotion, recognition, job involvement and commitment. Organizations normally commit their resources to stimulate employee job satisfaction for the purpose of its benefit to the workers and the organization as a whole (Lim, 2008). From a humanitarian perspective, people merit to be treated fairly and with respect hence job satisfaction is an indication of a good treatment of employees. It also indicates the emotional well-being or psychological health of employees. Also, job satisfaction from a utilitarian perspective could influence employees to develop behaviors that may retire

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organizational progress. According to Murray (1999), job satisfaction ensures that existing employees are retained so as to save the cost of engaging new ones.

It shows how much people like or dislike their jobs and generally considered as the driver of employee retention and productivity. Job dissatisfaction adversely affects recruitment cost, selection and training, encouragement of employees and organizational growth (Padilla-Velez, 1993). Each of these reasons is sufficient to justify concern with job satisfaction phenomena.

The study of the relationship between job satisfaction and job performance has been described as 'Holy Grail of organizational behavior research (Weiss and Cropanzano, 1996). The burgeoning literature on their relationship suggests that, job is recognized as not the only a means of earning a living, but as a major extension of identifying person's happiness.

Researchers were first made aware of the link between satisfaction and performance through the 1924 - 1933 Hawthorne studies (Naidu, 1996). The purpose of the study was precisely to do a research on the relationship between lighting and efficiency. The experiment was conducted in 1924 by researches from Western Electric and Harvard University at the Hawthorne Works of the Western Electric Company. Various sets of lights, at various intensities, were set up in rooms where electrical equipment was being produced. The amount of illumination, (bright, dim, or a combination) provided to the workers, seemed to have no effect on production as had been expected (Muchinsky, 2006).

The results of the Hawthorne study were so unexpected that supplementary investigation revealed many previously unknown aspects of human behavior in the workplace. Researchers got to learn that factors other than lighting affect worker's productivity. The workers responded positively to the attention they were receiving from the researchers and as a result, productivity rose. Job performance continued to improve because of the uniqueness of the situation; when the novelty wore off, production returned to its earlier level. Research has offered a lot of support that a happy and satisfied employee is productive; in fact, research suggests that causality may flow in the opposite direction from productivity to satisfaction (Bassett, 1994). Iaffaldano and Muchinsky (1985) proposed that the statistical relationship between job satisfaction and performance was 0.17, which signifies that job satisfaction and performance are slightly related.

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Organ (1988) proposes that the inability to determine a strong relationship between the two variables is attributable to the narrow definition that is given to work performance. Organ (1988) challenged that when performance is defined to take into consideration critical behaviors not normally revealed in performance appraisal for example organizational citizenship behavior, its link with job satisfaction improves. Shahu and Gole (2008) in their research analyze the effects of job satisfaction on employee performance. They summed up their findings on a factor that work satisfaction should be considered by the organization as an important plan which needs to be extended in order to improve employees performance.

Prasada et al. (2014) assessed the level of job satisfaction and the relationship between job satisfaction and work performance in National Bank of Ethiopia. The study found that there is a positive association between job satisfaction and job performance. In other words, good working condition; reasonable pay system, faire promotion and appropriate work itself affect employee performance that is employee quality of work, quantity of work, time effectiveness and cost effectiveness of employee. Job satisfaction has positive influence on employee job performance.

Studies related to job satisfaction and its effect on performance among academics in higher education has been conducted overseas such as the United States, United Kingdom, Australia, Germany, Hong Kong and Sweden (Lacy & Sheehan, 1997) and , Ethiopia (Dawit et al., 2017). This study considered the working atmosphere and the general work satisfaction. The findings of this study demonstrated that the causes of satisfaction among academicians are university atmosphere, morality, sense of community, and relations among colleagues and job satisfaction influences employees job performance.

In 2009 Baldwin confirmed that despite the increase in the research papers investigating the effect of job satisfaction on performance limited studies were done on administrative staff at universities. For this reason, this study attempted to assess the effect of job satisfaction on employee performance of Federal Documents Authentication and Registration Agency.

The study will contribute to human resource management process and executive management of the Agency for planning and decision making by knowing the real effect of job satisfaction on employee performance.



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### **1.2. Statement of the Problem,**

Currently, organizations need to think and act globally aligning their strategy with the rapidly changing environment and enforced to focus on the most valuable resource. For the organization, job satisfaction of its workers means a workforce that is motivated and committed to high quality performance and this would have an effect on increased productivity (Akinyi, 2013).

In Ethiopia context, different factors are affecting the job satisfaction on employee performance in many public organizations.

Like that of other countries of the world, the services of authentication, registration of juridical acts were introduced to Ethiopia by Italians during their occupation in 1936/37 which is long before the coming into force of the Ethiopian modern codes including the Civil Code which highly required the services indicated. After the liberation, the power was given to Addis Ababa High Court which gave the service for sometimes. In 1970 Contract Unit, was established under the High Court to give the service. In 1976 the service was taken from the judiciary, i.e. the High Court and put under the Ministry of Justice under civil affairs department.

The Ministry was given the power to ensure, organize and supervise the activities of the public notary. In 1991 the Contract Unit under the Ministry got a new name ADRD. In 1993 this division was put under Region 14 Justice Bureau by proclamation No. 41/1993. In 1994/1995 this division and advocates division were put back under the Judiciary under the Regional Supreme Court. Since 1996 however the division was changed to office and put under Addis Ababa City Government by the Governor of the City and got the name: ADRO. Since 2003 the Office was organized by proclamation No. 334/2003 with the name DARO. According to this proclamation the Head of the Office was assumed to be appointed by the City Government of Addis Ababa. This Office was strictly given the power to provide service of notary on the Federal Jurisdiction /Addis Ababa and Dire Dewa City Administrations. However, since 2005 the office was put under the Ministry Justice by proclamation No.467/2005. Then after the office is rendering the service relating to juridical acts to the public. This organization named as Documents Authentication and Registration Agency and organized to have 14 branches in Addis and one additional branch in Dire Dawa city which is accountable to Federal General Attorney.

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FDARA have 166 employees' 58 males 108 are females. Source: (DARA 2021). The research area is restricted around head office found in the Ledeta sub city besides St. George Beer factory, with other four branch offices found in four sub city in Addis Ababa.

The Office is also committed to provide a safe and healthy working environment that will foster team work, innovation and competence exhibiting high ethical standard, sense of urgency and respect of our customers. This policy shall be reviewed as appropriate for continuing suitability.

As preliminary interview with some employees of Federal Documents Authentication and Registration Agency, the Agency has a sponsorship programs that assist employees to pursue academic education programs. Yet, after the employees' complete their education those employees expect to place in positions they fit nevertheless the Agency has no any appropriate strategies and measures in promoting the staffs in terms of status and responsibility.

The employees claimed that this aspect influence their work performance in the negative way and inspire them to leave their job. It is true to say that different employees in an organization yield different levels of performance under the various circumstances according to their satisfaction level, motivation level, behavior and many other reasons contribute in yielding various levels of performance by various individuals (Arif & Cohan, 2012).

Moreover, earlier studies job satisfaction on employee performance mainly focused on the factors that contribute to its attainment but not much analysis on its impact towards performance was made (Dinler, 2008). A number of studies on job satisfaction have been carried out over the years, however the study have been done at industry and profit-making institution and little has been done in public sector organizations. An example of such studies is one carried out by Grant, Fried, & Juillerat in 2010 on bankers in the UK. The lack of enough research on employee job satisfaction in public organizations brings about a great gap that needs to be filled with tremendous research considering the fact that employees in different environments cannot attain job satisfaction from the same factors.

There has been a great challenge on the part of managers in Federal Documents Authentication and Registration Agency on determining how exactly they can attain maximum job satisfaction for their employees which they believe would go a long way to improve on the organizational overall performance. Many have tried to attain job satisfaction of their employees by trying to

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use methods that were successful in other organizations and have met with failure, but the reason is simply because this research was not directly relevant to their own employees. This therefore is the knowledge gap that is trying to be filled in this research.

In Federal Documents Authentication and Registration Agency provides different packages to employee performance. However, as 2012/2013 E.C Annual Performance, Review Report study of Documents Authentication and Registration Agency indicated that the majority employees raised reason to leave from the agency such lack of motivational scheme of the agency and lack good governance, had been put as a threat that will hinder the agency from achieving its vision and mission. And from the Human resources perspective the agency Development Process Survey (June, 2011E.C) shows that the motivation and satisfaction of FDARA employees is diminishing as compared to previous years. Turnover is double of the expected turnover rate (unpublished document 2011). In order to reduce labor turnover and retain productive employees, management has to improve working conditions and keep the employees well motivated (Yu 1999). The survey report also shows some employees reveal that even though the FDARA services are difficult and complex other organization, the motivation given to employees is very low, not enough and not equivalent with the cost of living as compared with other organization. Bearing those problems in mind this research tries to assess the organization intrinsic and extrinsic motivation in detail.

Even though the above studies showed employee performance in various organization and it is a good start, the researcher believed that there are still many issues that are not yet been discovered by previous researches. For instance the extrinsic and intrinsic employee performance has not been discussed in detail. Thus, this study differs from the previous researches for trying to further assess and provide recent information on different aspects of employee performance in FDARA in Addis Ababa. As it can be seen from the previous literatures in the agency under the study, there was no research conducted on the employee motivation in the Federal Documents Authentication and Registration Agency so far. This motivated me to conduct a research on this issue at FDARA. Therefore, the researcher will try to fill this gap by assess the effect of job satisfactions on employee performance in Federal Documents Authentication and Registration Agency, in Addis Ababa.

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### **1.3. Research Question**

- ❖ What are the factors leading to job satisfaction of employees in Federal Documents Authentication and Registration Agency?
- ❖ What is the level of job satisfaction of employees in Federal Documents Authentication and Registration Agency?
- ❖ To what extent does job satisfaction of the employee influence their performance?
- ❖ What are the measures taken by the Agency to improve employee job satisfaction and their performance?

### **1.4. Objectives of the study**

#### **1.4.1. General Objective**

The general objective of the research to assess the effect of job satisfaction on employee performance of Federal Documents Authentication and Registration Agency work performance.

#### **1.4.2. Specific Objective**

The study is designed to meet the following specific objectives:

1. To assess those factors Federal Documents Authentication and Registration Agency employed so as to job satisfaction for its employees.
2. To identify the level of job satisfaction of administrative staff in Federal Documents Authentication and Registration Agency.
3. To examine the extent to which job satisfaction of the staff influence their performance
4. To investigate the measures taken by the Agency to improve employees' job satisfaction and their performance?

### **1.5. Hypothesis**

H<sub>0</sub>: There is no significant relationship between job satisfaction and employee performance.

H<sub>A</sub>: There is significant relationship between job satisfaction and employee performance.

### **1.6. Significance of the Study**

The result of this study primarily benefits Federal Documents Authentication and Registration Agency to design appropriate strategies and take important measures in improving employees' job satisfaction through an understanding of factor that enhance job satisfaction and a means to

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achieve the organizational objectives. In addition, the study will contribute to the Human Resource Management Process and executive management of the Agency for planning and decision making by knowing the real effect of job satisfaction on employee performance. Further, it will also contribute as a source of reference to other universities to measure and manage the job Satisfaction level of their employees and its effect on employee Work performance. Finally, the study will be used as a reference material for those individuals or researchers who want to conduct research on this topic for the future.

**Contribution for the literature:** This study will help to add its own contribution for the limited literature review in this area. In addition the experience of the sector in establishing motivational packages for the success of the organization can be shared to the public sector of other woreda, sub-cities and other public organizations.

**Encourage other researchers:** The finding of this research will encourage other supported researchers to further investigate into the topic.

**For Policy Makers:** Policy makers expected to use the research conducted on the different issues to make country's policy. As a result, the findings of this study will use as an important input for the policy makers and implementers of the country.

**For the agency:** the result of the research helps the FDARA to improve their employee's jobs satisfaction scheme, to conduct further study and use the study paper as basic document for the agency.

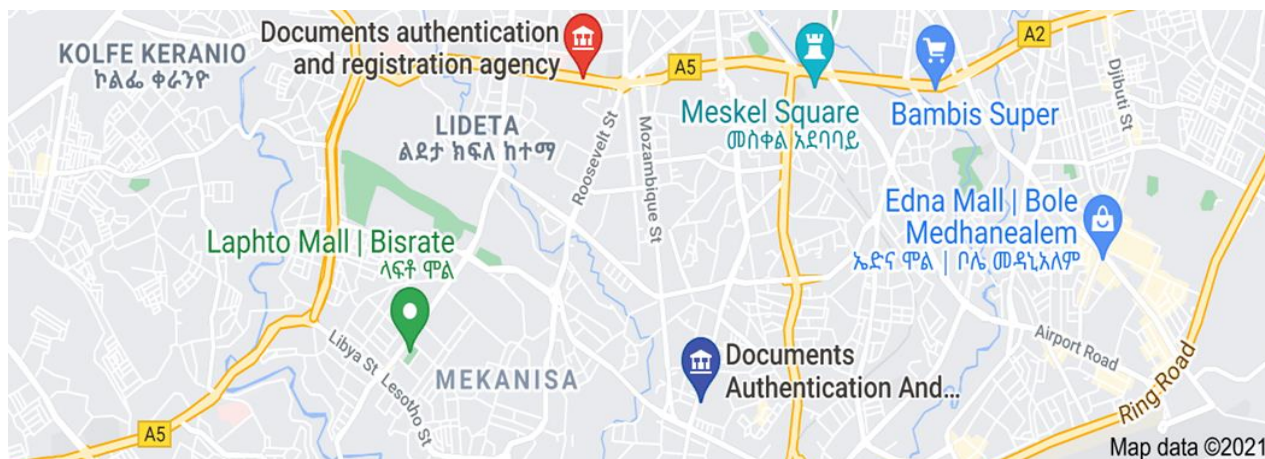
### **1.7. Scope of the Study**

The scope of this study is to address the effect of job satisfaction on employee performance of Federal Documents Authentication and Registration Agency in Ethiopia. There are a numbers of branches working with Documents Authentication and Registration Agency in Addis Ababa and Dire Dawa which is geographically dispersed and could limit their accessibility. However, there are constraints in terms of time, money, experience and COVID-19. Consequently, the scope of this study is limited to address the effect of job satisfaction on employee performance in Federal Document Authentication and Registration Agency at Head office.

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In terms of sample size, the study has been involved only 84 from 107 employees working in Federal Documents Authentication and Registration Agency at head office.

**Figure1.1. Geographical Location of FDARA head office in Addis Ababa**



*Source: Addis Ababa city map data, 2021.*

### **1.8. Limitations of the Study**

To conduct this study had some challenges that affect the quality of the paper and hinder the progress of the research. The researcher will challenge by lack of cooperation on the side of few respondents in filling out and returning back questionnaires due to time constraint and work load. The other limitation of this study was little interest of the respondents and some difficulties in getting information from the manager of the office to assess the factors affecting job satisfaction on employee performance and also limited availability of all sorts of resources: time and budget.

### **1.9. Organization of the paper**

The paper consists of five important parts. The first part highlights the background of the study, statement of the problem, objectives, research questions, scope of the study, limitation of the study, significant of the study and definition of terms. The review of the related literature is discussed in the second part of the study. It presents the conceptual frameworks or a brief review of related studies that serve as the basis and proof to support the basic questions of the study. The third part addresses research design and methodology. It explains the methods, approaches, procedures and instruments that are used to achieve the purpose of the study. The fourth part

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focuses on the finding of the study, data analysis, results, interpretation, and discussion. The fifth part presents summary, conclusion, and recommendations.

### **1.10. Definition of Terms**

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

**Satisfaction:** refer to discharge, extinguishment, or retirement of an obligation to the acceptance of the obligor, or fulfillment of a claim.

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

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

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

**Factors Affecting Job Satisfaction:** Job satisfaction is one of the most researched variables in the area of workplace psychology and has been associated with numerous ranging from leadership to job design.

**Job security:** The feeling that the job will last long is a factor of job satisfaction. People are demotivated to work and are less committed to and attached to the job when they know that the job is temporary.

**Autonomy:** People feel satisfied with the job when they and their opinion and works are valued by the company.

**Reward and Punishment:** This factor is closely related to an expectation of intrinsic and extrinsic reward.

## CAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### 2.1. Introduction

This literature review will focus on empirical and theoretical frameworks of the study, such as concepts and definition of job satisfactions, concepts of employees' performance, measurement of job satisfaction, determinants of job satisfaction and effects of job satisfaction on employee performance.

#### 2.2. Concepts of Job satisfaction

Job satisfaction is concerning one's thoughts or state-of-mind regarding the nature of their work. job satisfaction can be influenced by a variety of factors, for example pay practice, quality of one's relationship with their supervisor, quality of the physical environment in which they work (Tanjeen, 2011).

An attitude of great interest to managers and team leaders is job satisfaction. Job satisfaction reflects the extent to which individuals find fulfillment in their work. Job satisfaction is an affective or emotional response towards various facets of one's job. In other words, job satisfaction involves a person's positive or negative feelings about his or her job (Lise& Timothy, 2004).

The most used definition of job satisfaction in organizational research is that of Locke (1980), who described job satisfaction as "a pleasurable or positive emotional state result in from the appraisal of one's job or job experiences. "Locke developed three important dimensions of job satisfaction. They are as follows:

- ❖ **Job satisfaction is an emotional response to a job situation. As such, it cannot be seen; is can only be inferred.**
- ❖ **Job satisfaction is often determined by how well outcomes meet or exceed expectations.**



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For example, if organizational participants feel that they are working much harder than other is in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or co-workers and they will be dissatisfied. On the other hand, if they feel that they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job, and then they will be job satisfied.

### ❖ **Job satisfaction can be viewed as representing a combination of related attitudes.**

Sowmyal & Panchanatham (2011) defined job satisfaction as how much employee's like or dislikes their work and the extent to which their expectations concerning work have been fulfilled. Understanding job satisfaction is critical to the success of an organization and continues to be a major topic of research interest.

Job satisfaction refers to a collection of opinions that an individual holds towards his or her job. A person with a high level of job satisfaction holds a positive feeling about the job, while a person who is dissatisfied with his/her job holds a negative feeling about the job (Langton & Robbins, 2006).

Job satisfaction is simply how people impression about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs, it can also be a reflection of good treatment and an indicator of emotional well-being.

Many researchers have studied the importance of enhancing job satisfaction and it is discussed in different literatures. The effect of job satisfaction is linked with vital organizational elements. The most important effect of job satisfactions includes its effect on absenteeism, turnover, organizational citizenship behavior (OCB), organizational commitment, and productivity.

### **2.3. Determinants of Job Satisfaction**

Employee satisfaction and could be influenced by many variables either positively or negatively. Job satisfaction factors can be extrinsic or intrinsic.

