



COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
MASTER OF BUSINESS ADMINISTRATION (MBA)

DETERMINANTS OF EMPLOYEE PERFORMANCE IN THE CASE OF
MOJANA WEDERA WERDA PUBLIC SECTOR

BY

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JUNE, 2024

DEBRE BIRHAN, ETHIOPIA

DEBRE BERHAN UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

DETERMINANTS OF EMPLOYEE PERFORMANCE IN CASE OF
MOJANA WEDERA WERDA PUBLIC SECTOR

A THESIS SUBMITTED TO DEBRE BERHAN UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR A MASTER'S DEGREE
IN BUSINESS ADMINISTRATION

BY

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STUDENT’S DECLARATION

I, Sosina Mulatu, the undersigned, confirm that this is my original work and has not been submitted to any other college, institution, or university other than the Debre Berhan University for academic credit. I declare that the thesis entitled “Determinants of Employee Performance in The Case of Mojana Wedera Werda Public Sector” is my unique effort. I have carried out the present study independently with the supervision and support of the research advisor, Kidanie K (PhD) any other contributors or sources used for the study have been appropriately acknowledged.

Signed: _____ Date: _____

Sosina Mulatu

CERTIFICATE

This was to certify that Sosina Mulatu has completed his thesis entitled “Determinants of Employee Performance in The Case of Mojana Wedera Werda Public Sector”. In my opinion, this thesis was appropriate to be submitted as a partial fulfilment requirement for the award of a Degree in Master of Business Administration.

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Advisor _____

Signature and Date

APPROVAL OF THE THESIS

As members of the Board of examiners of the final MBA thesis open defines examination, we certify that we have read and evaluated the thesis prepared by Sosina Mulatu entitled “Determinants of Employee Performance in the case of Mojana Wedera Werda Public Sector” is recommended that the thesis be accepted as fulfilling the thesis requirement for the degree of Masters of Business Administration (MBA).

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ACKNOWLEDGMENT

First and foremost, I would like to thank God Almighty for giving me the strength, knowledge, ability, and opportunity to undertake this research study. Secondly, I would like to express my sincere gratitude and appreciation to my advisor Kidanie K (PhD) for their, constructive comments and professional advice in the preparation of this research paper. Finally, my deepest thanks go to all my friends in the management department at Debre Berhan University.

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ABSTRACT

The main objective of this study was to investigate the Determinant of Employee performance in The case of Mojana Wedera Werda Public Sector. To accomplish the aforementioned objectives, the study used a quantitative research approach and employing survey techniques to collect pertinent data through questionnaires from primary sources. A total of 1351 study subjects were targeted, of which 309 samples were selected using a stratified random sampling technique. Out of all questionnaires distributed to sample respondents, only 301 questionnaires were properly filled and used for data analysis. The reliability of the instrument is evaluated through the Cronbach alpha test, and the respondents' responses were analyzed using descriptive statistics, correlation, and regression analysis. The results indicate that organizational commitment, training, employee empowerment, and work motivation have significant positive effects on employee performance. Considering the results, the study recommends as follows. Firstly, the public sector offices in the study area should invest in fostering organizational commitment through creating a supportive work environment and aligning employee values with organizational goals. Secondly, they may consider intrinsic motivation by recognizing achievements, providing challenging tasks, setting clear goals, and fostering a passion for work. Thirdly, the offices better continuing to prioritize training initiatives to enhance job-related skills and competencies. Lastly, empowering employees by granting autonomy, encouraging initiative, and fostering accountability needs to be considered by the public offices. Additionally, the study emphasizes the importance of recognition, appropriate rewards, aligning individual performance with organizational objectives, and providing constructive feedback to drive motivation and performance effectively.

Keywords: *Employee empowerment, Employee performance, Organizational commitment, Training, Work motivation*

ABBREVIATIONS AND ACRONYMS

EP	Employee performance
MWW	Mojana Wedera Werda
OC	Organizational culture
OC	Organizational commitment
WM	Work motivation

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Recently, most firms have been fully aware of the importance of employee performance; boosting employee performance or determining how to reach a high level of employee performance is becoming one of the most important components in any organization's success. Management's job is to bring people together to achieve business goals and objectives while utilizing existing resources efficiently and effectively. To improve employee performance, focus on elements such as motivation, creativity, job happiness, and workplace comfort (Afsar et al., 2018).

In today's competitive business world, human resources are the most precious asset, with the greatest potential for deciding an organization's structure. To be competitive, firms must be imaginative in managing this valuable resource. Successful managers know that human resources are important because they influence top management strategic decisions that shape the organization's future operations. An organization cannot perform well unless it has enough quantity of the proper individuals with the necessary training, qualifications, and experience. No matter how great the facility and equipment, nor how perfect the systems and policies are, there is no alternative for an appropriate and capable workforce (Getnet et al., 2014).

Managing employee performance is an essential component of human resource management that all managers and rating authorities must undertake throughout the year (Helmold & Samara, 2019) work demonstrates the importance of performance management in managing financial resources and program outcomes, as employee performance, or lack thereof, has a significant impact on both the financial and program components of any firm. Organizations with motivated and competent staff who provide excellent customer service are likely to outperform their competitors, even if the products they offer are equal. Customers expect to receive the correct answer at the appropriate moment, as well as to receive their products and services on time and accurately. Only humans can make these things happen and achieve a long-term competitive edge (Aguinis, 2009).

Employee behaviour, enthusiasm and contentment with their jobs, and a sense of fairness all have an impact on the organization's productivity, level of service, reputation, and survival. In short, people make a significant difference. Human resources are an organization's most essential resource. Without effective resources, an organization cannot achieve its goals. Human resource management begins with the appropriate use of these resources to meet organizational goals (Birhanu, 2014).

Although several factors contribute to productivity, job performance is thought to be the most important one. Job performance is one of the key factors for upgrading and improving the service business. Job performance refers to the behaviours that are required to follow the organization's goals and purpose under the control of individual employees (Rich, Lepine, & Crawford, 2010). According to Shepherd and Gunter (2006), performance measurement systems are a comprehensive set of metrics used to quantify both the efficiency and effectiveness of actions. Psychological research conducted throughout time reveals that there is considerable diversity in individual performance both within and across people. These studies argue that personal and social factors influence individual achievement. In other words, employee performance is determined by both individual and collective conduct.

According to Donovan, Bateman, & Heggstad (2013), cognitive capacity, conscientiousness, goal orientation, and motivation are all elements that influence individual variances in job performance. According to Lim & Shin (2021), practice is a substantial linear and quadratic predictor of performance scores over time. That is, individuals improve their performance by practice until they reach a certain level of experience, beyond which their performance declines. Additionally, they discovered that effort intensity was not a significant predictor of performance.

Today, the emphasis on managing the human part of the business is important, and all managers are accountable for managing their subordinates. Many researchers feel that human resource management is the organization's nervous system, which might be tough to manage. If you succeed in managing the organization's people resources, you will succeed in managing its other resources as well. As a result, managing staff performance will significantly improve the organization's overall performance (Armstrong. 2010). In the case of Mojana Wedera Werda, it is important to identify the factors that influence employee performance to improve productivity and overall organizational success. The assumed determinants of employee performance in this

specific context could include factors such as organizational commitment, work motivation, training, and leadership. By understanding these determinants, it was possible to propose strategies and interventions to enhance employee performance in Mojana Wedera Werda. This study aims to explore the relationship between these determinants and employee performance in the public sector of Mojana Wedera Werda, with the ultimate goal of improving organizational effectiveness and service delivery.

1.2 Statement of the Problem

Most firms in this competitive labour market fail to meet their goals because their personnel perform below expectations. This is due to the failure of the workplace to motivate employees to work more. If management does not invest much in the welfare of their people, difficulties are certain to occur and may lead to industrial labour turnover, low commitment to work, low morale, poor job satisfaction, and low production of goods and services (Kumar & Patel, 2017).

Good personnel and performance are essential components of organizational success (Oladotun & Öztüren, 2013)claim that a job with strong motivation and cleanliness aspects results in excellent performance and low employee complaints. Employee performance, like all other systems, fails when its components do not communicate easily and efficiently. Thus, understanding the relationship between a company and its people is critical to improving the organization's ability to navigate change efficiently. Organizations must understand the elements that influence employee performance since such knowledge will assist them in making decisions that will install enhanced performance in individuals and, by extension, in the organization as a whole (Hassan, 2017). Employee performance has been demonstrated to have a major impact on organizational performance (Hook, 2015). This is because individual achievement serves as the foundation for organizational performance..One of the greatest hazards in an organization occurs when managers assume their businesses are always functioning at peak efficiency or do not require employee input (Jami, 2016).

Performance assessments can answer a variety of work-related questions, and poor performance can be remedied by laying out a plan for success. Even after receiving a positive review, employees benefit from appraisals that assist them in identifying how to enhance their job performance. Furthermore, while an employer may not require a reason to dismiss an employee, appraisals might serve as a rationale for such actions if necessary (Jackson, 2010). Performance

management is a modern HR practice that aims to maximize employee potential and meet company goals. Performance management is the process of taking systematic action to improve organizational, team, and individual performance by integrating it with financial and non-financial reward systems (Yusuf, 2015).

According to Mohammed (2016), factors influencing employee performance can help enhance recruitment, retention, and organizational outcomes. Different experts try to identify the factors influencing employee performance in various sectors and countries. Some of them are Maureen, (2012); Mohammed, (2016); Gebremichael&Frewein, (2020); Nelly, (2011); Biniyam, (2018), and Omolo &Mose,(2019). These and other researchers investigated their study in this area and identified the factors influencing employee performance indifferent countries and areas. Nevertheless, there are deviations in the achievement of employee performance in predefined goals and objectives in organizations where some have the highest capability regardless of the incentive while others may have a poor tendency to work. Consequently, organizations need to understand the determinant factors that affect employee performance because such insight will help them to make sound decisions that will increase employee performance and the overall performance of the organization. Identifying factors that impact employee performance can help organizations improve overall results (Bamlaku, 2016). However, the above researchers did not consider the factors influencing employee performance in the context of Mojana Wedera Wereda's public sector. Therefore, this study aimed to address this byinvestigating determinant factors influencing employee performance that is organizational commitment, work motivation, training, and employee empowerment in Mojana Wedera Wereda's public sector.

1.2.1. Research Questions

The study was an attempt to answer the main research questions.

1. How does organizational commitment impact on employee performance in the Mojana Wedera Wereda public sector?
2. What is the impact of work motivation on employee performance in the Mojana Wedera Wereda public sector ?

3. How does impact of training on employee performance in the Mojana Wedera Wereda public sector ?

4. What is the influence of employee empowerment on employee performance in the Mojana Wedera Wereda public sector?

2.2.1.Objectives of the Study

1.2.2. General Objective

The general objective of the study was to investigate the determinants of employee performance in the case of Mojana Wedera Werda Public Sector.

1.2.3. Specific Objective

The specific objectives of the study are:

- To Evaluate the influence of organizational commitment on employee performance in the Mojana Wedera Wereda public sector
- To examine the effect of work motivation on employee performance in the Mojana Wedera Wereda public sector.
- To examine the impact of training on employee performance in the Mojana Wedera Wereda public sector.
- To determine the influence of employee empowerment on employee performance in the Mojana Wedera Wereda public sector.

1.4.Research hypothesis

In light of the objectives expressed the following hypotheses were investigated

Ha1: Organizational commitment has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

Ha2:Work motivation has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

Ha3: Training has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

Ha4:Employee empowerment has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

1.4.Scope of the Study

The theoretical scope of the study is to investigate the determinants of employee performance in the case of Mojana Wedera Werda Public Sector., which involves analyzing the relationship between determinant factors and employee performance. The variables include determining factors affecting employee performance such as organizational commitment, work motivation, training, and employee empowerment. The geographical scope of the study is limited to public sectors in Mojana Wdera Wreda. Therefore, the findings of the study have not generalizable to other firms or regions. The methodological scope of the study involves using quantitative research approach methods to collect and analyse data. This include surveys, and statistical analysis to determine the relationship between factors and organizational performance.

1.4. Limitations of the Study

The study's scope was restricted to a small number of Mojana Wdera Wreda staff performance determinants. All over the nation ought to be investigated for a more comprehensive report. The evaluation of employee performance was conducted using a specific framework by the researcher, which has not have been adequately comprehensive because it only examined four factors: organizational commitment, work motivation, training, and employee empowerment. The study have not fully accounted for external factors like organizational culture, leadership styles, or economic conditions that could impact employee performance in the public sector. Additionally, time constraints may have prevented a more thorough exploration of the determinants of employee performance in the public sector.

1.5.Significance of the Study

The significance of the study on the determinants of employee performance in the Mojana Wedera Werda public sectors lies in its potential to contribute valuable insights and practical implications for improving organizational effectiveness and productivity. By identifying key factors that influence employee performance within this specific public sector , the study can help to inform strategic decision-making, policy development, and human resource management practices.

Understanding the determinants of employee performance in Mojana Wedera Wereda can lead to targeted interventions and initiatives aimed at enhancing employee motivation, job satisfaction, and overall job performance. This knowledge can also assist in the design of training programs, performance evaluation systems, and employee development strategies tailored to the unique needs and challenges of the public sector workforce in Mojana Wereda Wereda.

Furthermore, the study's findings have broader implications for other public sector organizations facing similar issues related to employee performance. By shedding light on the factors that impact performance outcomes in Mojana Wedera Wereda, the study can offer valuable lessons and best practices that can be applied in a wider context to drive organizational success and improve service delivery to the community.

1.6. Definition of Key Terms

The following definitions are provided to ensure uniformity and understanding of these terms throughout the study.

Organizational Commitment: refers to the level of engagement and dedication of team members feel toward their individual jobs and the organization (Tims et al., 2013).

Work motivation: refers to the human drive to work to gain rewards from that work, whether those rewards be physical, emotional, social, or monetary (Kuranchie-Mensah & Amponsah-Tawiah, 2016).

Training: is the process of learning the skills that you need for a particular job or activity (Salas et al., 2012).

Employee empowerment: refers to the authority and the freedom a company gives its employees to make decisions and take the necessary steps to achieve goals (Mohapatra & Sundaray, 2018).

Employee performance: is the quality and amount of work or output achieved by employees in carrying out their duties and responsibilities in an organization (Maryani, Entang, & Tukiran, 2021).

1.7. Organization of the Study

This study was organized into five chapters. The first chapter explains the background of the study, the statement of the problem, the objective of the study, the hypothesis, the significance of the study, and the scope of the study. The second chapter deals with a review of theoretical literature, empirical literature, knowledge gap, and conceptual framework. The third chapter is about the research methodology used to conduct the research, Data presentation and analysis are undertaken in the fourth chapter finally conclusion and recommendation in the final chapter.

CHAPTER TWO

2 REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature review

This study was grounded on the expectancy theory by Victor Vroom (1964), the goal-setting theory by Edwin Locke (1968), Taylor's Motivation Theory of Scientific Management, and Herzberg two two-factor theory which has shown multiple applications in the workplace. The four theories are classified as motivation theories and they underline the concept of performance management.

2.1.1 Goal-Setting Theory

Edwin Locke (1968) suggests that the individual goals established by an employee play an important role in motivating the employee for superior performance. This is because employees keep following their goals and if these goals are not achieved, they either improve their performance or modify the goals and make them more realistic. So, in any case, the performance is improved and this is what the performance management system aims at Otieno (2018).

Locke and colleagues (1981) examined the behavioral effects of goal-setting, concluding that 90% of laboratory and field studies involving specific and challenging goals led to higher performance than did easy or no goals. Githuka, (2017) argues that it is not sufficient to urge employees to "do their best". "Doing one's best" has no external referent, which makes it useless in eliciting specific behavior. To elicit some specific form of behavior from another person, this person must have a clear view of what is expected from him/her. A goal is thereby of vital importance because it helps an individual to focus his or her efforts in a specified direction. In other words, goals canalize behavior.

2.1.2 Expectancy Theory

Proposed by Victor Vroom (1964). This theory is based on the hypothesis that individuals adjust their behavior in the organization based on anticipated satisfaction of valued goals set by them. The individuals modify their behavior in such away that is most likely to lead them to attain these goals. This theory underlies the concept of performance management as it is

believed that performance is influenced by the expectations concerning future events Salaman et al. (2005).

Mitchell et al. (2000) suggest that assuming goal acceptance, increasing the challenge or difficulty of goals leads to increased motivation and performance increases. Expectancy theory hypothesizes that individuals change their behavior according to their anticipated satisfaction in achieving certain goals Vroom (1964). The two theories have implications for the design of performance management processes, employee performance, and general organizations' performance. Both goal setting and expectancy theory are founded on the premise that human beings think in a rational, calculative, and individualistic way Clark(1998). Clark further notes that performance management and indeed the performance is based on an extremely rationalistic, directive view of the organization which assumes not only that strategy can be articulated but also that the outcomes of HR processes can be framed in a way that makes clear their links to the organization's strategic objectives. He further argues that the approach assumes causal links between different parts of the process that can be readily identified and enable underperformance in one or more aspects of the process to be managed to ensure the optimum functioning of the performance management system. He further notes that the social processes and power systems within which organizations operate together with the broader organizational and country-cultural context are important mediating factors in the operation and success of any system in any organization.

2.1.3 Taylor's Motivation Theory - Scientific Management

Frederick W. Taylor (1856-1915), was a developer of scientific management. Scientific management (also called Taylorism or the Taylor system) is a theory of management that analyzes and synthesizes workflows, to improve labor productivity. The core ideas of the theory were developed by Frederick Winslow Taylor in the 1880s and 1890s and were first published in his monographs, Shop Management (1905) and The Principles of Scientific Management (1911). In Taylor's view, workers can produce more output if responsibility for decision-making and planning is removed. Workers should not have to think, they should just do. His observations also indicated that a consistent approach by workers was the best way of achieving this. He argued that in each workplace the methods used by the most efficient workers should be utilized by all workers. Therefore, workers should be trained to work according to the model used by those who produce the most output. This idea of scientific

management takes what is called a ‘task-orientated’ approach to managing workers. This means that the workers are just thought of as ‘machines’ for completing tasks.