#### **2.3.1. Extrinsic Factors that Influence the Level of Employee Job Satisfaction in an Organization**

The Two-factor theory or Herzberg's (1959) motivation-hygiene theory that was developed by Frederick Herzberg introduced the two factors that influence job satisfaction namely

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“Motivators” and “Hygiene. Motivators include factors such as recognition, possibility of growth, advancement, achievement, responsibility, and the work itself. On the other hand, hygiene factors include monetary salary, interpersonal relations at work, job security company policies and administration, supervision, working conditions, factors in personal life and status (Tietjen & Myers, 1998). According to Herzberg, the presence of motivators brings job satisfaction and the absence of hygiene factors results in job dissatisfaction. Moreover, the presence of hygiene factors does not result necessarily in increase of job satisfaction, but only reduces or eliminates job dissatisfaction of the employees (Golshan, Kaswuri & Aghashahi 2011). Extrinsic factors can be said to be objects or events, which follow from the employee's own efforts in conjunction with other factors or person's not directly involved in the job itself. Pay, working conditions, co-workers, and even supervision are objects in the work place which are potentially job-outcomes, but which are not a fundamental part of the work. Dealing with others and friendship interactions are sources of extrinsic outcomes. (Golshan, Kaswuri & Aghashahi, 2011).

### ❖ **Working Environment**

The working environment of an employee is one of the important indexes of measuring their working comfort and their satisfaction. Since it is a fact that employees spend most of their time in an organization, it is very important for these organizations to introduce and maintain proper working conditions. An organization should provide its employees' with all the necessary resources and make it possible for the employee to do a job. This will help employees to accomplish tasks successfully and which indeed contribute to job satisfaction (Kawada & Otsuka, 2011).

The employee will lose their interests on the job, thus he will not enjoy the assignments if the working environment is inferior and not work friendly. The working environment satisfaction briefly includes the following four dimensions: Firstly, it is the working places" natural environment that includes moisture, brightness, noise, smells and the other environmental factors. Secondly, it is the working places" equipment's environment, that is, whether the employee can conveniently obtain and use required tools and facilities. Thirdly it is the working hours and amount of working overtime. Finally, it is about the safety protection in the working place (Kawada & Otsuka, 2011).

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### ❖ **Relationship with supervisors.**

A direct supervisor's behavior is also a determinant of job satisfaction (Spector, 1997). Employee satisfaction increases when the direct supervisor is understanding, friendly, offers praise for good performance, listens to employees' opinions and shows personal interest in them (Robbins, 1993).

### ❖ **Relationship with Co-worker**

A co-worker is a person who holds a position or rank similar to that of an employee in the same business. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support. Bagraim, Cunningham, Potgieter & Viedge (2007) suggest that employees should be technically, emotionally and socially supportive of one another. Harmonious interactions between an individual and their fellow employees, as well as interactions between other fellow employees with each other, have a positive influence on an individual's level of organizational commitment and job satisfaction (Iqbal 2010). Harmonious interactions with co-workers have been found to have a positive influence on an individual's level of job satisfaction (Ladebo, Awotunde & AbdulSalaam-Saghir, 2008).

### ❖ **Operating Procedures**

Operational procedures include all of regulations, rules, procedures and requirements in work with which employees have to comply. The more transparent, simple the work is, the more employees feel satisfied (Spector, 1997).

### ❖ **Communication**

The formation of specific goals, feedback on progress towards these goals, and reinforcement of desired behavior all stimulate motivation and require communication. The fewer distortions, ambiguities, and incongruities occurring in communication within organizations, the more satisfied employees will feel with regard to their work (Robbins, 1993).

### ❖ **Pay**

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Dessler (2012) indicated that employee pay includes all compensation factors which are given to him against his work. Harry and Noon (2001) defined pay through a number of components like basic salary, benefits, bonuses, pay for doing extra work and incentives "Pay is therefore what an employee receives against his work after fulfilling his assigned duty. This usually includes all types of financial and non-financial rewards.

Lai (2011) described that pay is one of those satisfying variables which if hindered reduces the dissatisfaction level of employees. If an employee is compensated according to his need, he will easily manage overload work if any emergency occurs.

Robbins (2001) described that Herzberg's motivation-hygiene theory tells that salary is one of those hygiene factors which eliminate job dissatisfaction. Salary is a factor which leads employees from dissatisfaction to no dissatisfaction. Expectancy theory described that people do effort because they want some rewards in term of money, promotion etc. People expect that if they work well in the workplace then their performance will increase and automatically their pay will increase and they will be promoted. This will cause increase in their job satisfaction level (Yaseen, 2013).

Dessler (2012) indicated that employee pay includes all compensation factors which are given to him against his work. Heery and Noon (2001) defined pay through a number of components like basic salary, benefits, bonuses, pay for doing extra work and incentives". Pay is therefore what an employee receives against his work after fulfilling his assigned duty. This usually includes all types of financial and non-financial rewards.

### ❖ **Job Security**

Job security describes an employee's subjective feelings about the future security of his/her employment situation. These feelings are said to vary from individual to individual. These job security feelings are the result of real-life experiences in the labor market (Emberland & Rundmo, 2010).

According to Klandermans, Hesselink and Van Vuuren (2010), employees who perceive job in security are considered to be less Motivated and in their jobs. Employment security is desirable for employees, who rank it as one of the most important factors for their commitment to an

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organization. Job security also plays a very important role in reducing employee turnover, as well as maintaining stable employment relationships in organizations. In addition, job security is essential for retaining human capital investment as well as reducing workforce screening and selection costs (Origo & Pagani, 2009).

Employees no longer believe they can depend on businesses for job security, and this belief change has caused a shift in the psychological contract between businesses and their employees (Origo & Pagani 2009). According to Chan (2011) there is a positive relationship between job security and employee job satisfaction.

### **2.3.2. Intrinsic Factors that Influence the Level of Employee Job Satisfaction in an Organization;**

#### **❖ Job itself.**

According to many, the job itself is the most important source of job satisfaction. Several dimensions of the job are correlated with job satisfaction (Wong, Hiu, and Law 1998). Autonomy at work and feedback on results are very strongly intertwined with job satisfaction. The creativity that a job allows an employee which is related to the job being interesting and challenging is a very important factor in job satisfaction. Finally, a job that enables opportunities for growth is also mentioned as a job satisfaction factor (Wong, Hiu, and Law 1998).

#### **❖ Promotion**

According to Parvin and Kabir (2011), promotion can be defined as “getting high status in the workplace by doing effective work, generally increase the status, position and remuneration of the employee in the organization”. Promotion can therefore be simplified as going towards upward positions in the organization. If organizations are not giving promotions to their employees then it is very likely that employees will be dissatisfied and their turnover rate will be high (Yaseen, 2013) When employees get promotion they will be more committed to their organization. Promotion is considered one of the most important elements for the employee satisfaction (Parvin & Kabir, 2011). Promotion has a significant effect on employee satisfaction. There is therefore a positive relationship seen between job satisfaction and opportunity to develop (Ramasodi, 2010).

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If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Naveed and Bushra (2011) indicated that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job. Three need theories tell that there is a need of achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled (Ramasodi, 2010).

### ❖ **Recognition**

According to Danish and Usman (2010), recognition is defined as the situation where organization employees are rewarded by different status. Intrinsic rewards like recognition, growth, feedback, opportunities lead employees greatly towards high job performance and satisfaction. Barton (2002) described that recognition is considered the most important factor among non-financial rewards in order to increase job satisfaction level of employees. Recognition can be said to be the component that is used to strengthen the relationship between the organization leaders and the employees. Through recognition employees feel rewarded and motivated. By giving recognition to the employees, competitive advantage can be achieved. An organization achieves its well-being through giving rewards and recognition to its employees.

Yaseen (2013) commented that an employee becomes more loyal to their organization and satisfied when the organization recognizes their work. Very many organizations are missing this very valuable component and yet the cost of practical implementation of this component is very small. Through recognition, employees are being realized that they are valuable to the organization. Employees also feel appreciated through recognition (Sarvadi, 2005).

Recognition is actually to show employees that their participation is valuable for the organization which ultimately increases satisfaction and performance of employees.

According to Yaseen (2013), recognition can be provided a number of ways such as; involving employees in decision making, by increasing their responsibility, by showing empathy towards them and provide them with succession planning and different opportunities to get high designation. Robbins (2003) described that Maslow's theory tells about the self-esteem need of

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employee. This theory shows that recognition, status, development and growth are the factors which leads to motivation and ultimately leads toward job satisfaction. Herzberg theory indicated that recognition is one of those motivating factors which leads employee from no dissatisfaction to satisfaction.

### **2.4. Measuring Job Satisfaction**

Usually job satisfaction is measured by using general scientific research methods such as the questionnaire. Some of the most commonly used techniques for measuring job satisfaction include:

- ❖ **Minnesota satisfaction questionnaire and**
- ❖ **Job description index**
- ❖ **Minnesota Satisfaction Questionnaire (MSQ)**

Minnesota Satisfaction Question was developed by Weiss, Dawis, England and Lofquist in 1967. The Minnesota Satisfaction Questionnaire was one of the outputs from the “Work.

**Adjustment Project”** at the University of Minnesota; the underlying theory is based on the assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al., 1967). This is a self-reporting measure, suitable for individuals of all school levels that can be administered separately or individually.

The 20 MSQ-short version items are rated on a 5-point Likert scale (1 "very dissatisfied with his aspect of my job", 2 "dissatisfied with this aspect of my job", 3 "can't decide if I'm satisfied or dissatisfied with this aspect of my job", 4 "satisfied with this aspect of my job" and 5 "very satisfied with this aspect of my job"). Item responses are summed or averaged to create a total score - the lower the score, the lower the level of job satisfaction.

The MSQ “long form” consists of 100 questions that make up 20 subscales assessing satisfaction; twenty of these items make up a frequently used measure of general job satisfaction and are referred to as the short version of the MSQ (Fields, 2002).

Moorman (1993, cit. in Fields, 2002) factor analyzed the MSQ and found two factors: one assessing satisfaction with intrinsic aspects of the job and the other assessing satisfaction with

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the extrinsic aspects. Schriesheim et al. (1993) found a structure of 3 subscales: intrinsic, extrinsic and general satisfaction. In Mathieu (1991), an exploratory factor analysis of the MSQ yielded four factors. These four subscales included satisfaction with working conditions, leadership, responsibility and extrinsic rewards. Confirmatory factor analysis performed by Igalens and Roussel (1999, cit. in Fields, 2002) showed that a four factor analysis fit the data best. The four factors were; intrinsic satisfaction, extrinsic satisfaction, recognition and authority/social utility.

### ❖ **Job Descriptive Index (JDI)**

Smith, Kendall, and Hulin's (1969) Job Description Index is one of the most widely used techniques for measuring job satisfaction. It is a simple and easily applicable method. The measurement of strength and weakness within each factor are a sign as in which field improvement and changes are necessary.

This questionnaire allows acquisition of information on all major aspects of work and takes sex differences into consideration. This questionnaire was first introduced in 1969 and it measures five major job satisfaction aspects with a total of over **70** potential job descriptions.

The factors considered by the job description index are the nature of work, compensation and benefits, attitudes toward supervisors, relations with co-workers and opportunities for promotion.

## **2.5. Concepts of Employee Performance**

According to Nmadu (2013), employee's performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees' activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Nmadu, 2013). However, employees performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Mathis, Fredrick and Kenneth 2009). It is the standard to which someone does something such as a job or



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examination (Macmillan English Dictionary for Advanced Learners 2007). Employees' performance if it is recognized by managers or supervisors within the organization is often rewarded by financial and other benefits. Performance is a major although not the only prerequisite for future career development and success in the labour market. Although there might be exceptions, high performers get promoted more easily within an organization and generally have better career opportunities than low performers (Nmadu 2013).

Gibson (2012), employee performance is a measure of the morale of employee, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer. According to Nmadu (2013), performance is measured in terms of productivity, job satisfaction, turnover and absenteeism. "Moreover, authors agreed that when conceptualizing employees performance one has to differentiate between an action (i.e., behavioral) aspect and an outcome aspect of employees performance (Richard, 2009). The behavioral aspect refers to what an individual does in the work situation. Moreover, only actions which can be called, i.e., measured, are considered to constitute employees performance (Richard, 2009).

Furthermore, outcome aspects of performance depend also on factors other than the individual's behavior. In practice, it might be difficult to describe the action aspect of performance without any reference to the outcome aspect. Because not any action but only actions relevant for organizational goals constitute performance, one needs criteria for evaluating the degree to which an individual's performance meets the organizational goals. Thus, the emphasis on performance being an action does not really solve all the problems.

### **2.6. Effect of Job Satisfaction on employee Performance**

In modern competitive market, it is the vision of every organization to attain high performance through productivity and efficiency. However, the attainment of this vision requires highly satisfied workforce as they endeavor to extend more effort to performance and work harder to achieve result. Similarly, the overall performance of an organization is dependent on resourceful and successful individual performance.

In explaining the effect of job satisfaction on performance, Marv's and Lawler (1977) concluded by their findings on the effect of job satisfaction on performance among bank tellers in terms of

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cash shortages that, satisfied workers are less likely to show shortages and less likely to quit their jobs.

Curral et al. (2005) also found that the output and productivity of an organization is evaluated against the performance of its employees and therefore better performance of employees demands high level of job satisfaction (Sousa-Posa and Sousa-Posa , 2000). Nanda and Browne (1997) after examining employee performance indicators at the hiring stage found that employees' level of satisfaction and motivation affects their level of performance. In line with this argument, Meyer (1999) confirms that low level of job satisfaction negatively affects employees' commitment which eventually hinders achievement of organizational objectives and performance. Therefore, to retain higher performers requires attractive packages and today's competitive world demands that organizations maintain higher performance to stay competitive in the market (Frye, 2004).

### **2.7. Empirical Studies**

Judge et al. (2001) conducted a meta-analysis on the relationship between job satisfaction and work performance where by the relationship of these two variables were presented in many ways. Thus, Judge et al. (2001) came out with an integrative model of the relationship between job satisfaction and work performance. Based on this model, job satisfaction could exert a causal effect on work performance. There were also moderators (such as personality/self-concept, autonomy, norms, moral obligation, cognitive accessibility, aggregation and also level of analysis) that influenced the relationship. On the other hand, behavioral intentions, low performance as withdrawal and positive moods were those variables that could mediate the job satisfaction-work performance link.

In addition, the relationship between job satisfaction and work performance could be held the other way around as work performance could also exert a causal effect on job satisfaction. The moderating variables in this model like performance- reward contingency, job characteristics need for achievement, work centrality and aggregation could affect and moderate the strength of relation between job satisfaction and job performance. Wright et al. (2007) determined the relation between job satisfaction and work performance and the role of employee Positive Well-Being (PWB) as a moderator in this relation.

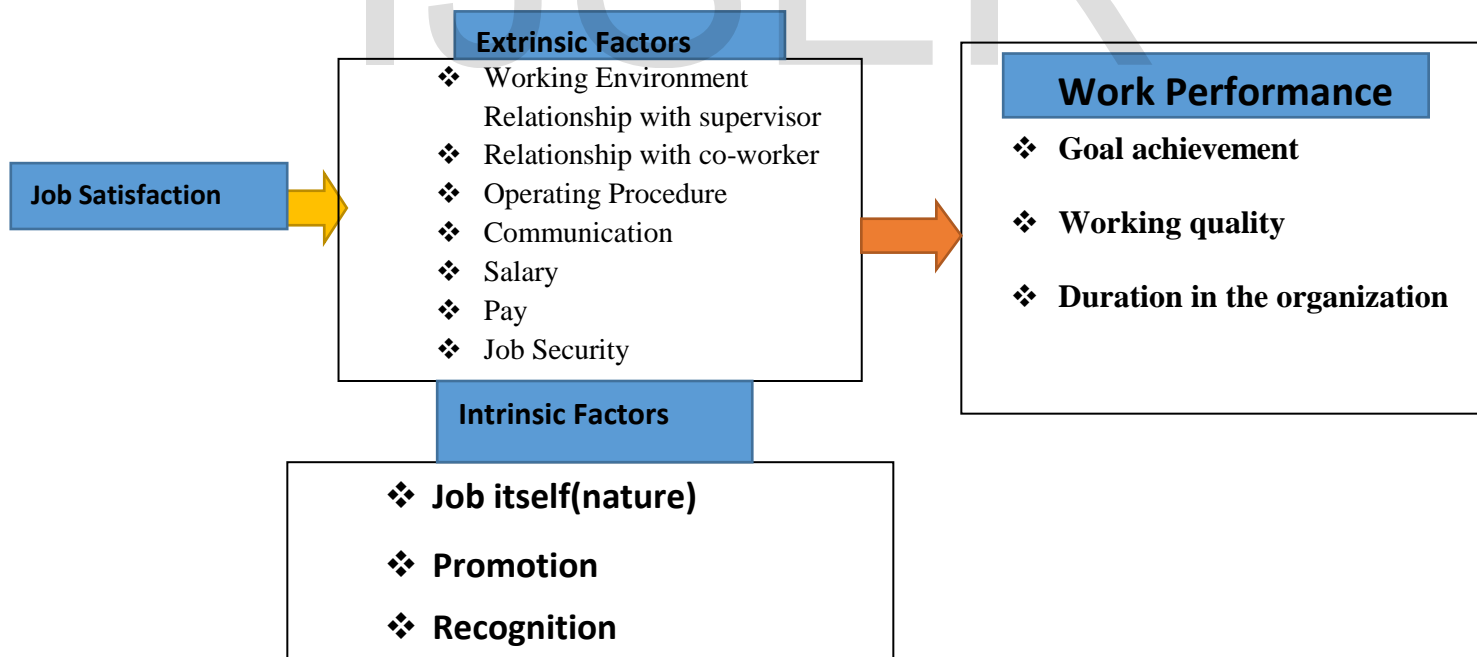
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Pushpakumari (2008) investigated the impact of job satisfaction on employee performance among 237 respondents from 20 private sector organizations covering 5 industries in SriLanka. These 5 industries included Banking, Ceramics, Milk powder, Insurance and Newspaper. Rewards in the basis of intrinsic and extrinsic types were used to evaluate employees' job satisfaction whereby employees' work performance was measured based on the effort extended to the job.

### **2.8. Conceptual Framework**

Conceptual framework present an intermediate map that attempt to connect the aspects of the study. The figure number 2.1 below shows the relationship between employees job Satisfaction and performance. The conceptual frame work states that intrinsic factors such as job itself job security promotion, recognition, training & development and extrinsic factors which consists working environment, relationship with supervisor, relationship with coworker, operating procedure ,communication and pay are factors for job satisfaction and how a satisfied employee can be inspired to extend more effort to enhance performance.

**Figure 2.1: Conceptual frame work**



Source: Adopted and modified from Rue and Byaes (2005)

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### CHAPTER THREE

#### 3. RESEARCH DESIGN AND METHODOLOGY

##### 3.1. Introduction

This chapter presents details of the organization of the study, the research approach and design, source of data, method and tools of data collection, target population, sample size and sampling technique and method of data analysis. The data collected from Federal Documents Authentication and Registration Agency using questionnaires are presented and analyzed in this chapter and interpretation of the result making use of SPSS version 20 software.

##### 3.2. Research Design and Approach

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). To investigate the objectives of the study, the research has designed and employed the primary and secondary data and descriptive data analysis techniques to analyze the data. Descriptive statistical methods such as frequency, percentage, mean, standard deviation, tables, and charts used for data generated through questionnaires using SPSS with available versions 20.

This type of research in design based on the purpose of the study, the directive of the research is to describe the effect of job satisfaction on employee performance. It also has both qualitative and quantitative variables in its contents. The study used mixed strategy to collect the necessary data from the study area using purposive sampling in which selected manager and administrative staffs have included in the study.

The qualitative approach and quantitative approach are the two major approaches when determining the nature of a research project. Kumar (2005) has differentiated qualitative and quantitative research methods depending on the intention of the research, data gathering procedure and analysis of data. According to this classification, the purpose of a quantitative study is to count the degree of difference in a phenomenon or condition through the use of a structured or planned and prearranged methodology and investigates them with some statistical procedures. In contrast, a qualitative research search for collected data so as to illustrate

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distinction in a situation, phenomenon or dilemma by the use of an unstructured and flexible methodology and analyzes them in a rather descriptive and non-quantifiable way.

For the achievement of the stated objectives, the researcher used both qualitative and quantitative types of data. Both primary and secondary sources were used for the collection and review of relevant document and information. The primary data collected through structured questionnaires and interview questions. Structured questionnaires and interview which consists of both close ended and open ended respectively has used for the collection of data. On the other hand, secondary data also is collected from documents such as Federal Documents Authentication and Registration Agency's annual and semiannual reports, and brochures.

Additionally, Qualitative approach has been used to get an overview of the Agency and to identify the problem well. Firstly, an interview was conducted directly to the organization's higher management levels. The interviews in this research included free discussion (unstructured interview), since unstructured interviews allow the researcher to dig out the problem in detail, and to mention flexibility to the appropriate extent. Whereas the quantitative approach analyses the issue in detail with the goal of offering any suggestions at the end. The researcher prepared a self-administered questionnaire survey to be filled out by the workers in this respect, and the questionnaire included both closed and open ended questions. The questionnaire was circulated among workers within the organization and since the survey was carried out in person.

### **3.3. Data type and Source of Data**

The data for the study will collect from primary and secondary sources.

#### **❖ Primary Data Source**

In this research basically, primary data source were employed to gather first-hand information to achieve the objective of the research the appropriate respondents were human resource Director, vice directors Resource director, Director and employees (using purposive sampling).

#### **❖ Secondary Data Sources**

The secondary data that is necessary for the study will collect from previous published and unpublished researches, Agency annual and semiannual reports, brochures, various internet sources and other pertinent documents.

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### **3.4. Data collection Methods**

Questionnaires for sample employees and In-depth interviews for selected managers were adopted to collect primary data for the study.

The questionnaires for employees will composed of structured questions and measured using Likert scale. The Minnesota satisfaction questionnaire was adopted and modified for the purpose of this study to address the research questions of the study.

Structured questionnaires were used because it is relatively quick to collect information from a large portion of employees and the result of the questionnaire can be easily and quickly quantified. The form of questionnaire that was used in the study was a closed one.

The questionnaire is distributed for employees that will randomly selected in Federal Documents Authentication and Registration Agency head office. The questionnaires will distribute to the respondents physically.

In this closed form of questionnaire, the respondents choose one of the alternatives as possible answers. The Likert scale included five scales ranging from 1 which represents "very dissatisfied" to 5 which represent "very satisfied" 2 refers to "dissatisfied", 3 "neither" and 4 represents "satisfied". The questionnaires will directly give to the respondents. Thus, the respondents answered the questions and the filled questionnaires were collected from each respondent according to the time line and provided for data collection. The researcher personally gave out the questionnaires and interview with Hr. and senior management team to collect measures to be taken to improve jobs satisfaction to increase level of goal achievement, working environment and employee duration in the organization.

### **3.5. Population, Sampling Methods and Sample Size**

According to Saunders (2007), a population can be defined as including all people or items with the characteristic that the researcher needs to research on and understand. Research populations were generally a large collection of individuals or objects that are the main focus of a scientific query.

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The population of the study will be tried to investigate the effect of job satisfaction on employee performance is Federal Documents Authentication and Registration Agency. These branches will be chosen purposively as the study site because both have the largest and the smallest number of employees of Agency respectively other than other Agency branches. It helps to select individuals from a diverse range of cases that are relevant to the issue being studied. Furthermore, it helps by saving time and money while generating representative data. Sampling involves any procedure that draws conclusions based on measurements of a portion of the population (Zikmund et al, 2009, pp. 66).

### **3.5.1. Target Population**

In Federal Documents Authentication and Registration Agency (DARA) there are 14 branches in Addis Ababa and one branch in Dire Dawa. The total populations of the agency were about 769 employees and 107 employees at Federal level. Therefore, the target populations for the study are taken from the head office. These offices were the head office at Ledeta, the total population of this study area was 107 and the sample was taken from this.

### **3.5.2. Sampling Methods**

Sampling technique is ways of choosing a technique of sample for the element of the sample so as to make it representative of our target population. In this research both probability and non-probability sampling methods are needed to conduct this research. From probability sampling technique the researcher used simple random sampling. In this regarding simple random technique is one in which item in universe has an equal or known opportunity of being selected. Particularly lottery method is applied to draw the sample unit. Accordingly, the Federal Documents Authentication and Registration Agency head office having 84 employees are selected from 107 employees by using simple random sampling. The researcher also used simple random sampling technique to distribute the questionnaires for respondents. From non-probability sampling technique, the researcher used purposive method. Purposive sampling techniques helped the researcher to have appropriate and related key information's to subject matter of this study. Federal Documents Authentication and Registration Agency head office (Ledeta sub city head office) have 7 Directorate selected for unstructured interviews. All of them are selected using purposive sampling.

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### 3.5.3. Sampling Methods

The researcher uses the formula by Yamane, 1967 to determine the total sample size of the study. So, based on this mathematical formula the total numbers of samples of the study were calculated the size of the sample, this study used Taro Yamane's (1967) simplified formula as follows:

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

Where

- ❖ n is the sample size,
- ❖ N is population size and
- ❖ e is the percentage of allowance in accuracy for making sampling errors. The level of precision or sampling error to this study assumed to be +5%.

**Table 3.1:** The number of population and sample Size in each Federal Documents Authentication and Registration Agency head office (Mexico lideta area).

No	Targeted Institution	Total Targeted Population	Targeted Population Sample size	Questionnaires	Interview	Sampling technique	Research Approach
1	Human Resources Directorate	17	14	7	7	Simple random sampling	Mixed
2	Communication & public relation Directorate	12	9	5	4	Simple random sampling	Mixed
3	Ethics & anti-corruption Directorate	20	16	10	6	Simple random sampling	Mixed
4	Finance procurement Directorate	33	26	17	9	Simple random sampling	Mixed
5	Change Management Directorate	4	3	2	1	Simple random sampling	Mixed
6	Legality & Attorney Directorate	16	12	6	6	Simple random sampling	Mixed
7	Audit and inspection Directorate	5	4	3	1	Simple random sampling	Mixed
<b>Total</b>		<b>107</b>	<b>84</b>	<b>50</b>	<b>34</b>	<b>Simple random sampling</b>	<b>Mixed</b>

Source: Employee records in the Human resource management department of FDARA, Jun, 2021

Thus 
$$n = \frac{N}{1 + N(e^2)} = \frac{107}{1 + 107(0.05^2)} = \underline{\underline{84}}$$

Total Sample size in the study is 84



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Therefore, the sample of respondents was determined by using simple random sampling and the data was collected using questionnaires' on 50 employees and on 34 employees interview.

### **3.6. Methods of data analysis**

Qualitative approaches were used for data analysis. The Statistical Package for Social Sciences (SPSS version 20) were used to run descriptive statistics such as frequency and percentages so as to present the data in form of tables and charts based on the major research questions. The qualitative data was generated from close-ended questions and interviews from Federal Documents Authentication and Registration Agency staff.

The study was conducted using both primary and secondary data source. Primary data sources were from Employees of FDARA and In-depth interview with management of FDARA. Secondary data sources were previous published and unpublished researches, FDARA annual and semiannual reports, brochures, various internet sources and other pertinent documents. The basic questions of the study was develop by referring the available related literature based on the basic questions and the review of the literature of the study, questionnaires and interview questions were designed. The questionnaires were prepared in English and Amharic, as it will distribute to employee of the FDARA. Questionnaires distributed and interview also conducted by the researcher on face to face base to get further and reliable information, opinion and attitudes of the respondents organize to enrich the data that gathered by questionnaires.

### **3.7. Ethical considerations**

There are certain ethical protocols that are followed by the researcher. The first is asking explicit consent from the respondents. The researcher also ensured that the respondents are aware of the objectives of the research and their contribution to its completion. One other ethical measure includes treating the respondents with respect and courtesy. This make the respondents are at ease and more likely to give honest responses to the questionnaire. They are told about their right to refuse and withdraw from participating in the research. For the concern of confidentiality, the name of the study participants will not include in the questionnaire and data was kept safe and only used for the intended purpose.

## CHAPTER FOUR

### 4. DATA PRESENTATION, ANALYSIS AND INTERPRETAION OF RESULTS

#### 4.1. Introduction

This chapter presents analysis and discussions of findings of both the quantitative and qualitative approaches of the study. As indicated in the preceding chapters, this research study attempted to examine the effect of employee job satisfaction on employee performance in Federal Documents Authentication and Registration Agency. A total of 50 questionnaires were distributed to respondent data from which 48 responded. The statistical methods used for analyzing the data collected include frequency results and descriptive statistics analysis by using SPSS version 20.

#### 4.2. Response Rate

A total of 50 questionnaires were distributed to the randomly selected employees of 4 branches and one head office of Federal Documents Authentication and Registration Agency. Out of these 50 questionnaires distributed to the respondents, 48 questionnaires were collected. Thus, the analysis is based on the valid 48 questionnaires responded by employees. The rest are not returned (4).

The study targeted a sample size of 50 respondents from which 48 are filed in and returned the questionnaires making a response rate of 96 %. This rate implies that the response rate was acceptable and to make deduction for the study. The following table shows.

**Table-4.1.Valid data**

Items	Federal Documents Authentication and Registration Agency	
	Correctly filled and returned	Not returned
Number	50	2
Percentage %	96%	4%

*Source: own survey, August, 2021.*

As clearly presented on the above table 4.1, the response rate of respondents is 50(96%).This implies the response rate is large enough to analyze the data and discussion of the study and the rest uncollected questioner which accounts 2(4%) were not returned.

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### 4.3. Descriptive analysis

#### 4.3.1. Respondent information.

Data on respondent's demographics were collected and analyzed. Variables included where gender, age, educational background and their work experience.

#### 4.3.2. Demographic Characteristics of Respondents

This section presents the results of the analysis of the sample based on the demographic variables examined in the study, namely, gender, educational status and work experience. The summary of descriptive statistics that was intended to give general descriptions about the data is presented below. The total number of observation for each variable was 48 out of 50. Accordingly, frequency, percent and valid percent of each variable were used so as to show the overall trend of the data.

**Table: 4.2. Respondent Gender, education and experience Distribution assessments;**

Statement		Frequency	Percent	Valid Percent	Remark
Gender	Male	21	43.8	43.8	
	Female	28	56.2	56.2	
	<b>Total</b>	<b>48</b>	<b>100</b>	<b>100</b>	
Education	Certificate	00	00.00	00.00	
	Diploma	10	20.80	20.80	
	BA- Degree	30	62.5	62.5	
	Masters and above	8	16.7	16.7	
	<b>Total</b>	<b>48</b>	<b>100</b>	<b>100</b>	
Work Experience	< 5 years	5	10.4	10.4	
	5-9 years	9	18.8	18.8	
	10- 14 years	23	47.9	47.9	
	15-19 years	10	20.8	20.8	
	Above 20 years	01	2.1	2.1	
	<b>Total</b>	<b>48</b>	<b>100</b>	<b>100</b>	

**Source: Questionnaires and SPSS 20 results.**

The above table 4.2. Presents the gender composition of the respondents out of the total 48 respondents 21(43.8%) of them were male and 27(56.2%) of them were female. This indicated, the agency have a good experience on gender equality and believed on the perceptions that, women have a potential to take responsibility and equally performed as men in public organization to deliver service for the stakeholders.

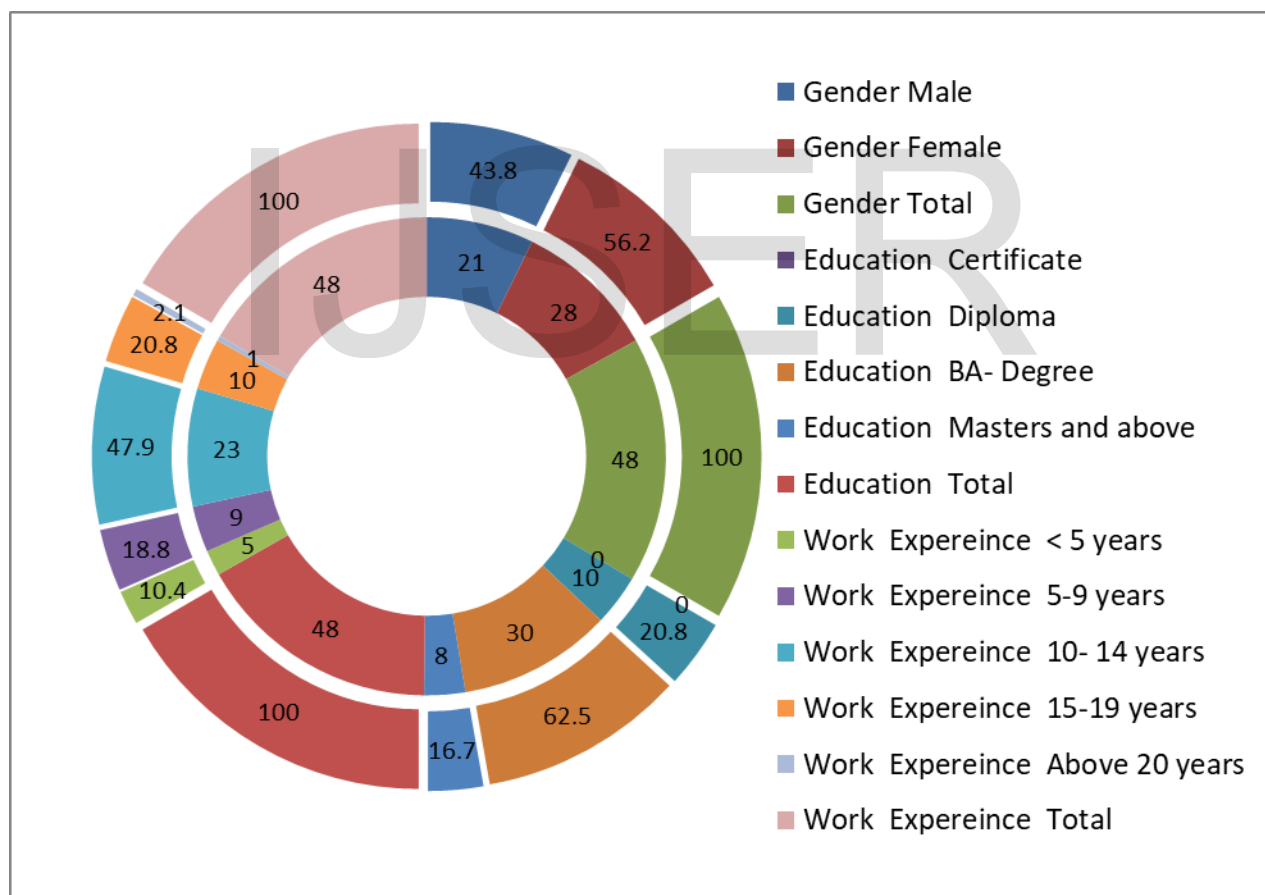
## *The effect of job satisfaction on employee's performance*

In addition table 4.2. Shows educational level of sample respondent's result. Out of the total 48 respondents 10(20.8%) were Diploma, 30(62.5%) were Bachelor degree holders and 8(16.7%) were Master's degree holders.

The respondents also requested to show their work experience, the subject were divided in to five groups according to the numbers of years with the organization.

Also table 4.2. Shows experience level of sample respondent's result. Out of the total 48 respondents 5(47.9%) were had 1 to5 years' work experience, 9(18.8%) were had 6 to 10 years' work experience, 23(47.9%) were had 11 to15 years' work experience, 10(20.8%) were had 16 to 20 years' work experience and 1(2.1%) were had above 20 years' work experiences.

**Figure 4.1. Respondent Gender, education and experience Distribution with pie chart**



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**4.4. Level of job satisfaction.**

**Table: 4.3. Overall level of job satisfaction response.**

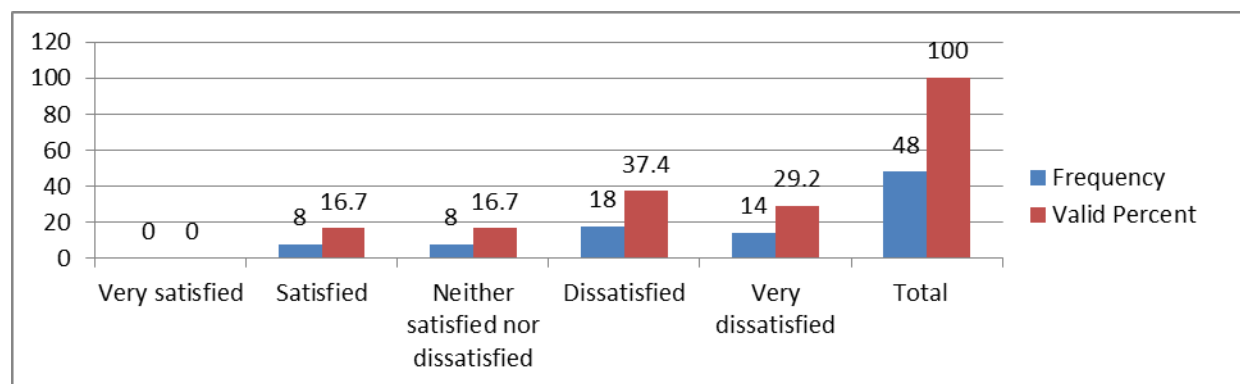
Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Very satisfied	0	0	0	2.20	1.05
Satisfied	8	16.70	16.70		
Neither satisfied nor dissatisfied	8	16.70	33.40		
Dissatisfied	18	37.40	70.90		
Very dissatisfied	14	29.2	100		
<b>Total</b>	<b>48</b>	<b>100</b>			

*Source: Author’s own survey, August, 2021.*

As computed the above descriptive statistic show on figure 4.4 results showed that a slightly higher proportion of respondents 8(16.7%) were satisfied while 8(16.7) rated as neither satisfied nor dissatisfied the remaining 18 (37.3%) were dissatisfied with their job and 14(29.2%) were very dissatisfied.

The result shows that employees were dissatisfied with the overall job satisfaction in the FDARA. This implies that dissatisfaction is a very problem that faced by the employees and it directly caused to the Agency. The Agency must be take action to rectify this kind of problem, because employees is the main power working for the organization, if they feel unsatisfied with the company, they will leave the university or no mood to work.