Taylor’s ideas of scientific management based motivation on financial rewards. When applied to the workplace, several features characterize scientific management. These are: workers are paid for carrying out specific tasks – they are not paid for thinking; they are paid for levels of output produced; this involves the use of piece-rate payments; there is a tall hierarchy within organizations, with little scope for upward communication; the best (most efficient) method of working is to be adopted by all workers; close supervision of workers and monitoring of performance exists. What the workmen want from employers beyond anything else is higher wages: what employers want from workmen most of all is low labor costs in manufacturing. Taylor thought of scientific management as the best way of achieving this. The adoption of his methods led to large increases in productivity and was the foundation of the mass-production techniques applied by Henry Ford and many others. We now, of course, realize that low-cost labor manufacturing may not be the only key to success with the much greater emphasis that is now placed on quality. There is, nonetheless, still a role for scientific management. When competitiveness in labor-intensive industries depends on costs being kept to a minimum, then you will find that the ideas of Taylor are still being used today. Consider fast-food chains, with their 100-page manuals on how to prepare a burger, with little or no responsibility placed on the worker apart from maintaining a level of output. Many global fast-food chains utilize a scientific management approach by producing the same product on high streets all over the world.

2.1.4 Herzberg Two-Factor Theory

The two-factor theory propounded by Herzberg et al. (1959) as cited by Bormann (2004) is an important theory that explains what satisfies or dissatisfies employees and hence, serves as an important framework for employee retention. Herzberg et al. (1959) proposed a two-factor theory or the motivator-hygiene theory. According to this theory, some job factors result in satisfaction while other job factors prevent dissatisfaction. The opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”. Herzberg et al. (1959) classified these job factors into hygiene and motivator factors.

Hygiene factors are those job factors that are essential for the existence of motivation at the workplace. These do not lead to positive satisfaction in the long term. But if these factors are absent or if these factors are non-existent at the workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called dissatisfiers or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment scenario. The hygiene factors symbolize the physiological needs which the individuals want and expect to be fulfilled.

Pay or salary is the first and foremost hygiene factor. The pay structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain. The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacations, etc. The employees should be offered health care plans (medical claim), benefits for the family members, employee help programs, etc. The physical working conditions should be safe, clean, and hygienic. The work equipment should be updated and well-maintained. The employees' status within the organization should be familiar and retained. The relationship of the employee with his peers, superiors, and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present. The organization must provide job security to the employees.

According to Herzberg et al. (1959), hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees to superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolize the psychological needs that are perceived as an additional benefit. Motivational factors include recognition; the employees should be praised and recognized for their accomplishments by the managers. Also, the employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job. There must be growth and advancement opportunities (promotional opportunities) in an organization to motivate the employees to perform well. The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability. The work itself should be meaningful, interesting

,and challenging for the employee to perform and to get motivated.

2.2 Conceptual review

2.2.1 The Concept of Employee Performance

Employee Performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standards while efficiently and effectively utilizing available resources within a changing environment. (Aguinis, 2009) described that “the definition of performance does not include the results of an employee’s behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work”. Perceived employee performance represents the general belief of the employee about his behavior and contributions to the success of the organization.

On the other hand, scholar states that performance is associated with the quantity of output, quality of output, timeliness of output, presence/attendance on the job, the efficiency of the work completed, and effectiveness of work completed” (Mathis & Jackson, 2009). Performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as “declarative knowledge”, “procedural knowledge” and “motivation” (McCloy et al., 1994). Human resource practices have a positive impact on the performance of individuals.

2.2.2 Meanings of Performance

Employee performance refers to how your workers behave in the workplace and how well they perform the job duties you've obligated to them. Job performance is a means to reach a goal or set of goals within a job, role, or organization (Motowidlo, Borman, & Schmit, 2014).

In addition, Rivai (2004) states that performance is a real behavior that is displayed by everyone as work performance produced by employees following their role in the company, and employee performance is an important thing in the company's efforts to achieve its goals. it is the overall outcome or success of a person during certain periods of duty compared to the standard of the work, the targets or criteria that have been determined in advance and have been agreed upon (Rivai, 2004). He further states that performance does not stand alone but, is related to job satisfaction and compensation, influenced by skills, abilities, and individual traits. In other words, employee performance is determined by ability, desire, and environment.

2.3 Determinants of Employees' Performance

Job performance refers to the behaviors that are expected in line with the organization's goals and purpose under the control of individual employees (Campbell & Wiernik, 2015). Hunter and Hunter (1984) pointed out that job performance is of interest to organizations because of the importance of high productivity in the workplace. Rudman (1998) on the other hand, stated that performance is focused behavior or purposeful work. The determinants factor that affect employee's job performance are documented in the literature. The most widely described determinants of employees' performance are the following.

2.3.1 Organizational Commitment

According to Nirushan (2017), the willingness of an employee to be involved in organizational performance and to identify himself/herself with the organization can be referred to as the employee's organizational commitment. Sheldon (1971) defines organizational commitment as "an attitude or orientation toward the organization which links or attaches the identity of the person to the organization". Porter et al. (1974) also spell organizational commitment as the loyalty of employees, i.e., an employee's willingness to identify and maintain his/her membership in the organization and to put his/her efforts into it, with his/her well-built belief about organizational objectives, norms, and values. Randolph & Ponser (1988), however, in other words, endorse that the commitment is the result of an employee's clear understanding of organizational goals and of his/her contribution to achieving the goals through his/her accepted participation.

According to Chen (2004), employees with high commitment are one of the significant assets in an organization. Unal (2014) defines that the level of organizational commitment is not only the degree of identification of an employee with his/her organization but also his/her determination of the extent to which the employee is prepared to contribute to organizational achievement and to leave the organization. In this context, Unal (2014) identifies three forms of organizational commitment, namely an employee's (1) acceptance of organizational values, norms, and objectives; (2) willingness to spend significant efforts for achieving organizational goals; and (3) well-built desire to have the identity with the organization. Meyer and Allen (1996) indicate three dimensions of organizational commitment: (1) Affective Commitment, i.e., "emotional attachment to, identification with, and involvement in the organization"; (2) Continuance Commitment, i.e., "commitment based on the costs that the employee associates

with leaving the organization”; and (3) Normative Commitment, i.e., “feelings of obligation to stay within the organization”. Notably, Unal (2014) views organizational commitment in the context of an employee’s identification with, contribution to, and continuous association with, the organization. This is somehow consistent with Meyer and Allen (1996), where their affective commitment comprises employee identification with and contribution to the organization (Unal, 2014). Similarly, the continuance commitment of Olan et al. (2022) refers to a combination of contribution to and continuous association with the organization, while their continuance commitment directly relates to continuous association with the organization, as in Mowday et al. (1979).

2.3.2 Work Motivation

Work motivation is important to improve work efficiency. If work motivation in an organization supports job achievement, it will have an impact on higher levels of performance generated by employees (Christian & Kurniawan, 2021). Motivation is also referred to as a process of encouraging a series of activities that must be passed or carried out to encourage employees to work under organizational goals (Sampurno et al., 2020). Every individual and every company needs motivation. Working with a motivation that comes from within will create strong morale, which will create personal satisfaction when the work produces good results. Individuals have different motivations when they are driven by different needs and take action to achieve their goals.

Christian & Kurniawan (2021) stated that motivation is associated with efforts to fulfill needs. The higher the need, the greater the urge to do something. Motivation can encourage employees to work hard to achieve their goals and affect the achievement of organizational goals. Following research conducted by Christian & Kurniawan (2021) who found that work motivation has a positive influence on employee performance. Consistent with research by Sampurno et al. (2020) which also states that work motivation has a positive influence on employee performance. Employees who are motivated will have a better level of performance. In line with research conducted by (Hidayah & Nurbaiti, 2019; Nguyen et al., 2020; Pebrianti & Simajuntak, 2020)

According to Daft (1991), motivation can be described as the arousal, direction, intensity, and persistence of individual behavior action. Motivation is an individual phenomenon because people are different and unique in many aspects. Since it is a personal aspect, Megginson et al.

(1992:420), view motivation as; the process of inducing an individual or a group, each with distinctive needs and personalities to pursue not only the organization's objectives but also personal/group objectives.

Motivation is a constant that changes within individuals over time and across situations (Heckhausen & Heckhausen (2018). Ability is a necessary condition for motivation to determine individual performance. That is, trying hard will not help if the individual does not know how to perform the task (Vroom, 1964). Hence, assuming that an employee has a reasonable ability to perform a job and fairly knows the expected roles, increased motivation brings about increased individual performance. The converse is also true. Ability predominantly underlies work experience that in turn is a function of time, especially in public organizations (Gebregziabher, 2009).

To effectively deliver the organization's objectives, qualified and competent employees are harnessed. However, the performance of employees is not only a function of ability (qualification and competence) but also of motivation (Abdulsalam & Abubakar, 2012).

Ngu (1998), contends that the two most important variables explaining employee performance are motivation and ability. And also defines motivation as —the enthusiasm and persistence with which a person does a task, while ability refers to task competence”. Impliedly, therefore, employees can only reach peak performance if they are adequately motivated assuming that the issue of competence is taken as given.

According to Robbins (1996:126), a popular, although arguably simplistic, way of thinking about employee performance is as a function of the interaction of ability and motivation; that is, $\text{performance} = f(A \times M)$. If either is inadequate, performance will be negatively affected. An individual's intelligence and skills (subsumed under the label —ability) must be considered in addition to motivation if we are to be able to accurately explain and predict employee performance. In addition to this, Njau (2015), in his study entitled Work and motivation found that; the effects of motivation on performance are dependent on the level of ability of the worker, and the relationship of ability to performance is dependent on the motivation of the worker. The effects of ability and motivation on performance are not additive but interactive. The data presently available on this question suggest something more closely resembling the multiplicative relationship depicted in the formula: $\text{Performance} = f(\text{Ability} \times \text{Motivation})$.