**Figure 4.2. Overall level of Jobs satisfaction response with graph**



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### **4.5. Factors affecting employees job satisfaction**

This section of the analysis identifies factors that affect job satisfaction of Federal documents Authentication and Registration Agency employees. The study explored eleven job satisfaction factors which includes salary, benefit packages, nature of the job, and relationship with supervisor, relationship with co-workers, the overall working environment, training and development opportunity, promotion opportunity, recognition, job security, Communication, and operation system.

**Table: 4.4. Working environment Affecting respondent’s job satisfaction response**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Strongly agree</b>	<b>10</b>	<b>20.8</b>	<b>20.8</b>	<b>3.18</b>	<b>1.36</b>
<b>Agree</b>	<b>13</b>	<b>27.1</b>	<b>47.9</b>		
<b>Neither agree nor disagree</b>	<b>7</b>	<b>14.6</b>	<b>62.5</b>		
<b>Disagree</b>	<b>12</b>	<b>25.0</b>	<b>87.5</b>		
<b>Strongly disagree</b>	<b>6</b>	<b>12.5</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

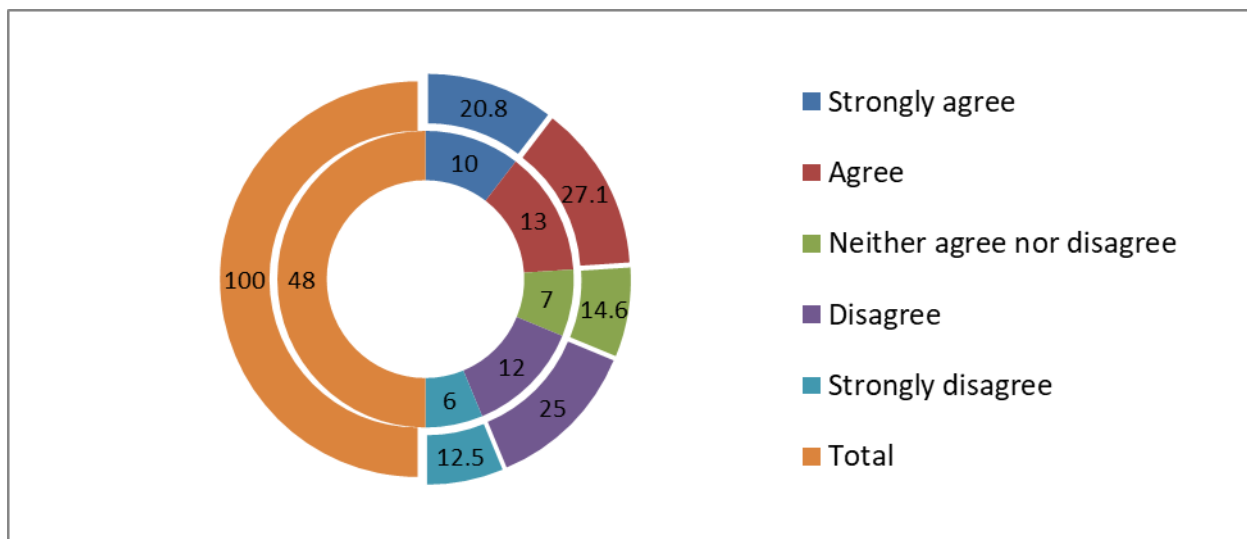
*Source: Author’s own survey, August, 2021.*

As computed the above descriptive statistic show on figure 4.5 results showed that a slightly higher proportion of respondents 10(20.8%) were strongly agree and 13(27.1) were agreed with working while 7(14.6) were neither agree nor disagree and 12 (25%) were disagree with working environment the remaining 6 (12.5%) were strongly disagree with their organization working environment.

The result shows that working environment was partially affected employees work performance. This implies that dissatisfaction is a very problem that faced by the employees and it directly caused to the Agency goal achievement. The Agency must be take action to rectify this kind of problem, because employees is the main power working for the organization, if they feel with the organization environment, they will leave the organization or no mood to work.

## The effect of job satisfaction on employee's performance

**Figure 4.3. Working environment Affecting respondent's job satisfaction response with pie chart**



**Table: 4.5. Relationship with supervisor Affecting respondent's job satisfaction response**

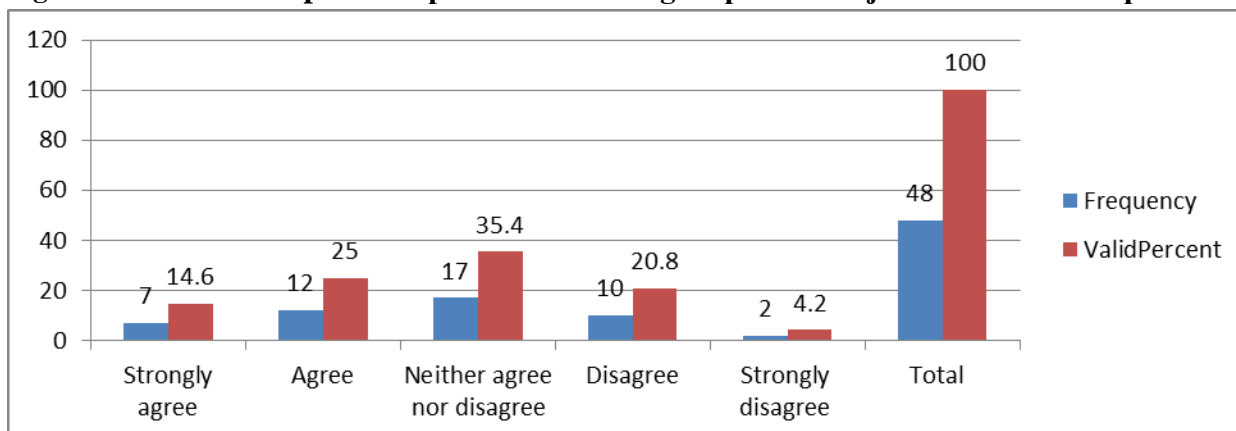
Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Strongly agree	7	14.6	14.6	3.25	1.08
Agree	12	25.0	39.6		
Neither agree nor disagree	17	35.4	75.0		
Disagree	10	20.8	95.8		
Strongly disagree	2	4.2	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

*Source: Author's own survey August, 2021.*

The above table 4.6 shows 7(14.6%) respondents strongly agreed, 12(25%) agree, 17(35.4%) neither disagreed nor agreed and 10(20.8%) disagreed and 2(4.2%) strongly disagree with the idea that relationship with supervisor as a factor for job satisfaction. This indicates the relationship with supervisor the satisfying factor for FDARA employees.

### The effect of job satisfaction on employee’s performance

**Figure 4.4. Relationship with supervisor Affecting respondent’s job satisfaction response**



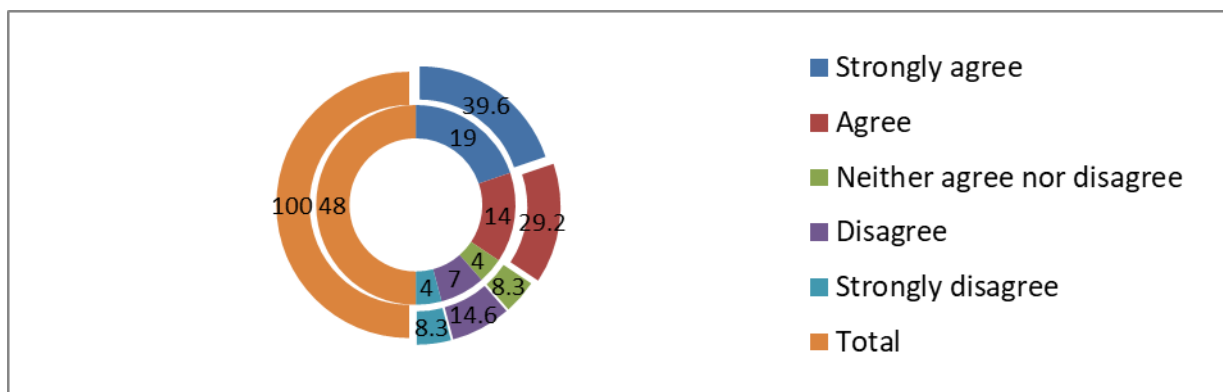
**Table: 4.6. Relationship with co-worker Affecting respondent’s job satisfaction response**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Strongly agree	19	39.6	39.6	3.77	1.36
Agree	14	29.2	68.8		
Neither agree nor disagree	4	8.3	77.1		
Disagree	7	14.6	91.7		
Strongly disagree	4	8.3	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.7 shows 19(39.6%) respondents strongly agreed, 14(29.2%) agree, 4(8.3%) neither disagreed nor agreed and 7(14.6%) disagreed and 4(8.3%) strongly disagree with this idea that relationship with co-worker as a factor for job satisfaction. This indicates the relationship with co-workers the most satisfying factor for FDARA employees.

**Figure 4.5. Relationship with co-worker Affecting respondent’s job satisfaction response pie chart**





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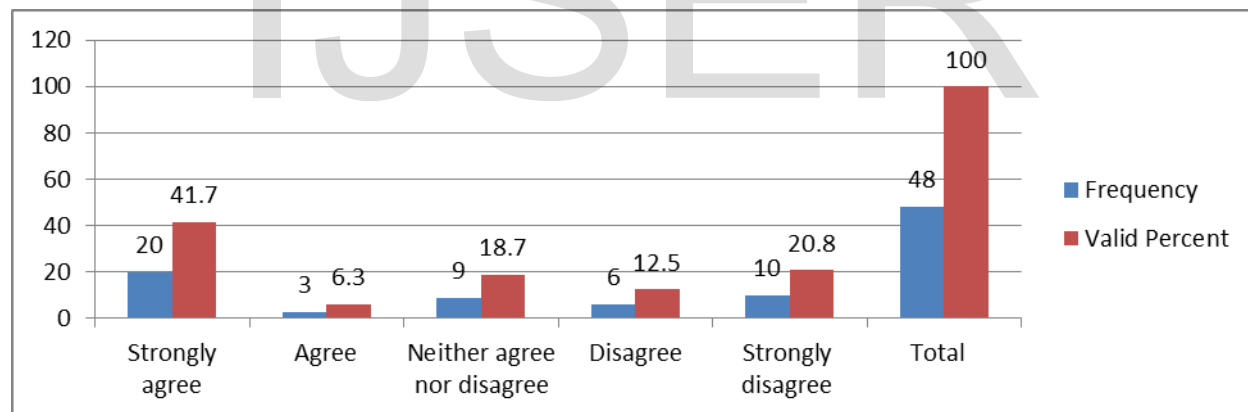
**Table: 4.7. Operating procedure Affecting respondents job satisfaction response**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Strongly agree	20	41.7	41.7	3.60	2.25
Agree	3	6.3	48.0		
Neither agree nor disagree	9	18.7	66.7		
Disagree	6	12.5	79.2		
Strongly disagree	10	20.8	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.8 shows 20(41.7%) respondents strongly agreed, 3(6.3%) agree, 9(18.6%) neither disagreed nor agreed and 6(12.5%) disagreed and 10(20.8%) strongly disagree; This analysis indicates the organization operating procedure was affected employees jobs satisfaction. relationship with co-workers the most satisfying factor for FDARA employees.

**Figure 4.6. Operating procedure Affecting respondents job satisfaction response with graph**



**Table: 4.8. Communication Affecting respondents job satisfaction response.**

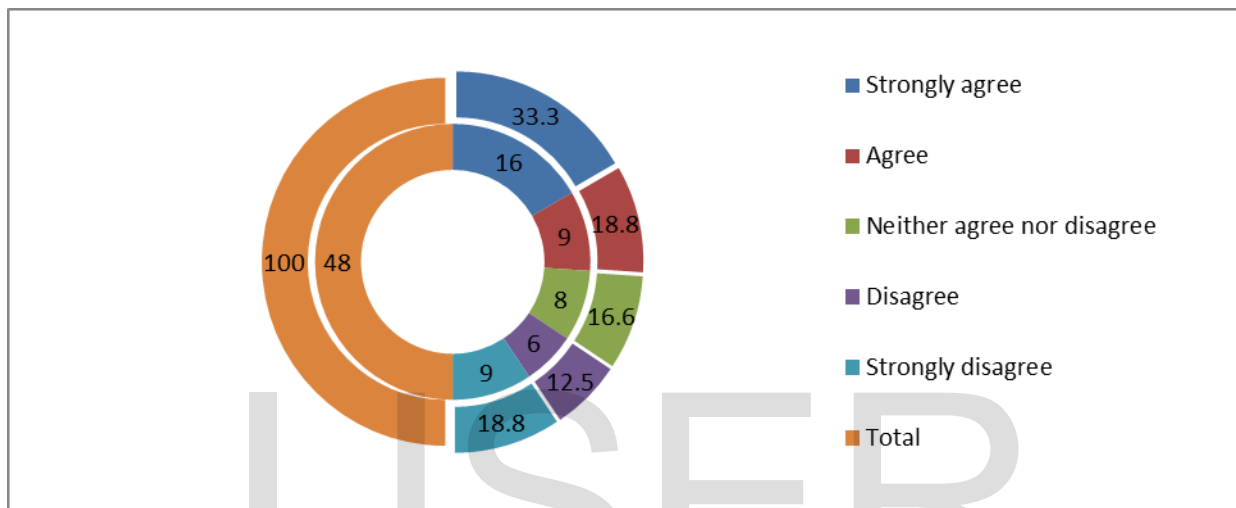
Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Strongly agree	16	33.3	33.3	3.35	1.52
Agree	9	18.8	52.1		
Neither agree nor disagree	8	16.6	68.7		
Disagree	6	12.5	81.2		
Strongly disagree	9	18.8	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

## *The effect of job satisfaction on employee’s performance*

*Source: Author’s own survey August, 2021.*

The above table 4.9 shows 16(33.3%) respondents strongly agreed, 9(18.8%) agree, 8(16.6%) neither disagreed nor agreed and 6(12.5%) disagreed and 9(18.8%) strongly disagree. This indicates the communication strategy is not comfortable for Federal documents authentication and registration agency employees.

**Figure 4.7. Communication affecting respondents job satisfaction response pie chart.**



**Table: 4.9. Salary Affecting respondents job satisfaction response.**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Strongly agree	14	29.1	29.1	3.45	1.28
Agree	10	20.8	49.9		
Neither agree nor disagree	11	22.0	72.9		
Disagree	10	20.8	93.7		
Strongly disagree	3	6.3	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

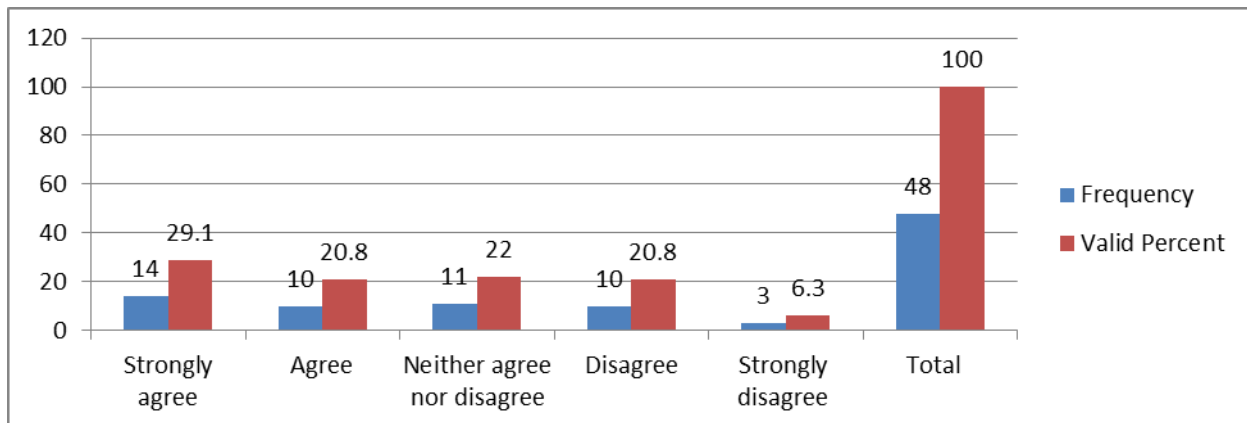
*Source: Author’s own survey August, 2021.*

The above table 4.10 shows 14(29.1%) respondents strongly agreed, 10(20.8%) agree, 11(22.0%) neither disagreed nor agreed and 10(20.8%) disagreed and 3(6.3%) strongly disagree.

### The effect of job satisfaction on employee’s performance

This indicates the salary is not comfortable for Federal documents authentication and registration agency employees.

**Figure 4.8. Salary Affecting respondents job satisfaction response with graph**



**Table: 4.10. Benefit packages Affecting respondent’s job satisfaction response.**

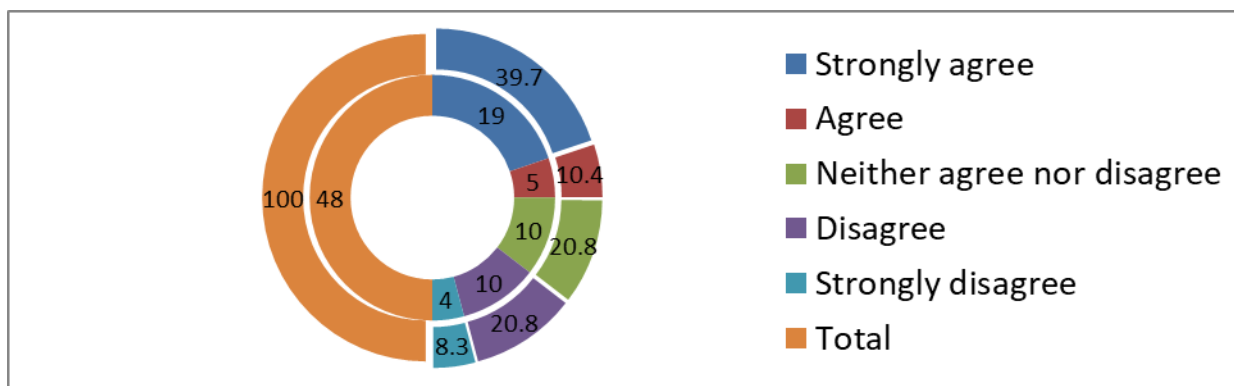
Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Strongly agree	19	39.7	39.7	2.47	1.41
Agree	5	10.4	50.1		
Neither agree nor disagree	10	20.8	70.9		
Disagree	10	20.8	91.7		
Strongly disagree	4	8.3	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.11 shows 19(39.7%) respondents strongly agreed, 5(10.4%) agree, 10(20.8%) neither disagreed nor agreed and 10(20.8%) disagreed and 4(8.3%) strongly disagree. This indicates that, the benefit packages are not comfortable for Federal documents authentication and registration agency employees.

### The effect of job satisfaction on employee’s performance

**Figure 4.9. Benefit packages Affecting respondent’s job satisfaction response with pie chart.**



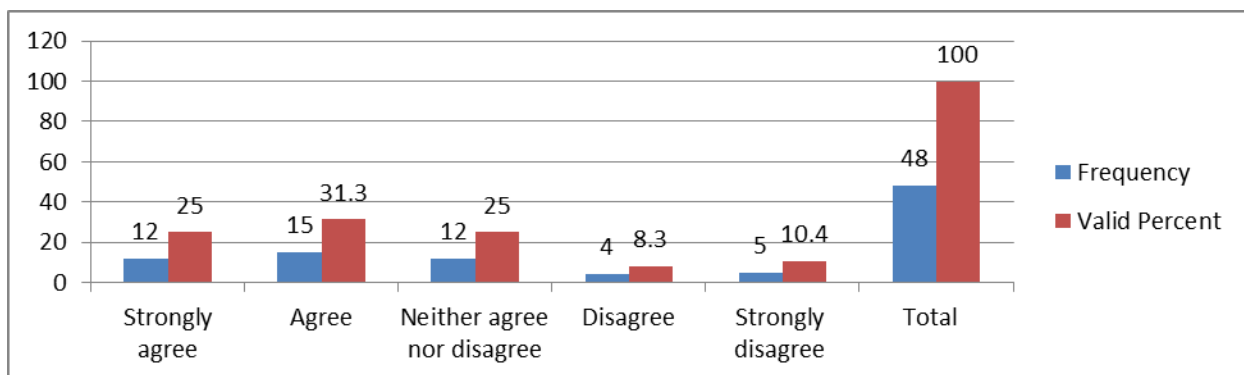
**Table: 4.11. Nature of the job affecting respondent’s job satisfaction response**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Strongly agree</b>	<b>12</b>	<b>25.0</b>	<b>25.0</b>	<b>2.47</b>	<b>1.25</b>
<b>Agree</b>	<b>15</b>	<b>31.3</b>	<b>56.3</b>		
<b>Neither agree nor disagree</b>	<b>12</b>	<b>25.0</b>	<b>81.3</b>		
<b>Disagree</b>	<b>4</b>	<b>8.3</b>	<b>89.6</b>		
<b>Strongly disagree</b>	<b>5</b>	<b>10.4</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.12 shows 12(25%) respondents strongly agreed, 15(31.3%) agree, 12(25%) neither disagreed nor agreed and 4(8.3%) disagreed and 5(10.4%) strongly disagree. A respondent tells us nature of the job is affect Federal documents authentication and registration agency employees.

**Figure 4.10. Nature of the job affecting respondent’s job satisfaction response with graph**



*The effect of job satisfaction on employee’s performance*

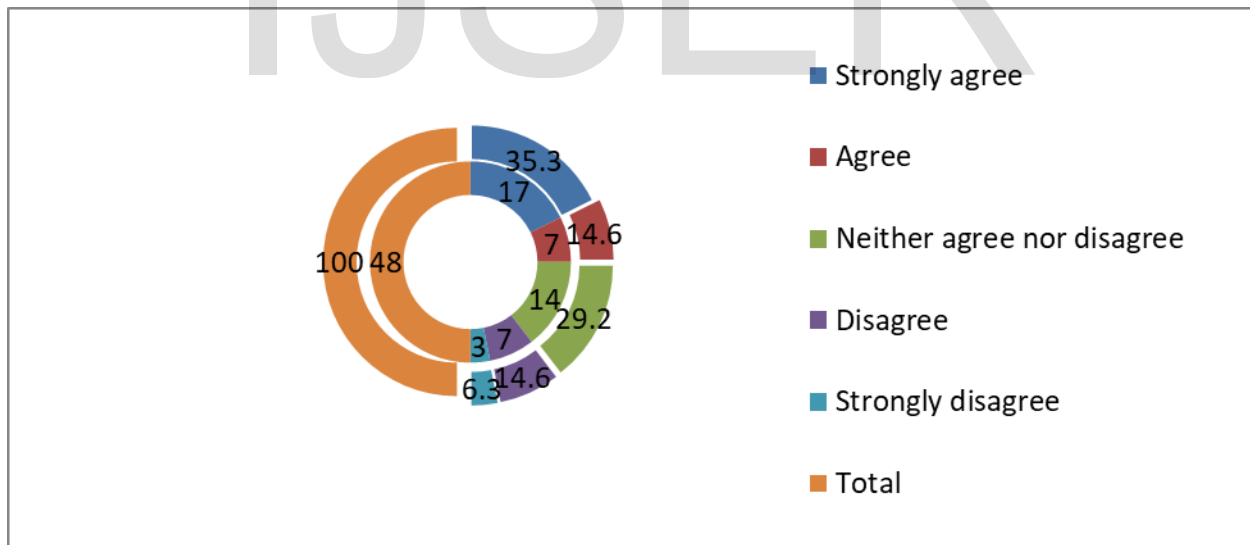
**Table: 4.12. Job security affecting respondents job satisfaction response.**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Strongly agree</b>	<b>17</b>	<b>35.3</b>	<b>35.3</b>	<b>2.47</b>	<b>1.25</b>
<b>Agree</b>	<b>7</b>	<b>14.6</b>	<b>49.9</b>		
<b>Neither agree nor disagree</b>	<b>14</b>	<b>29.2</b>	<b>79.1</b>		
<b>Disagree</b>	<b>7</b>	<b>14.6</b>	<b>93.7</b>		
<b>Strongly disagree</b>	<b>3</b>	<b>6.3</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.13 shows 17(35.3%) respondents strongly agreed, 7(14.6%) agree, 14(29.2%) neither disagreed nor agreed and 7(14.6%) disagreed and 3(6.3%) strongly disagree. This indicates that, job security is more affects Federal documents authentication and registration agency employees.

**Figure 4.11. Job security affecting respondents job satisfaction response with pie chart.**



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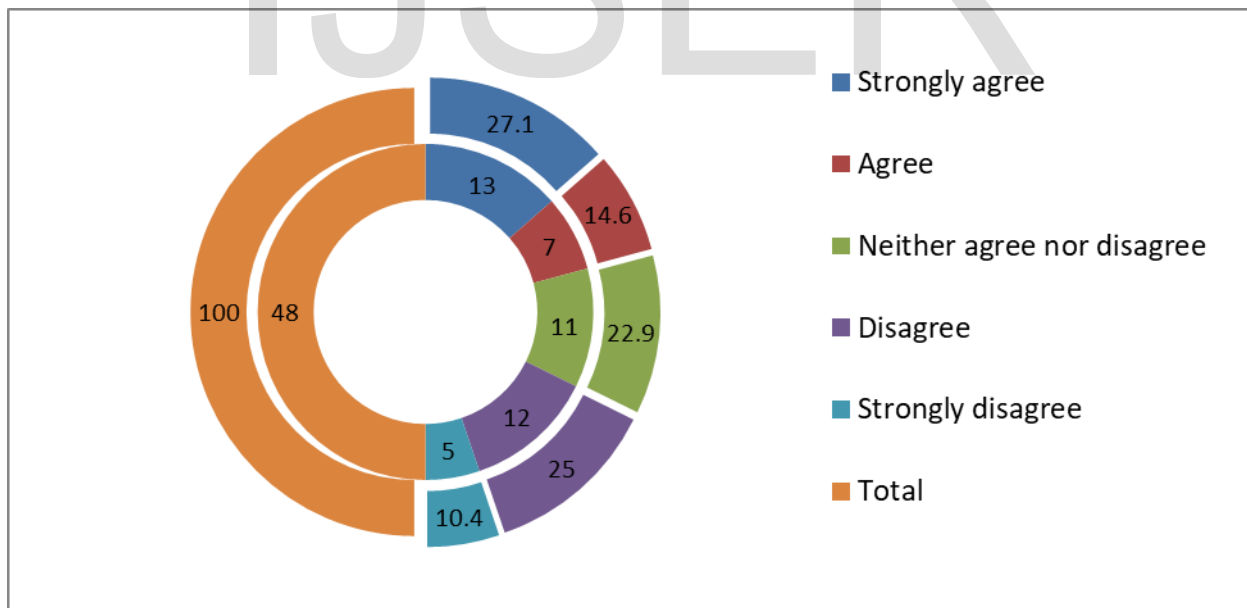
**Table: 4.13. Promotion affecting respondents job satisfaction response.**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Strongly agree	13	27.1	27.1	3.22	1.37
Agree	7	14.6	41.7		
Neither agree nor disagree	11	22.9	63.6		
Disagree	12	25.0	88.6		
Strongly disagree	5	10.4	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.14 shows 13(27.1%) respondents strongly agreed, 7(14.6%) agree, 11(22.9%) neither disagreed nor agreed and 12(25%) disagreed and 5(10.4%) strongly disagree. This indicates that, promotion is the most affects Federal documents authentication and registration agency employees.

**Figure 4.12. Promotion affecting respondents job satisfaction response with pie chart.**



*The effect of job satisfaction on employee’s performance*

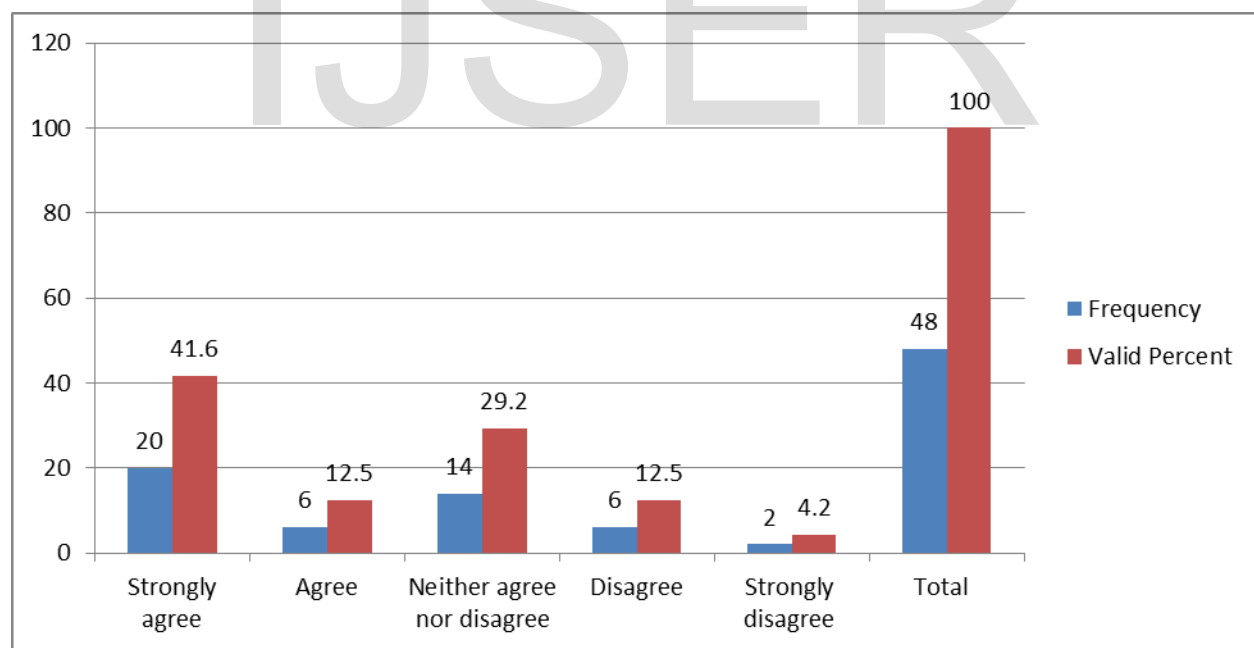
**Table: 4.14. Recognition Affecting respondents job satisfaction response.**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Strongly agree</b>	<b>20</b>	<b>41.6</b>	<b>41.6</b>	<b>2.25</b>	<b>1.24</b>
<b>Agree</b>	<b>6</b>	<b>12.5</b>	<b>54.1</b>		
<b>Neither agree nor disagree</b>	<b>14</b>	<b>29.2</b>	<b>83.3</b>		
<b>Disagree</b>	<b>6</b>	<b>12.5</b>	<b>85.8</b>		
<b>Strongly disagree</b>	<b>2</b>	<b>4.2</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

*Source: Author’s own survey August, 2021.*

The above table 4.15 shows 17(35.3%) respondents strongly agreed, 7(14.6%) agree, 14(29.2%) neither disagreed nor agreed and 7(14.6%) disagreed and 3(6.3%) strongly disagree. This indicates that, recognition is more affect Federal documents authentication and registration agency employees.

**Figure 4.13. Recognition Affecting respondents job satisfaction response with graph.**



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### 4.6. The effect of job satisfaction on employee performance

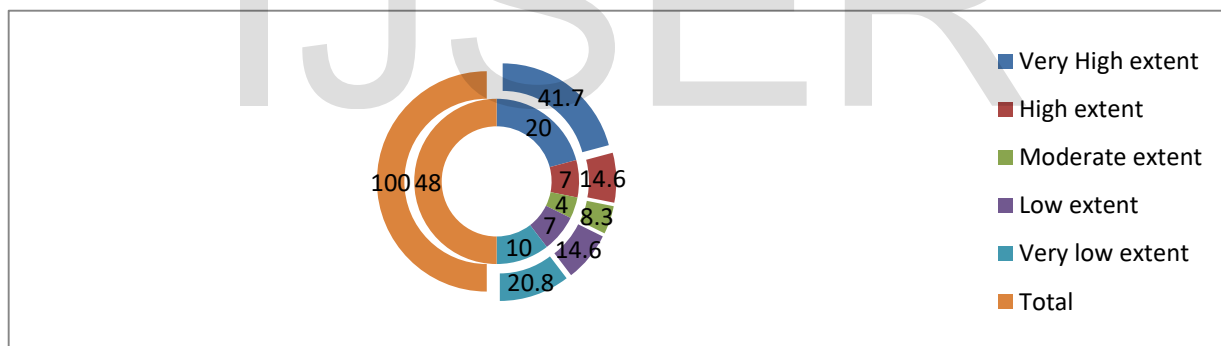
**Table: 4.15.** The salary that the Federal documents and authentication provides response.

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Very High extent	20	41.7	41.7	3.14	1.63
High extent	7	14.6	56.3		
Moderate extent	4	8.3	64.6		
Low extent	7	14.6	79.2		
Very low extent	10	20.8	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

*Source: Author's own survey August, 2021.*

The above table 4.16 shows 20(41.7%) respondents said that very high extent, 7(14.6%) high extent, 4(8.3%) Moderate extent and 7(14.6%) Low extent and 10 (20.8%) very Low extent. This indicates that, salary was very high extent.

**Figure 4.14.** The salary that the Federal documents and authentication provides response with pie chart.



**Table: 4.16.** The benefit packages provided by the FDARA response

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Very High extent	23	47.9	47.9	3.47	1.63
High extent	3	6.3	54.2		
Moderate extent	4	8.3	62.5		
Low extent	10	20.8	83.3		
Very low extent	8	16.7	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

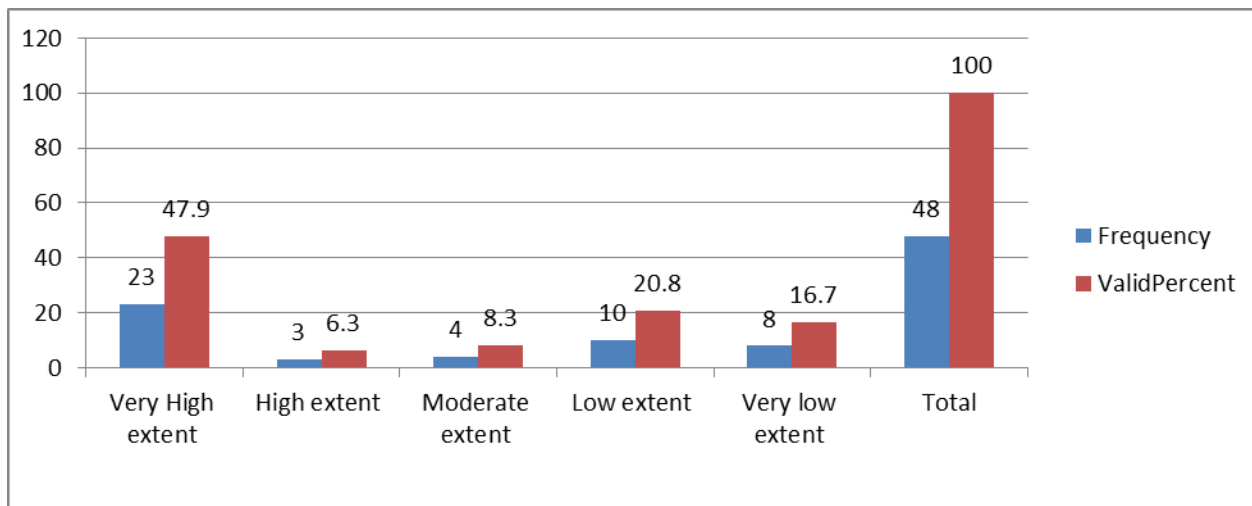
*Source: Author's own survey August, 2021.*



### The effect of job satisfaction on employee’s performance

The above table 4.17 shows 23(47.9%) respondents said that very high extent, 3(6.3%) high extent, 4(8.3%) Moderate extent and 10(20.8%) Low extent and 8 (16.7%) very Low extent. This indicates that, salary was very high extent.

**Figure 4.15. The benefit packages provided by the FDARA response with graph**



**Table: 4.17. The nature of your job in FDARA response.**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Very High extent	20	41.7	41.7	3.50	1.50
High extent	4	8.3	50.0		
Moderate extent	11	22.9	72.9		
Low extent	6	12.5	85.4		
Very low extent	7	14.6	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.18 shows 20(41.7%) respondents said that very high extent, 4(8.3%) high extent, 11(22.9%) Moderate extent and 6(12.5%) Low extent and 7 (14.6%) very Low extent. This indicates that, salary was very high extent.

### The effect of job satisfaction on employee’s performance

Figure 4.16. The nature of your job in FDARA response with pie chart.