This implies that, people need both ability and motivation to perform well and that if either ability or motivation is zero there will be no effective performance.

The importance of employee motivation cannot be neglected in any sense as today it has become the foundation of organizational survival. McColy and Wise (2002) showed that motivation is a tool to improve performance through learning. Success in the marketplace is highly related to learning and how to motivate employees to learn (Argyris, 1991). In addition, Smith (1994) stated that motivated employees are required if an organization wishes to survive in a competitive market environment. Research shows that motivated employees play a vital role in the success of organizations. The above findings indicate that motivation and employee performance have a direct positive relationship.

Motivation is significant because even people with the required knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Milapo, 2001). In other words, motivation is an important factor that describes performance. That means it is a driving force contained by the individuals (Mullins, 2007). From the context of the relationship between motivation and performance, the notion that highly motivated employees are much more likely to be high performers is widespread in management and organizational psychology literature. On the contrary, other researchers found that motivation has no direct relationship with the job performance of individuals.

Motivation determines performance through the propensity of effort allocation to tasks (Mekonnen, 2014). Sometimes, employees might not be required to exert much effort to better perform on a given task if there is no entrepreneurship. In this case, the additional effort might not be value-adding. Through time, the required effort decreases because employees secure competence through learning. On the other hand, as the process of compilation and procedural proceeds, individuals require less effort to reach their maximum level of performance. Greater experience, hence allows individuals to maintain higher levels of performance with less effort. That is, the relationship between effort and performance is weak with practice. In other words, the utility of effort depends on the level of skill acquisition and individual difference variables that influence the rate of learning.

The relationship between effort and performance ultimately becomes none significant as individuals automate their tasks. Theoretically, stable personality traits should be more strongly related to effort than to difficulty. When a task is difficult, individuals are prompted to

increase their allocation of effort toward on-task activities (Yeo & Neal, 2004). That implies that an increase in effort is expected to occur when the task is difficult. Nevertheless, resource allocation theory (Kanfer & Ackerman, 1989) suggests that performance should decline as task difficulty approaches and then exceeds an individual's available capacity.

In the early stage of experience, motivation is a —satisfying factor. In that case, the presence of motivation strongly affects individual performance through entrepreneurship. Beyond some point of experience, however, motivation is a —dissatisfying factor. That is, the absence of motivation has a powerful and adverse effect on individual performance over time (Gebregziabher, 2009). This indicates that after some point the performance of employees declines, which means there is no linear relationship between motivation and employees' performance.

2.3.3 Training

According to Sal & Raja (2016), training is the process of improving an employee's skill set to boost output. Training is a methodical, organized action that raises a person's level of competency, knowledge, and skill—all essential for doing their job well. Training has been shown to favourably influence employee performance through the development of employee knowledge, skills, ability, competencies, and behaviour, resulting in performance enhancement advantages for both the employee and the company (Olagunju, 2014). Good training provides pertinent and helpful knowledge to employees, helping them to acquire transferable abilities and habits for the workplace. Training's objective is to make an influence that endures after the course has ended (Bateman & Snell, 2011). According to Aboazoum, Nimran, and Musadieg (2015), training can be a proactive strategy for building knowledge and abilities to avert issues from forming as well as a useful instrument for filling up any performance or skill gaps among employees.

Training has been shown to favorably influence employee performance through the development of employee knowledge, skills, abilities, competencies, and behavior, resulting in performance enhancement advantages for both the employee and the company.

For three main reasons, the majority of managers provide training to their staff: (1) to boost employee performance or productivity; (2) to accomplish organizational objectives; and (3) to invest in staff members' success in the erratic and chaotic business climate.

The literature now in publication provides proof of the clear impacts that employee performance has from training and development. The difference between the standard desired performance and the existing performance can be closed with training. To improve employee performance and help workers develop certain skills and abilities (Harackiewicz, Canning, Tibbett's, Priniski, & Hyde, 2016) define bridging the performance gap as implementing a pertinent training intervention. According to Swart et al. (2005), as cited in Paul & Audu (2019) the only reason why employees perform better is when they receive high-quality training that motivates them and meets their needs. Effective training programs can alter competencies. In addition to helping people do their current jobs more successfully, it also helps them develop the knowledge, abilities, and attitudes that will help them in the future, all of which will contribute to higher organizational performance. Employee abilities are acquired through training, enabling them to carry out work-related tasks effectively and competitively accomplish corporate objectives (Ameyaw, Pephrah, & Anowuo, 2019).

However, several external factors, including group dynamics, corporate culture, organizational structure, job design, and performance appraisal methods, can also have an impact on employee performance. These elements include power and politics within the company as well as job design. If the aforementioned issues are present in the company, employee performance will suffer as a result of the obstacles listed above rather than a lack of pertinent knowledge, abilities, or attitude. These factors should be taken into account to ensure that training is beneficial and has a good impact on employee performance (Nassazi, 2013).

2.3.4 Employee's empowerment

The literature explains the empowerment approach as a management concept that constructs dimensions of intrinsic motivation, job design, participative decision-making, social learning theory, and self-management (Alazzaz & Whyte, 2015). Potnuru, Sahoo, & Sharma (2019), associate these dimensions with the organization's knowledge-sharing, and rewards systems that could empower the employees to enhance organizational competitiveness and performance.

García-Juan, Escrig-Tena & Roca-Puig(2019) identify two different perspectives to understand empowerment. The first one is the structural perspective which contains a set of practices and structures that enable to transfer of power and authority from the top to the bottom of the organization. The second one is the psychological perspective that concerns an employee's

attitudes in reaction to managerial practices. Lewis, Brown & Sutton (2019) have the same conclusion by categorizing employee empowerment as structural and psychological. Structural empowerment empowers employees with both direction and boundaries for their decision-making making which reflects the extent to which organizational decision rights are decentralized.

Empowering employees is critical in today's competitive environment where organizations are facing the pressure of globalization, rapid market changes, and new customer demand. These challenges require innovative and creative solutions that rely on empowering employees to meet these challenges (Shah, Khattak, Zolin, & Shah, 2019).

To enhance the level of empowerment in the organizations, management should expand communication with employees to make sure that employees are aware of the organization's mission, vision, value, and desired targets of each individual. Besides, management should emphasize face-to-face communication and integration activities across hierarchical levels as an approach to ensure a clear understanding of organizational strategies (Baird, Su, & Munir, 2018). Empirical studies point out that management can promote empowerment by engaging employees in decision-making and participation in organizational objectives (Nayak, Sahoo, & Mohanty, 2018 ;Kundu, Kumar & Gahlawat (2019) add four managerial behaviors to maintain empowerment, namely, enhancing the meaningfulness of work, fostering participation in decision-making, expressing confidence in high performance, and providing autonomy from bureaucratic constraints.

This part of the literature investigates the theoretical relationship between employee performance and employee empowerment as a central factor affecting organization survival. The positive side of this relationship appeared when scholars highlighted empowerment as one of the modern mechanisms that can be used to develop employee's performance and make full use of their capabilities, which has a positive effect on employees' motivation and innovation to achieve the organization's objectives (Aldaihani, 2019). Also, scholars associated employee empowerment with organizational outcomes by enhancing work satisfaction, reducing job-related strain, and minimizing employee turnover (Lewis, Brown, & Sutton, 2019).

2.4 Empirical Literature review

Empirically different research has been done related to the determinant factor influencing employee performance. In the context of this study the factors influencing performance, the researcher identified four variables to measure employee performance. These are Organizational commitment, Work motivation, Training, and Employee empowerment next to this different related researchers discussed the topic of the research.

Hypothesis 2

Hypothesis1: Organizational commitment has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

2.4.1 The influence of Organizational Commitment on employee performance

Reza, Nurul, Ichsan. (2023) examine the influence of organizational commitment on employee performance at PT. Sentosa Deli Mandiri Medan. The research collected data through a survey of all employees of the "S" Regency of the East Java Social Welfare Office. The proposed model was tested using the Structural Equation Model (SEM). The study found that organizational commitment has a significant impact on employee performance at PT. Sentosa Deli Mandiri Medan.

Salim, Musabah, Bakhit, Al, Zefeiti., Noor, Azmi, bin, Mohamad. (2017). investigate the influence of organizational commitment on work performance in the context of Omani governmental organizations. A quantitative survey method was applied and a sample of 335 middle-level managers of Omani public civil service organizations was selected to answer the instrument. Analysis of Moment Structures (AMOS) was utilized to analyze the collected data and test the research questions, and hypotheses, the empirical results indicate that all organizational commitment subscales (affective, normative, and continuance) have a significant impact on work performance dimensions, and contextual and task performance.

Hypothesis2:

Work motivation has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

2.4.2 The influence of work motivation on employee performance

Omollo (2015) studied, "Effect of Motivation on Employee Performance of Commercial Banks in Kenya: A Case Study of Kenya Commercial Bank in Migori Country." The study covered a period between 1999 and 2009. The study adopted a descriptive design because it involved interviews and administering questionnaires to a sample 100 of individuals.

Descriptive analysis was employed to obtain a useful summary of responses. The results revealed that employees are motivated to perform by both monetary and non-monetary rewards such as recognition, employee involvement, and interpersonal relationships.

Eyera (2012) did a study on the “Impact of motivation on employee job performance in commercial banks. The case of Access Bank PLC Nigeria.” The study covered between 1997 and 2010. The study was quantitative and used a questionnaire to collect data from 60 employees of the bank. The study concluded that organizational factors such as teamwork, organizational culture, rewards, skills, work environment, and clear goals influenced employee performance.

Catherine, Oteba, Nyadol. (2014). the study aims to investigate motivation practices and employee performance in Super Medic Pharmaceutical Limited in Kampala, Uganda. The study uses a case study survey design and analyzes both qualitative and quantitative data. The population of the study consists of 85 employees, and questionnaires were distributed to all of them, with a response rate of 74%. The findings suggest that employees prefer salary increases, fringe benefits, and promotions as motivation practices, while managers prioritize responsibilities. Recommendations include annual salary increases, conducting similar studies in the Kampala Pharmaceutical Industry, and exploring motivation practices in government pharmaceutical industries.

Hypothesis3:

Training has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

2.4.3 The influence of Training on employee performance

Jobayra, Afsana., Farhana, Afrin, Tasneem, Tarannum. (2016) investigate the effect of training on employee performance in the telecommunication industry of Bangladesh. The study is based on primary data collected from a questionnaire survey of 100 employees working in six telecommunication companies. The research examines the relationship between training and employee performance, considering intervening variables such as job knowledge, skill, and positive attitude. The study reveals that there are positive and statistically significant effects of training on employee performance.

Uzma, Hafeez., Waqar, Akbar. (2015). The research aims to examine the impact of training on employee performance, specifically in areas such as teamwork, communication skills,

customer service, interpersonal relationships, and reduced absenteeism. It also considers development areas like job satisfaction, employee motivation, new technologies, process efficiencies, and innovation in strategies. The study involves four pharmaceutical companies and a survey of 356 employees using a self-administered questionnaire. The response rate was 96%. The analysis conducted using SPSS 19 shows a positive significant relationship between training and employee performance. The paper concludes with recommendations for future research in this area.

Hypothesis4:
Employee empowerment has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

2.4.4 The influence of Employee empowerment on employee performance

Rehmatullah, Khan, Zia, ur, Rehman., Mian, Shakeel, Ahmed., Asim, Rahman. (2020) analyze the effect of employee empowerment on the performance of faculty members at Hazara University. In this regard survey approach was used and data was collected through self-administered questionnaires. Out of a total population of 490 faculty members, 450 were selected as a sample and questionnaires were distributed among them out of which 360 were received back. The findings of the study revealed that trust, reward, and communication have a statistically significant and positive effect on employee performance.

Salome, Muringa, Ng'Ang'A. (2017) determine the influences of empowerment on organizational performance in KWS. The Target Population of the study consisted of 4,241 permanent employees of Kenya Wildlife Services. The study employed a descriptive survey research approach. This used both qualitative and quantitative methods in the selection of the participants and collection of data. Stratified sampling was employed to select 164 employees of KWS to participate in the study. The collected data was captured in MS Excel and analyzed using SPSS. A total of 148 respondents participated in the data collection hence a response rate of 90%. This result showed the importance of Structural and Psychological Empowerment, on enhanced organizational performance.

Irene, Nyachomba, Muturi., Susan, Were. (2019). The purpose of the study was to establish the influence of the employee empowerment practices adopted by Equity Bank (K) Limited and how they directly affect employee performance. The study used a stratified random sampling method to select the desired sample size of 198 respondents from a target of 261 employees in

the credit department. The collected data was analyzed with the help of SPSS version 21. Both descriptive and inferential statistics were used to analyze the data. The study found that there is a positive correlation between employee training, employee promotion, access to information & teamwork structure, and organizational performance. The study concluded that an increase in the independent variables led to an increase in performance. The study recommended that policymakers should design and implement policies that strengthen employee empowerment since it is a platform for improving performance.

2.5 Conceptual Framework of the study

A conceptual framework is a serious base that can indicate logical flows of assumptions to achieve the objectives of the study. It is a graphical representation of the theorized interrelationships of the variables of a study Kothari & Gang (2014). The conceptualization of variables in the work is important since it forms the basis for testing hypotheses and coming up with conclusions in the findings of the research.

The conceptual framework guides this research based on the determinant factors of employee performance in the case of Mojana Wedera Werda public sector. The independent variables include organizational commitment, work motivation, training, and employee empowerment while the dependent variables are employee performance. It is common for research studies to focus on specific independent variables within their conceptual framework based on the research objectives and scope. In this case, the study on determining factors of employee performance in the Mojana Wedera Werda public sector has chosen to focus on organizational commitment, work motivation, training, and employee empowerment as the independent variables. These variables were likely selected based on existing literature, the researchers' interests, and the perceived importance of these factors in influencing employee performance in the public sector.

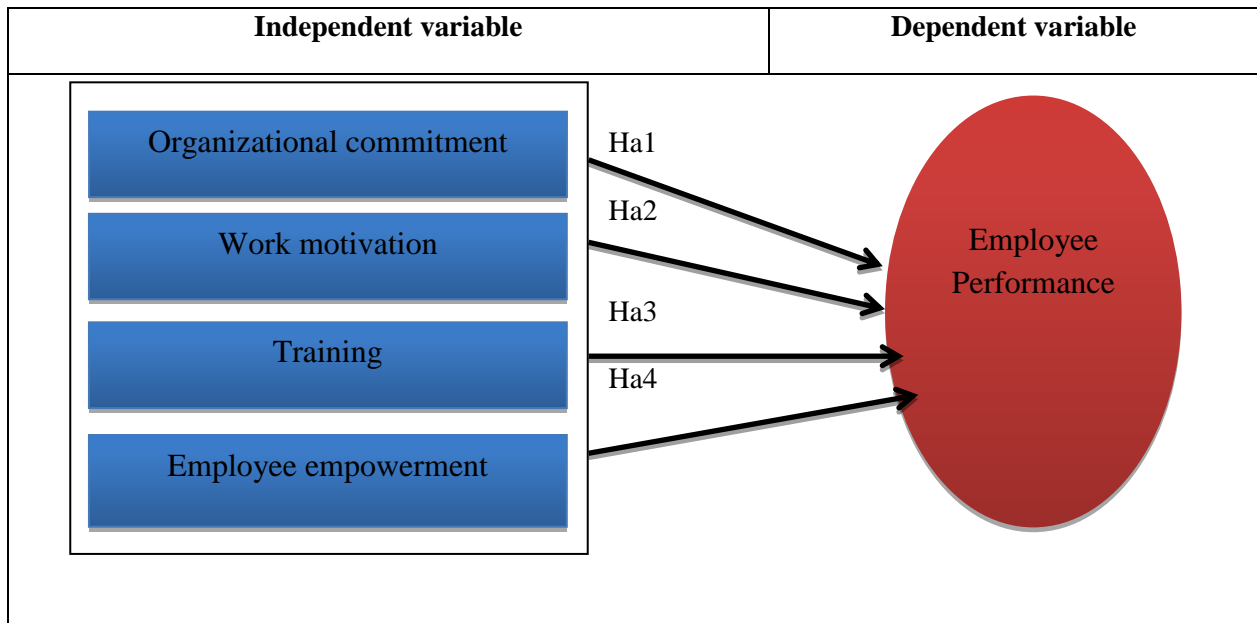


Figure 2.1: Conceptual Framework of the Study

Source: Hackman & Oldham (2016)

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the method that was used to gather the data relevant to the study. It contains the research approach, research design, target population and unit of analysis, sample size determination and sampling technique, data collection method, data quality assurance, data validity and reliability, Data processing and analysis techniques, model specification, and ethical issues considerations are presented in detail.

3.2 Description of the Study Area

Mojana Wodera Wreda (MWW) which is found in the Amhara Regional State of North Shoa Zone, is far from the regional capital city of Bahir Dar at 767 km from the zone town of Deber Berhan by 72 k/m distance. It has sixteen kebele from this 13 kebele rural and the others 3 are urban kebele. According to the Central Statistics (2007), the population of the werda male 45,443 female 40,253 total sums of population 85,696 estimated that people live for, and also according to Mojana Wdera Wreda Civil Service and Human Resource Development Office annual statistics (2016)) there are 24 public sectors and 1351 civil servants..



Figure3.1: Map of Mojna wedera Wreda

Source: (Mojna wedera Land administration office in, 2020)

3.3. Research Approach

A research methodology is a plan, framework, or technique of investigation used to gain answers to research objectives (Machui, 2018). Creswell (2009) identifies three basic research approaches: quantitative, qualitative, and hybrid. The quantitative approach is a method used by researchers to create closed-ended questions, collect numerical data from respondents, and analyze the results statistically. The researcher chose a quantitative technique in this study because it was explanatory and required data from a large number of people. This strategy aids in quantifying data, which is acquired in quantities or quantitatively, and is more suited to the research purpose of testing the hypothesis to attain the study objective. To gain useful data from respondents, the researcher must also assess the collected data and determine the determinants of employee performance utilizing closed-ended research questions.

3.3 Research Design

Khalid et al. (2012) describe research design as the overall plan for answering research questions. It is the conceptual framework under which research is carried out. It provides a framework for data gathering, measurement, and analysis.

The study adopted a descriptive and explanatory research approach to evaluate the factors that influence employee performance in the Mojana Wedera Wereda Public Sector. The goal of descriptive research is to characterize the properties of items, people, groups, organizations, and settings. In other words, it attempts to paint a picture of a given scenario by asking questions (Zikmund 2013).