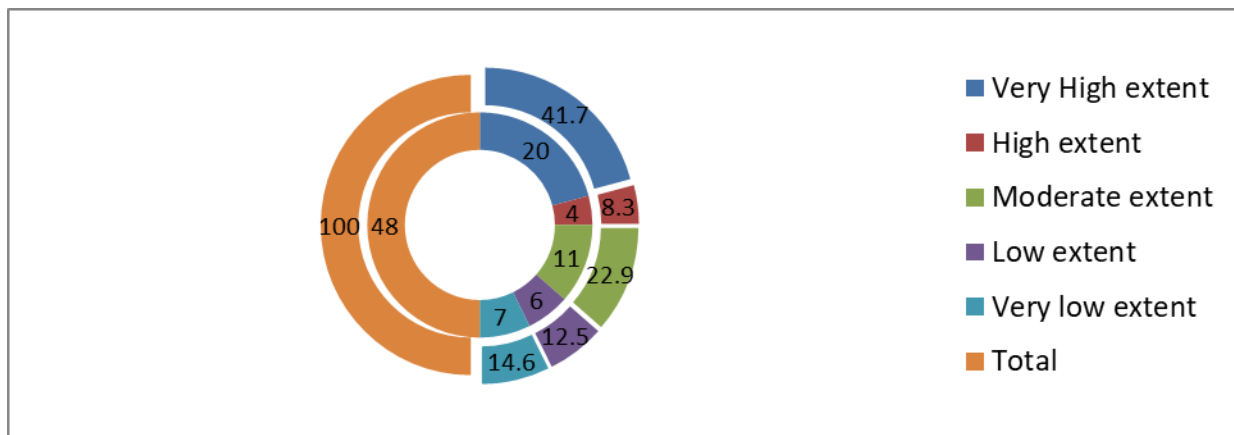


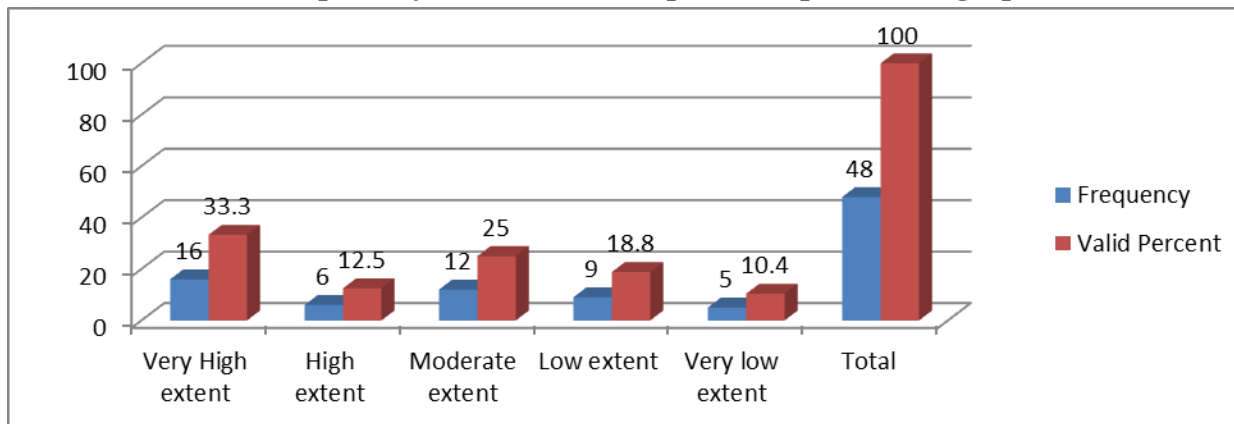
Table: 4.18. Relationship with your immediate superior response.

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Very High extent	16	33.3	33.3	3.39	1.39
High extent	6	12.5	45.8		
Moderate extent	12	25.0	70.8		
Low extent	9	18.8	89.6		
Very low extent	5	10.4	100.0		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.19 shows 16(33.3%) respondents said that very high extent, 6(12.5%) high extent, 12(25%) Moderate extent and 9(18.8%) Low extent and 5(10.4%) very Low extent. This indicates that, salary was very high extent.

Figure 4.17. Relationship with your immediate superior response with graph.



*The effect of job satisfaction on employee’s performance*

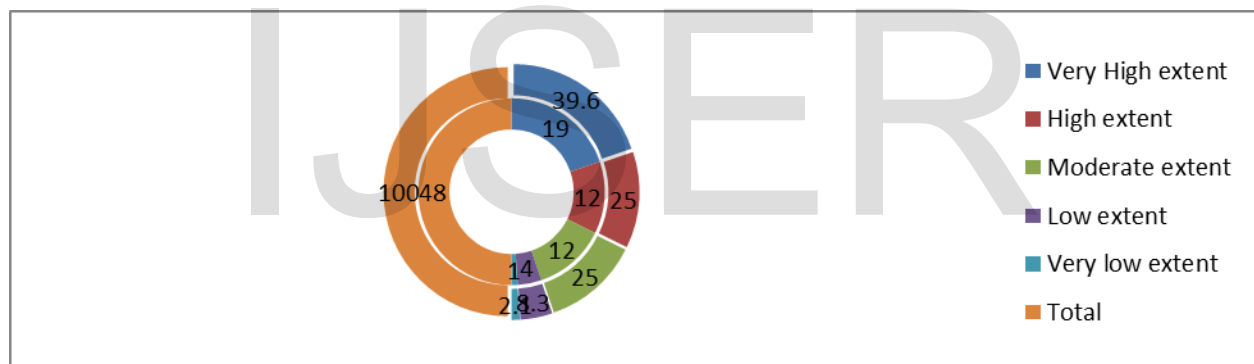
**Table: 4.19. Relationship with your co-worker extent level response.**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Very High extent</b>	<b>19</b>	<b>39.6</b>	<b>39.6</b>	<b>3.91</b>	<b>1.08</b>
<b>High extent</b>	<b>12</b>	<b>25.0</b>	<b>48.9</b>		
<b>Moderate extent</b>	<b>12</b>	<b>25.0</b>	<b>73.9</b>		
<b>Low extent</b>	<b>4</b>	<b>8.3</b>	<b>98.9</b>		
<b>Very low extent</b>	<b>1</b>	<b>2.1</b>	<b>100</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.20 shows 19(39.6%) respondents said that very high extent, 12(25%) high extent, 12(25%) Moderate extent and 4(8.3%) Low extent and 1(2.1%) very Low extent. This indicates that, salary was very high extent.

**Figure 4.18. Relationship with your co-worker extent level response with pie chart.**



**Table: 4.20. The overall working environment of the FDARA response.**

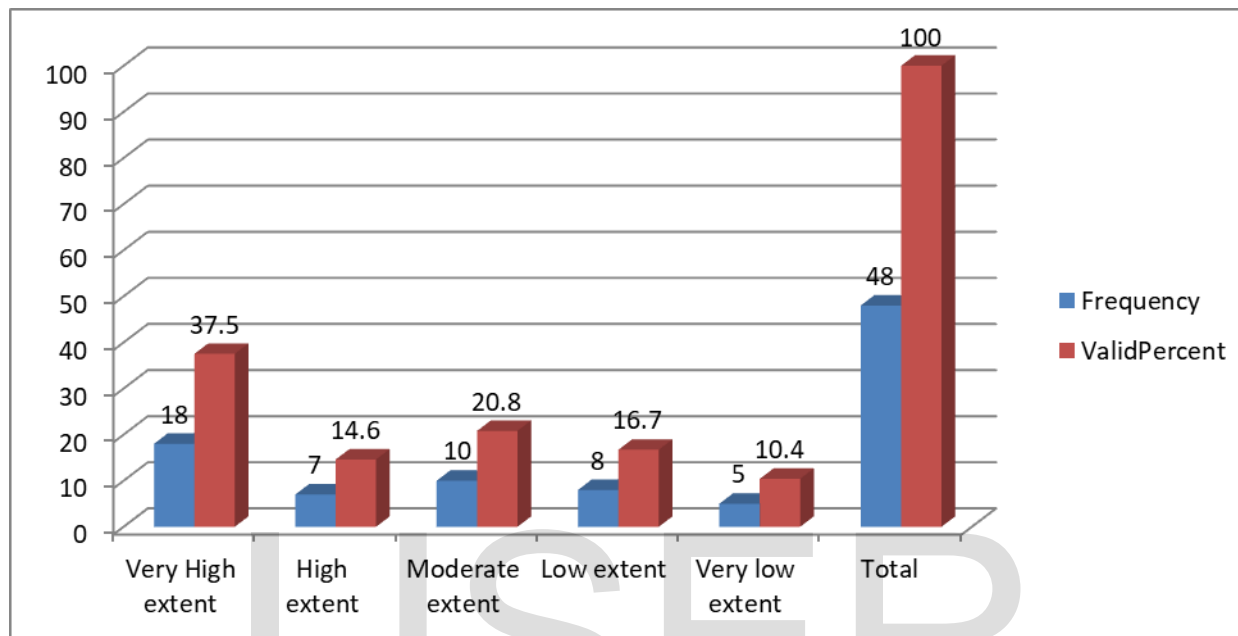
Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Very High extent</b>	<b>18</b>	<b>37.5</b>	<b>37.5</b>	<b>3.58</b>	<b>1.45</b>
<b>High extent</b>	<b>7</b>	<b>14.6</b>	<b>52.1</b>		
<b>Moderate extent</b>	<b>10</b>	<b>20.8</b>	<b>72.9</b>		
<b>Low extent</b>	<b>8</b>	<b>16.7</b>	<b>89.6</b>		
<b>Very low extent</b>	<b>5</b>	<b>10.4</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

### The effect of job satisfaction on employee’s performance

The above table 4.21 shows 18(37.5%) respondents said that very high extent, 7(14.6%) high extent, 10(20.8%) Moderate extent and 8(16.7%) Low extent and 5(10.4%) very Low extent. This indicates that, salary was very high extent.

**Figure 4.19. The overall working environment of the FDARA response with graph.**



**Table: 4.21. Promotion to a better position and advancement offered by the FDARA response**

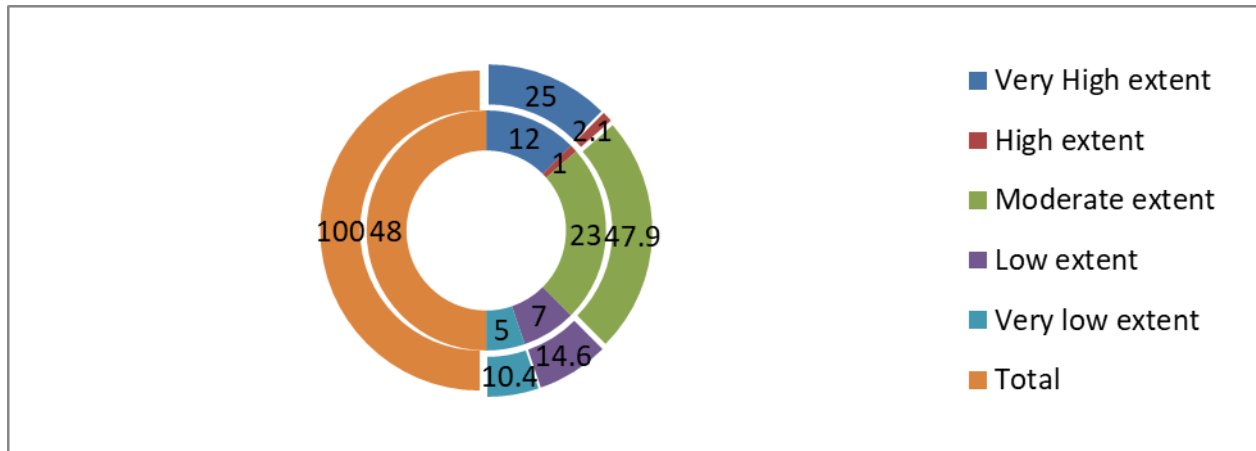
Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Very High extent</b>	<b>12</b>	<b>25.0</b>	<b>25.0</b>	<b>2.93</b>	<b>1.76</b>
<b>High extent</b>	<b>1</b>	<b>2.1</b>	<b>27.1</b>		
<b>Moderate extent</b>	<b>23</b>	<b>47.9</b>	<b>75.00</b>		
<b>Low extent</b>	<b>7</b>	<b>14.6</b>	<b>89.6</b>		
<b>Very low extent</b>	<b>5</b>	<b>10.4</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021. \

The above table 4.22 shows 12(25%) respondents said that very high extent, 1(2.1%) high extent, 23(47.9%) Moderate extent and 7(14.6%) Low extent and 5(10.4%) very Low extent. This indicates that, salary was very high extent and it needs attention.

*The effect of job satisfaction on employee’s performance*

**Figure 4.20. Promotion to a better position and advancement offered by the FDARA response**



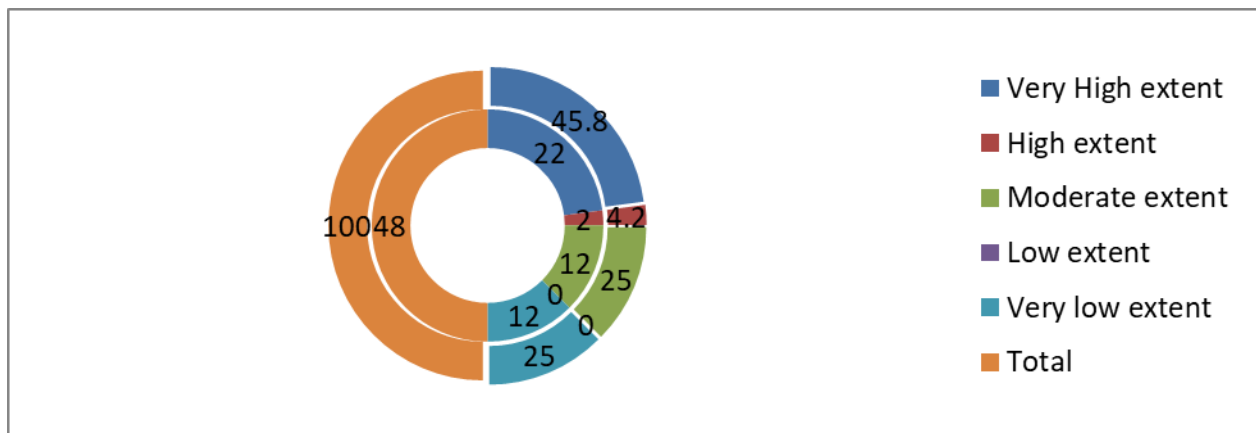
**Table: 4.22. Job security offered by the FDARA response**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
Very High extent	22	45.8	45.8	3.16	1.76
High extent	2	4.2	50.0		
Moderate extent	12	25.00	75.0		
Low extent	0	0	75.0		
Very low extent	12	25.0	100.0		
Total	48	100			

Source: Author’s own survey August, 2021.

The above table 4.23 shows 22(45.8%) respondents said that very high extent, 2(4.2%) high extent, 12(25%) Moderate extent and 12(25%) very Low extent. This indicates that, salary was very high extent.

**Figure 4.21. Job security offered by the FDARA response**



*The effect of job satisfaction on employee’s performance*

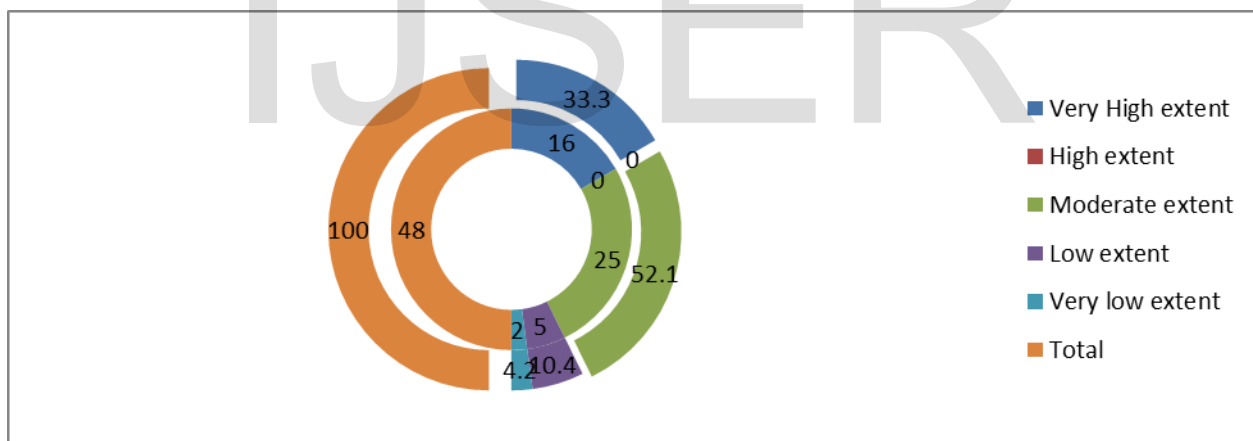
**Table: 4.23. Communication in the FDARA response**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Very High extent</b>	<b>16</b>	<b>33.3</b>	<b>33.3</b>	<b>3.47</b>	<b>1.18</b>
<b>High extent</b>	<b>0</b>	<b>0</b>	<b>33.3</b>		
<b>Moderate extent</b>	<b>25</b>	<b>52.1</b>	<b>85.4</b>		
<b>Low extent</b>	<b>5</b>	<b>10.4</b>	<b>95.8</b>		
<b>Very low extent</b>	<b>2</b>	<b>4.2</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.24 shows 16(33.3%) respondents said that very high extent, 25(52.1) Moderate extent and 5(10.4%) Low extent and 2(4.2%) very Low extent. This indicates that, salary was very high extent.

**Figure 4.22. Communication in the FDARA response**



**Table: 4.24. Operating system (Procedure) in the FDARA response**

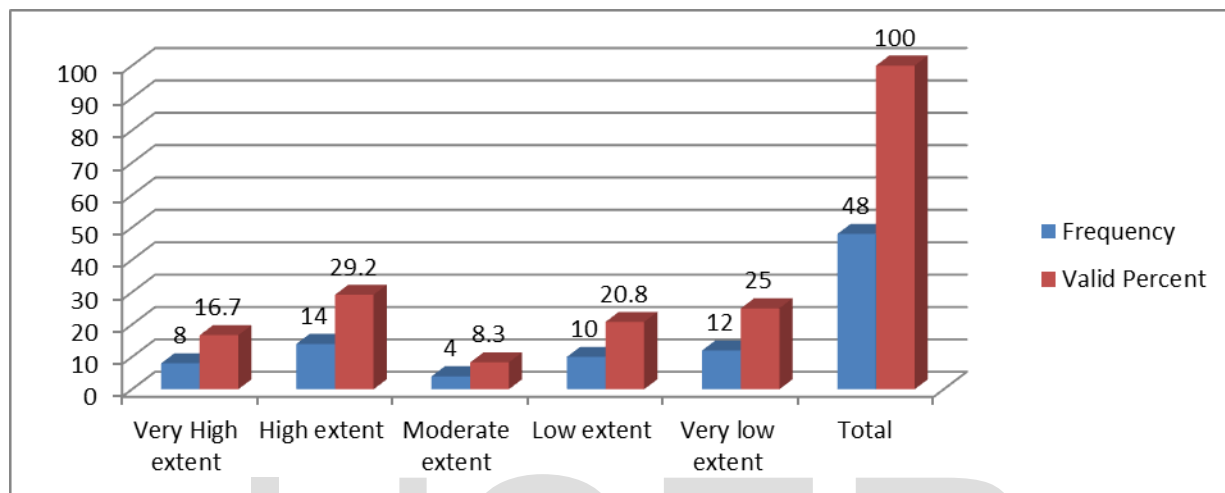
Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Very High extent</b>	<b>8</b>	<b>16.7</b>	<b>16.7</b>	<b>2.91</b>	<b>1.48</b>
<b>High extent</b>	<b>14</b>	<b>29.2</b>	<b>45.9</b>		
<b>Moderate extent</b>	<b>4</b>	<b>8.3</b>	<b>54.2</b>		
<b>Low extent</b>	<b>10</b>	<b>20.8</b>	<b>75.0</b>		
<b>Very low extent</b>	<b>12</b>	<b>25.0</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

### The effect of job satisfaction on employee's performance

The above table 4.25 shows 8(16.7%) respondents said that very high extent, 14(29.2%) high extent, 4(8.3%) Moderate extent and 10(20.8%) Low extent and 12(25%) very Low extent. This indicates that, salary was very high extent.