To achieve the study's purpose and answer the research question, descriptive and inferential statistics are used. Descriptive statistics was used to calculate frequencies, percentages, means, and standard deviations. Inferential statistics, such as correlation and regression, are also used to determine the link between determinants and their factors on employee performance among Mojana Wedera's public sector personnel.

3.4 Population and Unit of Analysis

The population is the total number of observations that were used to build a sample (Levy & Lemeshow, 2013). Swai (2015) defines a targeted population as a set of respondents from which the researcher seeks to generalize. The population is the entire number of people to be examined, from whom a sample is taken (Sekaran, 2016). As a result, the study's target population was

Mojana Wedera Wereda personnel working in the public sector. Accordingly, the study's target population was 1351 active employees.

3.5 Sample Size and Sampling Technique

3.5.1 Sample Size Determination

This is the number of items to be chosen from the universe to form a sample. The sample size should neither be extremely huge nor too small. It should be optimal. An ideal sample meets the criteria of efficiency, representativeness, dependability, and adaptability (Kothari, 2004). A sample is a finite subset of a statistical population whose attributes are researched to learn more about the entire population.

The primary goal of this study was to determine the determining factors influencing employee performance. Currently, 1351 active employees are working in the Mojana Wedera Wereda public sector. Therefore, the sample size for this study was computed based on sample size determination developed by Yamane (1967) assuming a 95% confidence level and 5% margin of error.

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

Where,

n = sample size

N = population

e = level of precision (margin error).

$$n = \frac{1351}{1+1351(0.05)^2} = 309$$

Table 3.1: Determination of sample size

No	Name of Government organization	No of Employees	Proportion(P)	Sample=P*309
1	Education office	719	0.53	164
2	Agriculture office	83	0.06	19
3	Health office	154	0.11	35
4	Civil service office	27	0.02	6
5	Administration office	39	0.03	9
6	Finance office	50	0.04	11
7	Transport office	9	0.006	2
8	Communication office	11	0.008	3
9	Women Children and Social affair office	18	0.01	4
10	Culture and Tourism. office	8	0.005	2
11	Water & Irrigation office	13	0.009	3
12	Mayor office	26	0.019	6
13	Trade and Marketing Development office	19	0.014	4
14	Revenues office	18	0.013	4
15	Work and training office	21	0.016	5
16	Court office	34	0.025	8
17	Cooperatives office	14	0.01	3
18	Rural Land admin office	37	0.027	9
19	Speaker of the council office	11	0.008	3
20	Justice office	12	0.008	3
21	Industry and investment office	5	0.004	1
22	Youth & Sport office	11	0.008	2
23	Urban Land Reg Agency office	5	0.004	1
24	Risk Prevention & Preparedness office	7	0.005	2
Total		1351	1.00	309

Source: - from Mojana Wedera Werda Civil service HR. report 2024.

The total sample size of 309 respondents was selected from the total population of 1351 of each sector according to the proportion of each sector's population based on stratified sampling. The sample size selected was considered representative of the target population and large enough to allow for precision, confidence, and generalization of the research findings.

3.6 Sampling Technique

A sampling technique is the process of picking a sample from a large population (Khalid, Abdullah, and Kumar, 2012). The researcher adopted a stratified technique to divide the overall sample population of 309 into twenty-four strata based on the total number of public employees in each sector at Mojana Wedera Werda. The information received from respondents through a questionnaire was compared to the sector's existing practices. The questionnaire is based on research conducted by many researchers on the determinants of employee success.

3.7 Source of Data

The primary goal of this study was to look into the determinants of employee performance among Mojana Wedera public sector employees. This study relied heavily on primary data sources. The term "primary source of data" refers to information gathered firsthand by researchers on the variable of interest for the study's specific objective (Sekaran, 2003). This study's major data source was a self-administered questionnaire distributed to public sector employees.

3.8 Data Collection Instrument and measurement

3.8.1 Questionnaire

According to Saunder et al (2016), a questionnaire is generally a good tool for collecting data or information. To gather data for this study, the researcher used a questionnaire as a method of data collection instrument because this method is quite popular in the case of big inquiries and it provides wide coverage to the sample and also facilitates the collection of a large amount of data. The questionnaire has two sections. The first section contains background and demographic information of the respondent, and the second section contains information about determinants factors of employee performance.

The questionnaires focused on the determinant factors and employee performance. Therefore, the importance of primary data was indispensable. Thus the researcher of this study proposed possible data collection methods such as questionnaires and document analysis. Moreover, the researcher used quantitative techniques.

The researcher use self-administered questionnaire to gather information about the background and demographic information (regarding sex, age, educational background, and work experience) and to gather information regarding determinant factors. The questionnaire, which has an acceptable psychometric test score, for independent variables was adopted from the

following previous studies. The measurement of employee performance developed by Jehangir (2012) was adopted with slight modification. The entire item, except background and demographic information, is measured in five-point Likert scale questionnaires that were distributed to the respondents. The response scale for each statement in the survey questionnaire ranges from 1 = strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, and 5 = strongly agree. For this study, respondents are asked to indicate the degree to which they agreed or disagreed with each statement in every determinant factor in the questionnaire. The use of Likert is to make it easier for respondents to answer questions.

3.9 Data Quality Assurance

3.9.1 Pilot Testing

Pilot testing is a prior test version of a research instrument performed before conducting the actual study. Its purpose is to ensure that validity is achieved and to provide the researcher with the opportunity to clarify some questions to improve data quality. It also provides credibility by preparing a reset or changing the order of questions that were used to follow up on participant responses. Most importantly, pilot testing helps researchers collect in-depth and high-quality data that provides a better and more complete picture of research findings (Ganiet al., 2020). As a result, the pilot test was chosen based on the analysis of determinant elements influencing employee performance. For a better understanding from Mojana Wedera's public sector staff. Based on the results of the pilot test, the researcher assessed and allowed for modifications to assure data quality. Before distributing the questionnaire to all respondents, 20 questionnaires were for pilot tests to make sure the questions were clear and reliable. Hence, a total of 20 questionnaires were distributed in the Mojana Wedera Public Sector for the pilot survey, which helped the researcher to ensure that the questionnaires were clear to respondents and reliable.

3.10 Method of Data Processing and Analysis

3.10.1 Data processing

The data collected from respondents was analyzed both manually and computerized to find errors and omissions. The raw data was edited to narrow the response to a small number of categories, and the raw data were coded numerically. The researcher also utilized tabulation to summarize the raw data and display it compactly for further analysis.

3.10.2 Data Analysis

The data collected from respondents was analyzed by using descriptive statistics such as mean, percentage, and standard deviation and inferential statistics such as Pearson correlation and regression analysis. To know the strength of the relationship between independent and dependent variables correlation test was employed. Finally to test the hypothesis, regression and analysis of variance were employed. In analyzing the data the researcher used the SPSS 27 version package.

3.10.2.1 Descriptive Analysis

Descriptive analysis was used to interpret a variable that deals with the background and demographic of respondents and the mean score of determinant factors of employee performance. The results are presented in tabular, frequency distribution and percentage. This was employed through the computation of means and standard deviations of data gathered for the variable.

3.10.2.2 Inferential Statistics

Inferential statistics was used to show the relationship between the variables and to analyze the determinants of employee performance. As stated by Schober et al. (2018), “amongst the measures of relationship, Pearson coefficient of correlation is the frequently used measure in case of statistics of variables”. Field (2006), states that the output of a correlation matrix can be the correlation coefficient that lies between -1 and +1 within this framework, a correlation coefficient of +1 indicates a perfect positive relationship, coefficient of -1 indicates a perfect negative relationship, whereas a coefficient of 0 indicates no linear relationship at all. Therefore, to find out the relationship between determinant factors and employee performance Pearson product-moment correlation was applied.

Multiple regression analysis refers to the analysis concerning the relationship between the dependent and independent variables; with multiple regression equations describing the relationship (Kothari, 1990). This approach was used in this study to analyze the determinant factors of employee performance.

3.11 Reliability and Validity Test

3.11.1 Reliability Test

Cronbach's alpha, as defined by George and Mallery (2003, as referenced in Joseph and Rosemary, 2003), is a reliability coefficient. It is widely used to assess the internal consistency or reliability of a psychometric test score across a sample of examinees. Cronbach's alpha reliability coefficient typically runs from 0 to 1. Cronbach's alpha was used to assess the internal consistency of the instrument's items. The values of each variable were computed, and the reliability was assessed based on the results. The following table displays the rule of thumb of Cronbach's alpha.

Table 3.2: Rules of Thumb of Cronbach Alpha

Alpha Coefficient Range	Strength of Internal Consistency
Less than 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9 and above	Excellent

Based on the aforementioned rules of thumb, the researcher conducted an internal consistency test, which increased trust in the dependability of the research findings. The survey sample result suggests that it is "good" and above internal consistency in each independent and dependent variable, as disclosed in the following test results in Table 3.3 below.

Table 3.3: Reliability statistics of the instrument

No	Variables	Cronbach's alpha	Number of items	Reliability Strength
1	Organizational commitment	0.766	5	Good
2.	Work motivation	0.910	6	Excellent
3.	Training	0.803	6	Very good
4.	Employee empowerment	0.766	5	Good
5.	Employee Performance	0.786	7	Good
	Overall variables	0.944	29	Excellent

Source: own survey, 2024

3.11.2 Validity Test

The extent to which the notion one intends to measure is really assessed by a certain scale or index. According to Kotthari (2004), validity tries to establish the findings associated with the condition. It is concerned with how accurately the scale conveys the concept of interest. To ensure the validity of the measurement instrument, the study is conducted using a literally accepted conceptual framework that clearly indicates the theoretical construct and its relationship with measurements that are valid for evaluating the determinants (independent variables) of employee performance (dependent variables).

Wherever possible, this should be supported, with a focus on practicalities. Maximum effort was made to establish a logical link between the questionnaire items and the study's purpose. So, the pre-questionnaire was circulated to several specialists with extensive expertise in the business to ensure the legitimacy of the questions before proceeding with the data-gathering procedure. According to the comments and conversations with specialists and my advisors, the question produced for primary data collection for the research objectives is considered valid by researchers. Furthermore, past studies would examine the instruments or variables of determinant factors of employee performance for content validity. As a result of their feedback, questionnaires were delivered to the sample population.

3.12 Model specification

According to the previous section, various factors influence employee performance. Thus, concerning the premise indicated above, the major issue is to investigate employee performance elements and each of the explanatory variables identified through literature and theories, namely organizational commitment, work motivation, training, and employee empowerment. Other aspects that are not explicitly accounted for in the model were captured by the error term. As a result, the general model that includes all of the variables used to evaluate the study's hypotheses was described as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + E$$

Where

Y= Employee performance(Dependent variables)

β_0 = constant term

X1=Organizational commitment variable dimension score

X2= Work motivation variable dimension score

X3= Training variable dimension score

X4= Employee empowerment variable dimension score

E= error term

β_1 , β_2 , β_3 , and β_4 = parameter/coefficient estimates associated with each independent variable which measures the change in the value of Y per unit change in their respective independent variables.

3.13 Ethical Considerations

Mugenda (2008) emphasizes that respondents' participation should be voluntary, and they have the right not to reply without the researcher's obligations. As a result, the researcher contacted the respondent and obtained informed consent from them. Respondents are not required to participate in the study, hence the idea of volunteering was practiced throughout the data collection process. Furthermore, responders were notified that the information acquired was purely for academic purposes and was kept confidential.

CHAPTER FOUR

4 RESULT DISCUSSION AND ANALYSIS

4.1 Introduction

In this chapter, extensive analyses of descriptive statistics, correlation, and regression analysis outputs were provided and discussed. This chapter includes four sections. The first portion included descriptive statistics for both the dependent and independent variables. The second section examines the correlation analysis and displays the degree of relationship between the research variables. Section three showed the diagnostic test findings for conventional linear regression model assumptions. Finally, the fourth section offers the regression analysis results as well as related remarks.

4.2 Response Rate

The researcher received three hundred one (301) responses out of three hundred nine (309) questionnaires distributed to the sampled employees, for a response rate of 97.41%. Babbie (2010) claims that a return of 50% is appropriate, however, Bailey (2007) sets the sufficiency standard at 75%. This suggests that, based on these statements, the response rate of 97.41% outperformed both assertions, indicating that it was very good. The high response rate could be due to self-administration of the questionnaire.

Table 4.1 Response Rate of Respondents

No.	Items	Total	Percent
1	Distributed Questionnaires	309	100
2	Collected Questionnaires	301	97.41
3	Remain uncollected	8	2.59

Source: own survey, 2024

4.3 Descriptive statistics analysis

In this section, the mean score, frequency, and percentage were computed to measure respondents' level of agreement with the mean. Standard deviation values/scores were also employed to study the most dominating aspects, and the determinants of employee performance were then prioritized by comparing their mean values/scores. As indicated in Chapter 3, a five-point Likert scale was utilized to evaluate the determinants of employee performance. The intervals used to break the range while measuring each variable on a five-point scale are determined as follows.

$$(\text{Max-Min})/5 = (5-1)/5 = 0.8 = \text{Agreement level}$$

Best (1997) proposed the following criterion, which was cited by MELESE (2019). In this study, 1 denotes strongly disagree/not at all, whereas 5 signifies strongly agree/very high. As a result, the translation of level ranking is assessed using the following criteria.

Table 4.3: Likert scale response level of agreement

Agreement level	level of agreement
1.00-1.80	Strongly disagree/not at all
1.81-2.60	Disagree/very low
2.61-3.40	Neutral/low
3.41-4.20	Agree/high
4.21-5.00	Strongly agree/very high

As previously stated, the analysis of respondents' level of agreement with each statement was made accordingly.

4.3.1 Descriptive Analysis of Organizational Commitment

Table 4.4: Mean and Standard Deviation Score for organizational commitment

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
I feel loyal to my organization.	301	3.4917	1.17080	4 th
I am willing to go above and beyond for the organization.	301	3.6047	1.15174	2 nd
I feel a strong sense of belonging to the organization.	301	3.5216	1.21533	3 rd
I am committed to the goals and values of the organization.	301	3.4684	1.19576	5 th
My organizational commitment positively influences my work performance	301	3.6412	1.16512	1 st
Grand Mean and Standard Deviation	301	3.5455	.84787	

Source: Own survey, 2024

As indicated in Table 4.4: The mean and standard deviation scores of organizational commitment implemented by Mojana Wedera Werda Public Sector. The highest mean score of 3.64 for "My organizational commitment positively influences my work performance" indicates the critical role of organizational commitment in driving employee performance. Meyer and Allen (1991) define organizational commitment as "the employee's psychological attachment to the organization," emphasizing its impact on various outcomes, including performance, following closely with a mean score of 3.60, the willingness to go above and beyond for the organization underscores the discretionary effort employees are willing to invest. This aligns with the findings of Meyer et al. (2002), who suggest that employees with higher levels of organizational commitment are more likely to engage in extra-role behaviors, contributing positively to organizational effectiveness, the mean score of 3.52 for feeling a strong sense of belonging to the organization and 3.49 for feeling loyal to the organization argue that the emotional attachment employees have towards Mojana Wedera Werda Public Sector. This sentiment is corroborated by Becker (1960), who posits that a sense of belonging and loyalty fosters a supportive organizational climate, enhancing employee satisfaction and commitment, despite receiving the lowest mean score of 3.47, the importance of employees' commitment to the goals and values of the organization should not be overlooked. Meyer and Herscovitch (2001) argue that alignment between employee values and organizational goals fosters a sense of congruence, leading to higher levels of commitment and performance.

4.3.2 Descriptive Analysis of Work Motivation

Table 4.5: Mean and Standard Deviation Score for Work Motivation

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
I am motivated to perform well in my job.	301	3.7674	1.07039	5 th
I find my work challenging and engaging.	301	3.8040	1.10066	4 th
I am driven to achieve my work-related goals.	301	3.8372	1.03445	3 rd
I am passionate about the work that I do	301	3.8372	1.03445	3 rd
My job provides me with a sense of accomplishment.	301	3.8571	1.04699	2 nd
My work motivation positively impacts my job performance.	301	4.0930	.95812	1 st
Grand Mean and Standard Deviation	301	3.8660	.86546	

Source: Own survey, 2024

As shown in Table 4.5. The mean and standard deviation scores of work motivation by Mojana Wedera Werda Public Sector. With a mean score of 4.09, "My work motivation positively impacts my job performance" ranks highest among the factors influencing employee performance. This finding aligns with the self-determination theory proposed by Deci and Ryan (1985), which suggests that intrinsic motivation, driven by personal interest and satisfaction, leads to better performance outcomes, following closely with a mean score of 3.85, the sense of accomplishment derived from one's job plays a significant role in driving motivation. Locke and Latham (1990) argue that setting challenging goals and experiencing a sense of achievement upon their attainment enhances intrinsic motivation, thereby improving job performance, employees' perception of finding their work challenging and engaging (mean score of 3.80) correlates positively with motivation levels. Hackman and Oldham (1976) propose the Job Characteristics Model, stating that tasks enriched with variety, autonomy, and skill utilization lead to higher levels of intrinsic motivation and performance, the mean score of 3.83 for being driven to achieve work-related goals highlights the importance of goal orientation in motivating employees. This finding resonates with the goal-setting theory by Locke and Latham (1990), which emphasizes the role of clear and challenging goals in enhancing employee motivation and performance. Similarly, the mean score of 3.83 for being passionate about the work one does underscores the significance of intrinsic motivation. Csikszentmihalyi (1990) introduces the concept of "flow," where individuals experience deep enjoyment and fulfillment when fully

engaged in an activity they are passionate about, leading to heightened motivation and performance.