**Figure 4.23. Operating system (Procedure) in the FDARA response with graph**



**Table: 4.25. Recognition provided by the FDARA response**

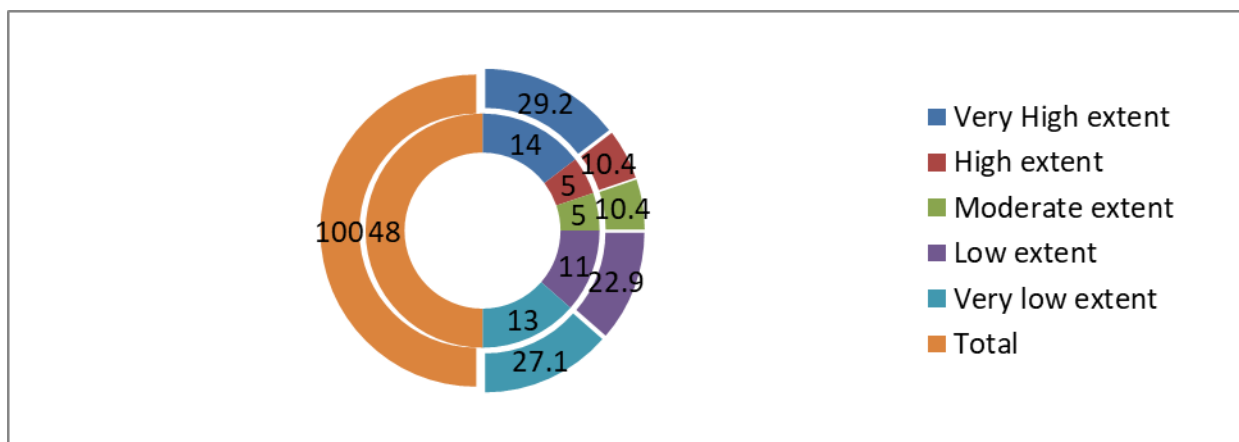
Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Very High extent</b>	<b>14</b>	<b>29.2</b>	<b>29.2</b>	<b>2.91</b>	<b>1.62</b>
<b>High extent</b>	<b>5</b>	<b>10.4</b>	<b>39.6</b>		
<b>Moderate extent</b>	<b>5</b>	<b>10.4</b>	<b>50.0</b>		
<b>Low extent</b>	<b>11</b>	<b>22.9</b>	<b>72.9</b>		
<b>Very low extent</b>	<b>13</b>	<b>27.1</b>	<b>100.0</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author's own survey August, 2021.

The above table 4.26 shows 14(29.2%) respondents said that very high extent, 5(10.4%) high extent, 5(10.4%) Moderate extent and 11(22.9%) Low extent and 13(27.1%) very Low extent. This indicates that, salary was very high extent.

*The effect of job satisfaction on employee’s performance*

**Figure 4.24. Recognition provided by the FDARA response**



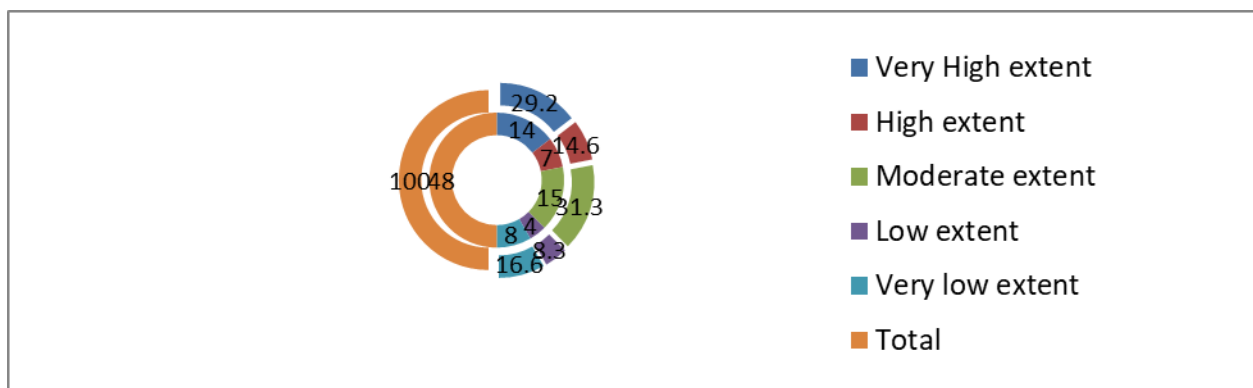
**Table 4.26: Effect of job satisfaction on work performance level of extent**

Response	Frequency	Valid Percent	Cumulative Percent	Mean	St. Deviation
<b>Very High extent</b>	<b>14</b>	<b>29.2</b>	<b>29.2</b>	<b>3.31</b>	<b>1.41</b>
<b>High extent</b>	<b>7</b>	<b>14.6</b>	<b>41.8</b>		
<b>Moderate extent</b>	<b>15</b>	<b>31.3</b>	<b>73.1</b>		
<b>Low extent</b>	<b>4</b>	<b>8.3</b>	<b>81.4</b>		
<b>Very low extent</b>	<b>8</b>	<b>16.6</b>	<b>100.00</b>		
<b>Total</b>	<b>48</b>	<b>100</b>			

Source: Author’s own survey August, 2021.

The above table 4.27 shows 14(29.2%) respondents said that very high extent, 7(14.6%) high extent, 15(31.3%) Moderate extent and 4(8.3%) Low extent and 8(16.6%) very Low extent. This indicates that, the effect of jobs satisfaction on employee performance were very high extent.

**Figure 4.25. Effect of job satisfaction on work performance level of extent with graph**





*The effect of job satisfaction on employee’s performance*

**Table: 4.27. Overall effect of jobs satisfaction Response**

S/N	Job satisfaction effect on....	No# of respondent	Respondent In %				
			Strongly agree (5)	Agree (4)	Neither Agree nor disagree (3)	Disagree (2)	Strongly disagree (1)
1	Goal achievement	48	15(31.3)	11(22.9)	7(14.6)	11(22.9)	4(8.3)
2	Working quality	48	20(41.7)	10(20.8)	8(16.7)	5(10.4)	5(10.4)
3	Duration in the organization	48	19(39.3)	12(25.0)	9(18.8)	2(4.2)	6(12.5)
Pooled Mean		48	18(37.5)	11(22.9)	8(16.7)	6(12.5)	5(10.4)

*Source: Author’s own survey August, 2021.*

The above table 4.27 Job satisfaction will affect goal achievement? Response shows from out of 48 respondents 15(31.3%) respondents were strongly agree, and 11(22.9%) Agree, while 4(8.3%) Neither Agree nor disagree, and 4(8.3%) disagree and 1(2.1%) were strongly disagree. This indicates that, Job satisfaction was the effect goal achievement in Federal documents and authentication agency.

Also, 20(41.7%) strongly agree jobs satisfaction the effect of working environment, 11(22.9%) Agree, while 4(8.3%) Neither Agree nor disagree, and 4(8.3%) disagree and 1(2.1%) were strongly disagree. This indicates that, Job satisfaction was the effect work quality in Federal documents and authentication agency.

Additionally, 19(39.3%) strongly agree jobs satisfaction the effect of duration in the organization, 11(22.9%) Agree, while 4(8.3%) Neither Agree nor disagree, and 4(8.3%) disagree and 1(2.1%) were strongly disagree. This indicates that, Job satisfaction was the effect duration in the organization in Federal documents and authentication agency.

Generally the respondent response was pooled summaries,18(37.5%) of respondents jobs satisfaction is the effect of goal achievement, working environment and duration in the organization strongly agree, 11(22.9%) agree, while 8(16.7%) Neither Agree nor disagree, 6(10.4%) disagree and 5(10.4%) strongly disagree. This indicates that, Jobs satisfaction was the effect of Goal achievement, work quality and duration in the organization.

## *The effect of job satisfaction on employee's performance*

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### **4.7. Correlation Analysis**

A correlation is a statistical device that measures the strength or degree of a supposed linear association between two or more variables. One of the more common measures used is the Pearson correlation, which estimates a relationship between two variables. The value of the coefficient( $r$ ) range from -1 up to +1. The value of coefficient of correlation( $r$ ) indicate both the strength and direction of the relationship.

If the Person correlation is -1, it means there is perfectly strong negative relationship between two variables if the Pearson correlation is +1, it means there is perfectly strong positive relationship between the two variables and if the correlation is 0, the two variables have not relationship. Further, If a correlation is between 0.2 to 0.29 (ignoring the sign), the association is small/low, If the correlation between 0.3 to 0.39, the association is medium (moderate), and if a correlation is 0.4 to 0.69 the association is strong,

If the correlation is 0.70 or higher the association is very strong (very high) (Colin and Paul, 2012). In order to determine the factors that affect employees' motivation in the agency, correlation analysis between dependent variable; employee performance and independent variables; extrinsic and intrinsic factors has been conducted on the two dimension of motivational factors.

As the table below depicted, all variables are related with each other's at the significant level of 0.01. The Pearson correlation results between employees' performance and extrinsic factors ( $r = 0.450$ ,  $p < 0.01$ ) which means, employees' motivation have strong positive relationship and significant with extrinsic factors, the Pearson correlation between employees' motivation and intrinsic factors ( $r = 0.263$ ,  $p < 0.01$ ) which means, employees' performance have moderate positive relationship and significant within intrinsic factors. From this Pearson correlation result the researcher concluded that, employees' motivation have a positive relationship within the two factors, but in the agency employees' motivation is strongly affected by extrinsic factors and moderately affected by intrinsic factors.

*The effect of job satisfaction on employee’s performance*

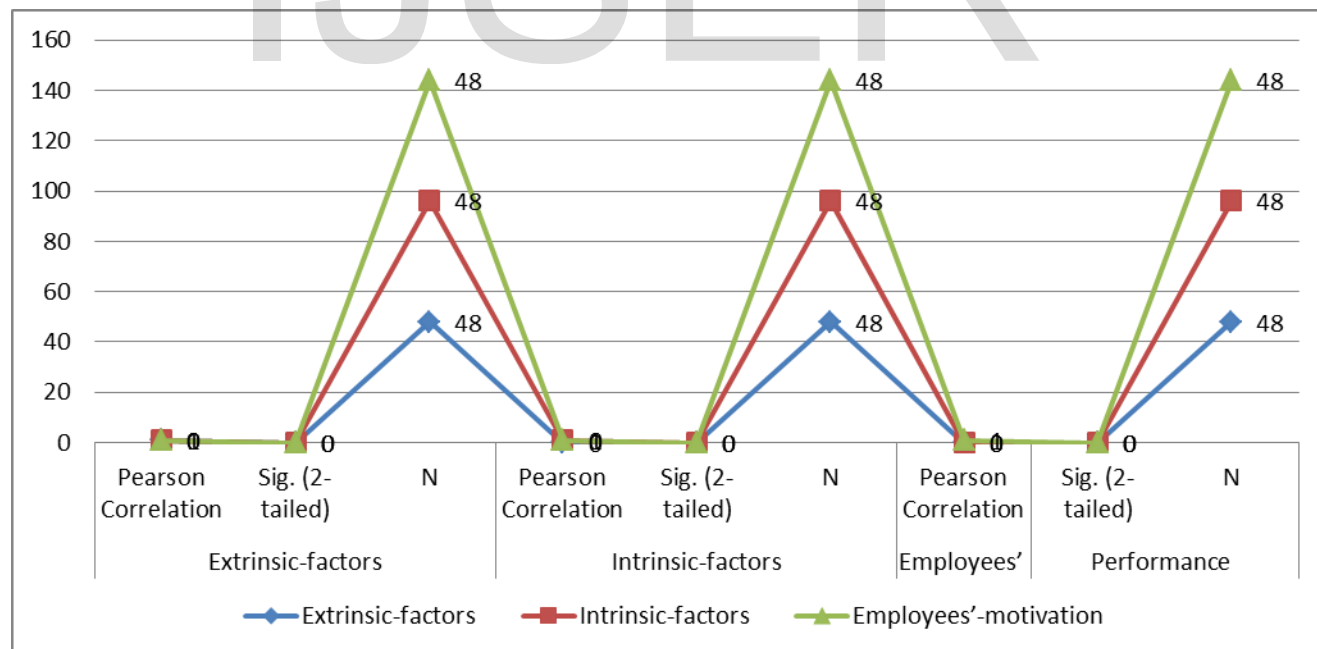
**Table-28. Correlation analysis**

		Extrinsic-factors	Intrinsic-factors	Employees’-motivation
Extrinsic-factors	Pearson Correlation	1	.292**	.450**
	Sig. (2-tailed)		.000	.000
	N	48	48	48
Intrinsic-factors	Pearson Correlation	.292**	1	.263**
	Sig. (2-tailed)	.000		.000
	N	48	48	48
Employees’ Performance	Pearson Correlation	.450**	.263**	1
	Sig. (2-tailed)	.000	.000	
	N	48	48	48

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

*Source: Author’s own survey August, 2021.*

**Figure 4.26. Correlation analysis with graph**



*The effect of job satisfaction on employee’s performance*

**4.8. Regression Analysis**

Linear Regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable from independent variable.

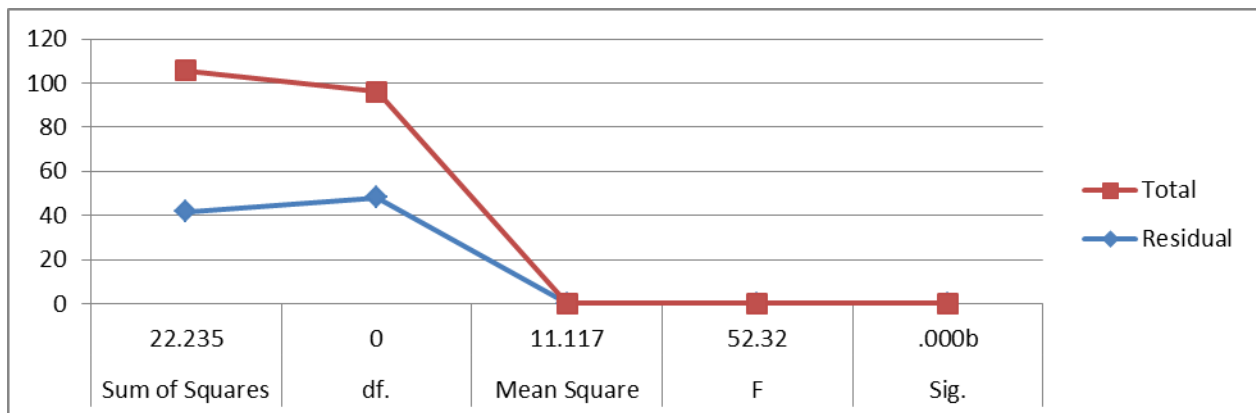
**Table-29. Regression analysis**

ANOVA						
Model		Sum of Squares	df.	Mean Square	F	Sig.
1	Regression	22.235	0	11.117	52.320	.000b
	Residual	41.683	48	.207		
	Total	63.918	48			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), intrinsic and extrinsic factor						

*Source: Author’s own survey August, 2021.*

The above ANOVA table indicates the stoical significance of the regression model that was run. Here p is less than 0.05 and indicates that, overall, the regression model statistically significantly predicates the outcome variable. Since the result F= 62.320 which is greater than 1 and P < 0.05 we can conclude that the combination of determinant factor have positive effect on employees’ motivation which is statistically significant and confident at 96%.

**Figure 4.27. Regression analysis with graph**



## *The effect of job satisfaction on employee's performance*

**Table- 30. Summary of Regression Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.760a	.636	.529	.31691
a. Predictors: (Constant), intrinsic and extrinsic factors				

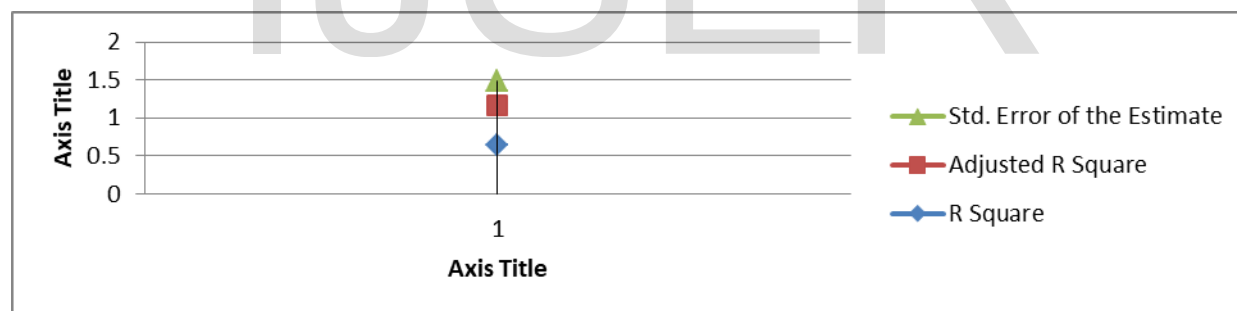
*Source: Author's own survey August, 2021.*

As indicated in the model summary as shown in the above table -11 the linear combination of the independent variable was significantly related to the dependent variable.

R-value tells that the overall independent variables such extrinsic and intrinsic have strong effect on the dependent variable (Employee performance).

R-square indicates that dependent variable (Employees' performance) is explained by the overall independent variables such extrinsic and intrinsic explains 63.6 % ( $R^2 = 0.636$ ) of the dependent variable (Employees' Performance). This suggests that 63.6 % of employees' performance level in agency clearly depends on the independent variables while the remaining 36.4 % is determined by other unaccounted factors in this study.

**Figure 4.28. Summary of Regression Model with graph**



**Table -31 .Coefficients of Regression Model**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.799	.131		4.069	.000
	Extrinsic	.486	.053	.700	9.196	.000
	Intrinsic	.110	.056	.138	1.954	.052
a. Dependent Variable: Jobs satisfaction						

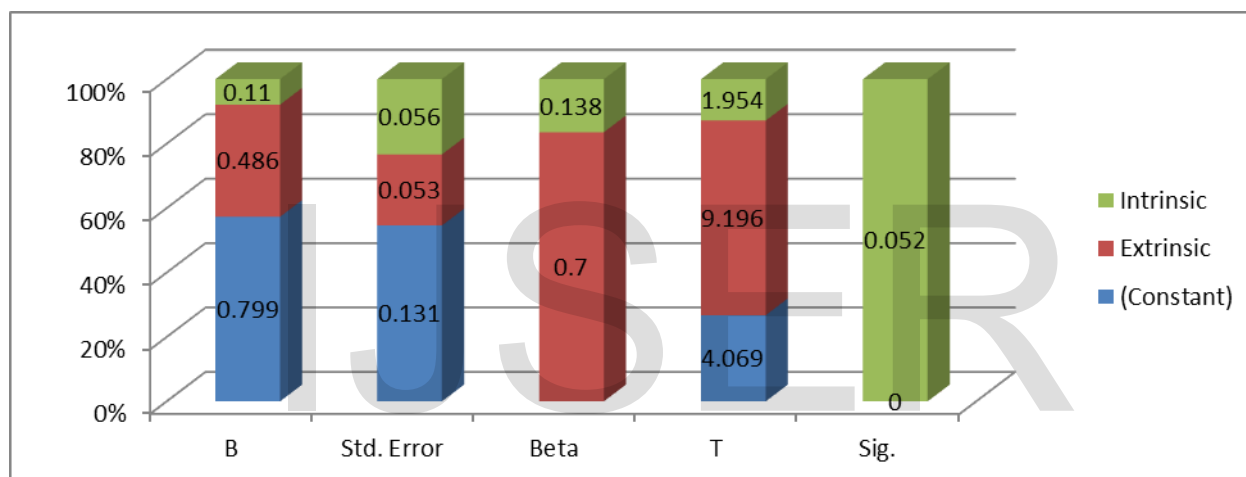
*Source: Author's own survey August, 2021.*

## *The effect of job satisfaction on employee's performance*

As the above table shown, there is a significant relationship between Jobs satisfaction and extrinsic and intrinsic factors. This implies if the value of dependent variable (employees' motivation) increases by 1 unit also the value of independent variable (extrinsic factors) rises by 0.7 units and if the value of employees' motivation increases the value of intrinsic factors rises by 0.128 units.

The researcher concluded that employee performance is affected both by extrinsic and intrinsic factors; if its' value is increases at the same status employees performance is also rises. Generally, depends on the regression analysis, employees' performance is extremely affected by extrinsic factors.

**Figure 4.29. Coefficients of Regression Model with graph**



### 4.9. Descriptions and analysis from open Ended Questions

In order to assess measures taken by the Agency to improve employees' job satisfaction and their performance qualitative research methods was used.

Qualitative research involves the use of methods such as participant observation or case studies which result in a narrative, descriptive account of a certain practice (Parkinson and Drislane, 2011).

The qualitative findings and analysis present sector based in-depth interviews with human resource director and vice president Advisor in FDARA.

The qualitative analysis also intends to help understand factors determine the job satisfaction of administrative staff in Federal Documents Authentication and Registration Agency, the effects of job satisfaction on employees' performance and their opinion on the relationship between

## *The effect of job satisfaction on employee's performance*

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employee job satisfactions with their performance. Findings from the study are summarized as follows:

- ❖ Employees perform better when they are satisfied with their job. It is tried to provide different compensation package in which the management wish that improve the satisfaction of employees such as overtime pay, provision of educational opportunity, providing transportation, facilitating promotional opportunity and providing appropriate training and development to the employees to increase the efficiency of the employees individually. Furthermore, in the university it is tried to generate the better social relationship among the employees to stabilize the work environment and motivate the employees to work as a team.
- ❖ The team shall benefit more from harmonious interpersonal communication and will result in improved productivity and the management making sure employees are clear about their work assignments means communicating those expectations well and continue to manage what is expected through frequent communications.

### **4.9.1. Measures taken by FDARA Senior level Management**

- ❖ Measures taken by the Agency to improve employees' job satisfaction and their performance was assessed and the management officials believe that to improve employees' job satisfaction and their performance the university take steps toward improving morale.
- ❖ To improve employee's performance the Agency should assess and upgrade salary grade, design special benefit package and create promotion opportunities.
- ❖ Conducting six month and annual performance evaluation is another measure to improve performance and this ensures employees know where they stand at all times and it also keeps goals in the forefront of their tasks. Nevertheless, from the in-depth interview of the HR Coordinator and management officials the study found that the measures taken by the management was not sufficient to improve employees' job satisfaction and their performance. Accordingly, Agency should improve the observed gaps.

## CHAPTER FIVE

### 5. SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1. Introduction

The chapter presents the general findings of the research in the context of the central ideas underpinning the objectives of this research. The perspective of this chapter does not only recommends solutions but presents the findings in relation to employee job satisfaction and employee work performance in Federal Documents Authentication and Registration Agency. The key components of the chapter include the summary of findings, conclusion and recommendations.

##### 5.1.1. Summary of major Findings

The respondents for the study were all levels of employees in Federal Documents Authentication and Registration Agency using a sample of 50 of which 48 responded. Data was gathered through the administration of questionnaires on the part of the employees while in-depth interview (IDI) was conducted on HR coordinators and senior management staff. Below are the key findings emanating from the study?

- ❖ The general level of job satisfaction of employees of Federal Documents Authentication and Registration Agency was assessed. Accordingly, the mean score and standard deviation of respondents' on the overall satisfaction was 2.20 and 1.05 respectively. It came to light that Employees were dissatisfied with the overall job in Federal Documents Authentication and Registration Agency.
- ❖ Regarding factor that affect job satisfaction of Employees in FDARA the study explored that the overall working environment, relationship with supervisor, relationship with co-worker, operating procedure, communication, salary, benefit packages, nature of the job, job security, promotion opportunity and recognition are factors affecting of jobs satisfaction on employees performance with mean score between 2.25 and 3.77. Furthermore this descriptive results and qualitative finding it demonstrates that salary, recognition, benefit package, promotion, nature of the job and job security as the main



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factor with mean score and standard deviation 2.25 and 1.08 respectively for Employees of Federal Documents Authentication and Registration Agency. Yet, the respondents are not satisfied with the salary paid and jobs security by the Federal Documents Authentication and Registration Agency.

- ❖ As far as the factors of job satisfaction concerned recognition, job security, benefit package, nature of the job and promotion, and highly affected the Employees work performance in Federal Documents Authentication and Registration Agency. Accordingly the analysis indicates that training, promotion and nature of the job are the highest factors which influence work performance with mean score of 2.25, 2.47, 2.47 and 2.41 respectively. Yet the study explored that Operating procedure provided by the Agency influence Employees performance with mean score of 3.60 and standard deviation 2.5. This implies that Operating procedure has little influence on employees' work performance.
- ❖ In addition, the study assessed the effect of job satisfaction on employee performance and it find out that employee performance can be highly affected by job satisfaction with mean score of 3.31 and standard deviation 1.41.
- ❖ Effects of job satisfaction was also assessed through performance indicators and the study investigated that goal achievement, working quality and duration in the organization were largely affected by job satisfaction with mean value 3.25, 3.35 and standard deviation 3.15 and 1.26. 1.37 and 1.36 and respectively. From this descriptive analysis and qualitative finding it is demonstrated that work performance can be extremely influenced by job satisfaction.
- ❖ Furthermore, measures taken by the Federal Documents Authentication and Registration Agency to improve employees' job satisfaction and their performance the qualitative finding shows that the DARA takes some measures to improve job satisfaction and performance of the employees. However, the study found that measures taken by the Agency was not that match enough and insufficient.

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### **5.1.2. Conclusion**

The study assessed factors that affect employees' job satisfaction and its effect on employees work performance in Federal Documents Authentication and Registration Agency.

- ❖ The findings show that, at greater percentage of Employees were dissatisfied with the overall job satisfaction and determinants of job satisfaction and were satisfied only with Operating procedure and relationship with immediate co-worker. Employees' job dissatisfaction is not only critical for workers themselves but also for the organization because, when people fail to show up for work or quit their jobs, valuable human resources are wasted and will be corrupted. As a result Federal Documents Authentication and Registration Agency should improve the job satisfaction and determinants of job satisfaction.
- ❖ The study explored that salary, benefit packages, nature of the job, relationship with immediate supervisor, relationship with co-worker, overall working environment, promotion opportunity, recognition, job security, communication and operation system affect the satisfaction of the employees performance.
- ❖ From the finding of the study, it can be concluded that if these all factors became favorable for the employees in Federal Documents Authentication and Registration Agency then job satisfaction level and performance will be enhanced.
- ❖ A slightly higher salary, benefit package, job security and proportion of respondents replied job satisfaction has an effect on performance and performance indicators. Thus the study proved that job satisfaction has an influence on employee performance in Federal Documents Authentication and Registration Agency and to attain high performance in the Agency it requires highly satisfied workforce as they endeavor to extend more effort to performance and work harder to achieve result.
- ❖ The management of the Federal Documents Authentication and Registration Agency took some measures to improve employees' job satisfaction and work performance although these measures were insufficient. Furthermore this implies that the Agency must take extra step to improve job satisfaction and performance of employees.

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- ❖ Thus, if the benefits of job satisfaction are to be achieved and if it is to make its fullest effect in increasing productivity it can be concluded that management of Federal Documents Authentication and Registration Agency should insure job satisfaction within the organization goal achievement targeted as key priority.

### **5.1.3. Recommendations**

In the light of the key findings of the study and the conclusions drawn, the following recommendations are made.

- ❖ The findings of the study indicate that majority of the respondents dissatisfied with the overall job satisfaction and factors that determine job satisfaction in Federal Documents Authentication and Registration Agency. Hence, the organization must take broad steps to enhance the level of satisfaction of their employees and invest time in evaluating, setting standards and measuring job satisfaction.
- ❖ The study evident that respondents satisfied with nature of the job, relationship with immediate co-worker and operating procedure in Federal Documents Authentication and Registration Agency. Thus, management of the Agency need to take into account these variables to attract retains and motivates their employees, so that employees are satisfied with their jobs and have good performance.
- ❖ The Organization should give equal attention for each job satisfaction factor and improve them to increase employees' productivity. Hence, the Agency should have to make improvement on all dimensions of job satisfaction in order to increase employees' satisfaction. This will enable them maintain high level of competitiveness in the Agency.
- ❖ Salary, recognition and job security was considered to be one of the most important factors influencing job satisfaction of Employees performance of Federal Documents Authentication and Registration Agency. However, employees of the Agency considered in this study were found dissatisfied. To retain talented, competent and efficient workers, the management of Federal Documents Authentication and Registration Agency should design a new compensation and benefit packages system that satisfies employees of the organization and improve their performance.

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- ❖ The FDARA must review its benefits packages, employees' relationship with supervisor, promotion opportunity, working environment, and communication and operation system to enhance employees work performance.
- ❖ Effect of Job satisfaction has an influence on work performance. Thus, the Federal Documents Authentication and Registration Agency needs to use job satisfaction as an effective tool for improving employees' performance.
- ❖ The study recommends that measures taken to improve job satisfaction and performance by the management should be enhanced. This will enable them maintain high level of productiveness in the organization.
- ❖ Additionally the organization is services delivery and exercising best customer management, and if you did not improve factors affecting employee's jobs satisfaction, the employees will go down to corruption. Because the employees are services architect and the jobs have direct attachment with corruption. Then the researcher recommended for the Agency to improve employee's jobs satisfaction by designing special benefit package for improving employees work performance.
- ❖ The researcher recommends for senior management team to take experience sharing from Ethiopian Custom authority and Ethiopian national bank to design benefit strategy for employees to increase agency productivity.
- ❖ The researcher recommended for further researches to be conducted by including more samples to make the research more representative and use statistical methods to better show the relationship of variables. Moreover, the study also did not address other factors that would affect employee satisfaction. In addition, the study failed to cover other Federal documents authentication and registration agency. So, it is recommended to have further study to fill the gaps in this research.

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### APPENDIX



**BST College Kolfe  
Campus**



**BST COLLEGE SCHOOL OF POST GRAGUATION DEPARTMENT OF MBA  
PROGRAM IN BUSINESS ADMINISTRATION**

### Written Questionnaires

**Dear Respondent,**

I am conducting a research for the partial fulfillment of master's degree of Business Administration at College of business Administration. The aim of this questionnaire is to study "The effect of job satisfaction on Employees performance in Federal Documents Authentication and Registration Agency".

Your genuine and prompt reply is critical for the success of this research. Therefore, your support in this regard is highly appreciated. All data included in this questionnaire will be used only for academic research and will be strictly confidential. There is no need of writing your names. After all questionnaires are collected and analyzed, interested participants of this study will be given feedback on the overall research result. Would like to express your cooperation in advance.

Thank You

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**BST College of Graduate Studies Department of Business Administration.**



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### Part One (1): Demographic Information

1. Please indicate your choice by putting a thick mark (✓) among the given alternatives

<b>1</b>	What is your gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>			
<b>2</b>	What is your educational status	Certificates <input type="checkbox"/>	diploma <input type="checkbox"/>	egree <input type="checkbox"/>	asters and above <input type="checkbox"/>	
<b>3</b>	How many years have you been in FDARA?	1-5 <input type="checkbox"/>	6-10 <input type="checkbox"/>	1-15 <input type="checkbox"/>	6-20 <input type="checkbox"/>	0 <input type="checkbox"/>

### Part Two (2): level of job satisfaction

1. Please tick (✓) on your overall level of job satisfaction at Federal Documents Authentication And Registration Agency

Very satisfied (5)	Satisfied (4)	Neither satisfied nor dissatisfied (3)	Dissatisfied (2)	Very dissatisfied (1)

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### **Part Three (3): factors affecting your job satisfaction**

1. What factors determine your job satisfaction at Federal documents authentication and registration agency? (Please tick number of the specific item in the column provided to indicate your position)

**5. Strongly agree, 4. Agree, 3. Neither agree nor disagree, 2. Disagree, 1. Strongly disagree**

S/N	Factors determine your job satisfaction	5	4	3	2	1
1	Working environment					
2	Relationship with supervisor					
3	Relationship with co-worker					
4	Operating procedure					
5	Communication					
6	Salary					
7	Benefit packages					
8	Nature of the job					
9	Job security					
10	Promotion					
11	Recognition					

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**Part Four (4): The effect of job satisfaction on performance;**

1. The effect of job satisfaction on performance;

5=Very high extent 4=high extent 3= moderate extent 2=low extent 1=very low extent

S/N	The effect of job satisfaction on performance;	5	4	3	2	1
1	The salary that the FDARA provides you					
2	The benefit packages provided by the FDARA					
3	The nature of your job in FDARA					
4	Relationship with your immediate superior					
5	Relationship with your co-worker					
6	The overall working environment of the FDARA					
7	Promotion opportunities to a better position and advancement offered by the FDARA					
8	Job security offered by the FDARA					
9	Communication in the FDARA					
10	Operation system( Procedure) in the FDARA					
11	Recognition Provided by the FDARA					

2. To what extent do you think the effect of job satisfaction on work performance ?(please Tick number of the specific item in the column provided to indicate your position)

Very high extent (5)	High extent (4)	Moderate extent (3)	Low extent (2)	Very Low extent (1)

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3. Do you think job satisfaction has effect on the following items? (Please tick number of the specific item in the column provided in to indicate your position)
4. 5 strongly agree 4. Agree 3. Neither agree nor disagree 2. Disagree 1.strongly disagree

S/N	Job satisfaction effect on	5	4	3	2	1
1	Goal achievement					
2	Working quality					
3	Duration in the organization					

### **Part Five (5): In- depth interview**

**I.In-depth interview question for Federal Documents Authentication and Registration Agency human Recourse director and Agency Deputy Director.**

1. What factors determine that job satisfaction of employees in Federal Documents Authentication and Registration Agency? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. What are the effects of job satisfaction on employees 'performance? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. What measures taken by the FDARA to improve employees' job satisfaction and their performance. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

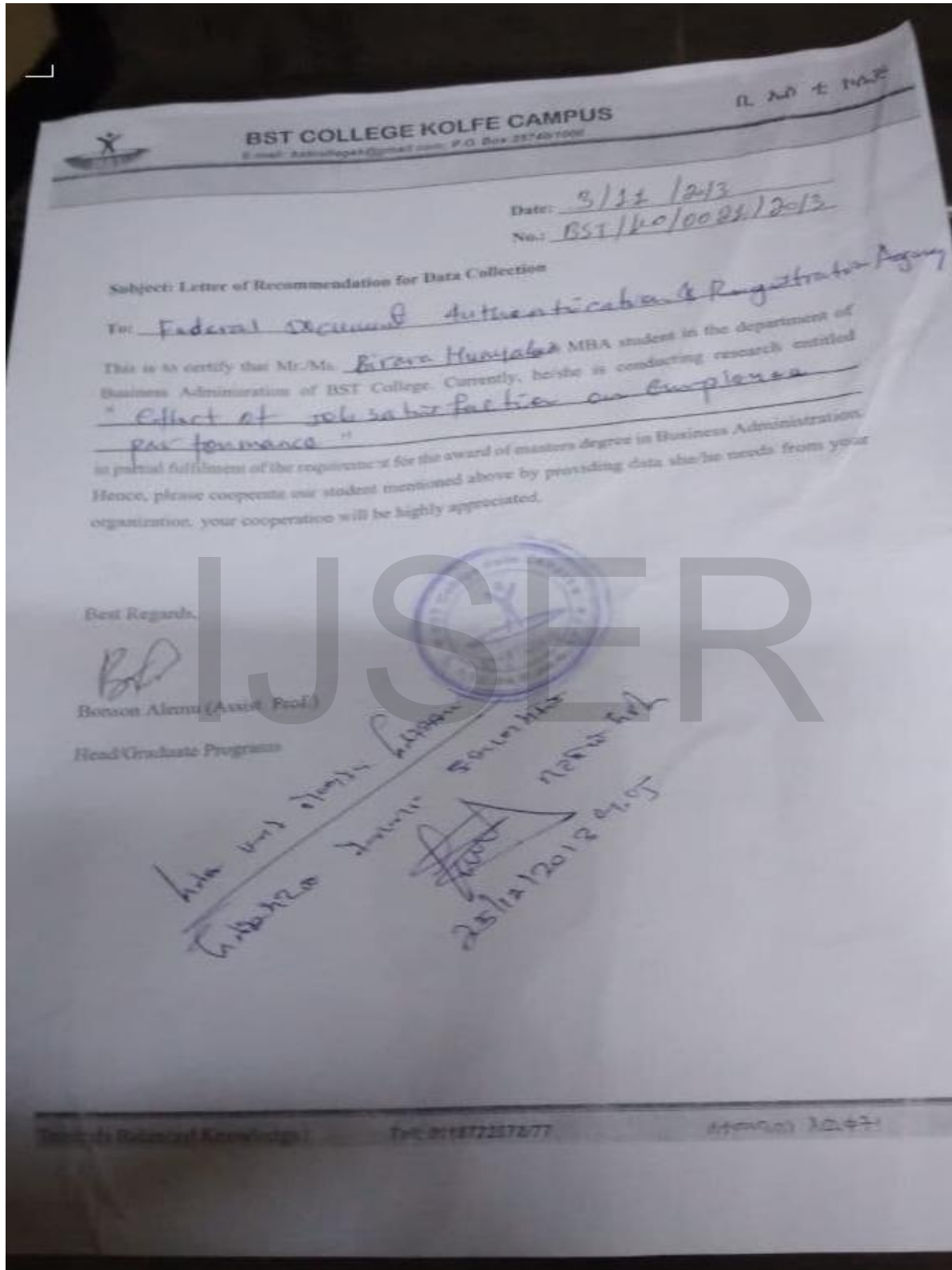
**Thank you!!**

**Birara Hunyalew**

**0910164007**

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**LETTER FOR RECOMONDATION FOR DATA COLLECTION**



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**POPULATION EVIDENCE FROM FDARA HR OFFICE**

Data No@ 1: The number of population for sample Size selection purpose total employees at Federal Documents Authentication and Registration Agency head office (Mexico lideta area).

No	Targeted Institution	Total Employees			Remark
		Female	Male	Total	
1	Human Resources Directorate	12	5	17	
2	Communication and public relation Directorate	6	6	12	
3	Ethics and anti-corruption Directorate	14	6	20	
4	Finance procurement Directorate	29	4	33	
5	Change Management Directorate	4	-	4	
6	Legality and Attorney Directorate	9	7	16	
7	Audit and inspection Directorate	4	1	5	
Total		78	29	107	