4.3.3 Descriptive Analysis of Training

Table 4.6: Mean and Standard Deviation Score for training

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
I receive adequate training to perform my job effectively.	301	3.7807	1.09473	2 nd
Training programs offered by the organization are beneficial to my professional growth.	301	3.7110	.97955	3 rd
The organization invests in training opportunities that enhance my skills.	301	3.5914	1.12655	6 th
I feel confident in applying the knowledge and skills gained from training.	301	3.6844	1.13581	4 th
Training positively impacts my job performance.	301	3.8206	1.06820	1 st
I receive adequate training to perform my job effectively.	301	3.6478	1.01106	5 th
Grand Mean and Standard Deviation	301	3.7060	.75989	

Source: Own survey, 2024

As indicated Table 4.6: The mean and standard deviation scores of training implemented by Mojana Wedera Werda Public Sector. "Training positively impacts my job performance" ranks highest with a mean score of 3.82. This underscores the significant role of training in enhancing employee performance. Baldwin and Ford (1988) emphasize the importance of training interventions in improving job-related skills and competencies, leading to enhanced performance outcomes, with a mean score of 3.78, the perception of receiving adequate training to perform the job effectively correlates positively with performance. Tannenbaum and Yukl (1992) argue that providing employees with sufficient training resources ensures they possess the necessary knowledge and skills to execute their tasks proficiently, ultimately contributing to improved performance, the mean score of 3.68 for feeling confident in applying knowledge and skills gained from training highlights the importance of self-efficacy in translating training into performance. Bandura (1977) suggests that individuals with high self-efficacy are more likely to exert effort and persevere in overcoming challenges, leading to better performance outcomes, the perception that training programs offered by the organization are beneficial to professional growth (mean score of 3.71) indicates their positive impact on employee development. Phillips

and Stone (2002) emphasize the need for aligning training programs with organizational goals and employee developmental needs to maximize their effectiveness in enhancing performance, despite ranking lower, the organization's investment in training opportunities that enhance skills (mean score of 3.59) remains a crucial determinant of performance. Arthur et al. (2003) argue that organizations that prioritize continuous learning and skill development foster a culture of innovation and high performance among employees.

4.3.4 Descriptive Analysis of Employee Empowerment

Table 4.7: Mean and Standard Deviation Score for employee empowerment

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
I feel empowered to make decisions in my job role.	301	3.6379	1.04487	1 st
I have the authority to take initiative and make changes in my work.	301	3.6013	1.15781	3 rd
I feel trusted and respected by my supervisors and colleagues.	301	3.6346	1.05483	2 nd
I am encouraged to voice my opinions and ideas in the organization.	301	3.4950	1.19337	5 th
I feel that my contributions are valued and acknowledged by the organization.	301	3.5880	1.19012	4 th
Grand Mean and Standard Deviation	301	3.5914	.81211	

Source: Own survey, 2024

As shown in Table 4.7: The mean and standard deviation scores of employee empowerment implemented by Mojana Wedera Werda Public Sector. Tackling the highest-ranking factor, the perception of feeling empowered to make decisions in one's job role (mean score of 3.63) has been extensively discussed in recent literature. For instance, in their study, Wang and Noe (2010) emphasize the importance of empowering employees to make decisions, as it fosters a sense of ownership and responsibility, ultimately leading to improved performance outcomes. Following closely, feeling trusted and respected by supervisors and colleagues (mean score of 3.63) significantly influences employee empowerment. Dirks and Ferrin (2002) emphasize the role of trust in organizational settings, suggesting that trust between employees and their supervisors fosters an environment conducive to empowerment and enhanced performance. Despite ranking third, having the authority to take initiative and make changes in one's work (mean score of 3.60)

remains a critical aspect of employee empowerment. In a recent meta-analysis, Chen et al. (2018) found that providing employees with autonomy and decision-making authority positively impacts their job performance, underscoring the importance of empowerment in organizational settings. Feeling that one's contributions are valued and acknowledged by the organization (mean score of 3.58) is another significant determinants of employee empowerment. A studies, by Baer and Brown (2012), emphasize the importance of recognizing and rewarding employee contributions, as it reinforces their sense of empowerment and motivates them to perform at their best. Lastly, being encouraged to voice opinions and ideas within the organization (mean score of 3.49) is crucial for fostering employee empowerment. Kish-Gephart et al. (2009) underscore the importance of psychological safety in enabling employees to speak up and contribute to organizational decision-making processes, thereby enhancing their sense of empowerment and job performance.

Table 4.8: Mean and standard deviation of Determinants of employee performance

Descriptive Statistics				
	N	Mean	Std. Deviation	Rank
Organizational commitment	301	3.5455	.84787	4 th
Work motivation	301	3.8660	.86546	1 st
Training	301	3.7060	.75989	2 nd
Employee empowerment	301	3.5914	.81211	3 rd
Valid N (listwise)	301			

Source: Own survey, 2024

As indicated in Table 4.8: The mean and standard deviation scores of determinants of employee performance implemented by Mojana Wedera Werda Public Sector. With the highest mean score of 3.86, work motivation emerges as the top determinant of employee performance. This finding is consistent with Latham and Pinder (2005), who emphasize the significant impact of motivation on job performance. They argue that motivated employees are more likely to exert effort and persist in achieving their goals, leading to enhanced performance outcomes, following closely with a mean score of 3.70, Training second among the determinants of employee performance. Salas et al. (2012) underscores the importance of training in enhancing employee knowledge, skills, and abilities, which are essential for performance improvement. Effective training programs equip employees with the necessary competencies to perform their roles effectively, there by contributing to overall performance.

With a mean score of 3.59, employee empowerment ranks third in influencing performance. Zhang and Bartol (2010) emphasize the role of empowerment in enhancing employee motivation, job satisfaction, and ultimately performance. Empowered employees feel a greater sense of ownership and responsibility, leading to improved performance outcomes,

lastly, has a mean score of 3.54, Organization commitment ranking fourth Analyzing employee performance in influencing employee performance. Meyer and Herscovitch (2001) underscore the importance of organizational commitment in fostering employee engagement and loyalty, which, in turn, positively impact performance. They suggest that committed employees are more likely to invest discretionary effort in their work, leading to higher levels of performance

Table 4.9: Mean and standard deviation of employee performance

Descriptive Statistics				
Statement	N	Mean	Std. Deviation	Rank
I consistently meet the goals and expectations set for my role.	301	3.5083	1.18776	7 th
My performance is evaluated fairly and objectively.	301	3.5880	1.13272	5 th
I receive recognition for my contributions to the organization.	301	3.7243	1.18619	3 rd
I believe my performance aligns with the organization's objectives.	301	3.7807	1.07320	2 nd
My performance is recognized and rewarded appropriately.	301	3.8106	.99701	1 st
I am able to meet challenging work targets consistently.	301	3.6379	1.13656	4 th
I receive constructive feedback to help me improve my performance.	301	3.5648	1.15468	6 th
Grand Mean and Standard Deviation	301	3.6592	.74456	

Source: Own survey, 2024

As shown in Table 4.9: The mean and standard deviation scores of employee performance implemented by Mojana Wedera Werda Public Sector. Topping the list with the highest mean score of 3.81, recognition and appropriate rewards for performance are crucial determinants. Recent studies by Grant et al. (2007) emphasize the importance of recognition and rewards in motivating employees and reinforcing desired behaviors, ultimately leading to improved performance outcomes, following closely with a mean score of 3.78, the belief that one's performance aligns with the organization's objectives significantly influences employee performance. This finding is consistent with Macey and Schneider (2008), who argue that aligning individual and organizational goals enhances employee commitment and performance,

with a mean score of 3.72, receiving recognition for contributions to the organization is another critical determinant of performance. Amabile and Kramer (2011) emphasize the impact of recognition on employee engagement and motivation, leading to improved performance outcomes, ranking fourth with a mean score of 3.63, the ability to consistently meet challenging work targets influences performance. Locke and Latham (1990) argue that setting challenging goals motivates individuals to exert effort and persistence, leading to enhanced performance outcomes, fair and objective performance evaluation (mean score of 3.58) is essential for maintaining employee motivation and engagement. Culbertson et al. (2014) underscores the importance of fairness in performance appraisal systems, as it impacts employee perceptions of justice and, subsequently, performance, providing constructive feedback to improve performance (mean score of 3.56) is vital for employee development and performance improvement. Kluger and DeNisi (1996) underscore the role of feedback in enhancing employee learning and skill development, thereby contributing to performance enhancement, lastly, consistently meeting goals and expectations set for the role (mean score of 3.51) influences employee performance. Locke and Latham (2002) emphasize the importance of goal setting in driving employee motivation and performance improvement.

4.4 Correlation analysis

Correlation analysis identifies or indicates the strength and direction of a relationship between a dependent variable and its variables. The correlation coefficient was calculated to be between -1 and 1. A correlation value of one indicates that two variables are associated positively. Furthermore, the correlation coefficient approaches one, showing a strong relationship between the two variables. In other words, the correlation coefficient is -1, indicating a negative relationship between the variables. There is a strong negative relationship between them, with the correlation coefficient nearing -1. If there is no association between the two variables, the correlation coefficient will be zero (Berndt et al., 2005).

Table4.10: Interpretation of Correlation Coefficient

No	Level of correlation	Interpretation
1.	0.80 or higher	Very high
2.	0.6 to 0.8	Strong
3.	0.4 to 0.6	Moderate
4.	0.2 to 0.4	Low
5.	0.2 or lower	Very low

Source: (Hingsammer, Watzek &Pommer, 2017)

The Pearson correlation between determinant factors and organizational performance is shown in the table below.

Table 4.11: Pearson correlation on the relationship between determinant factors and employee performance

Correlations					
	EP	OC	WM	TR	EEMP
Employee Performance(EP)	1				
Organizational Commitment(OC)	.705**	1			
Work motivation(WM)	.693**	.580**	1		
Training (TR)	.769**	.642**	.653**	1	
Employee Empowerment(EEMP)	.730**	.542**	.631**	.871**	1

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

Source: Regression output of SPSS from Own survey data, 2024

Table 4.11 reveals a significant positive link between training and employee performance ($r=0.769^{**}$, $p<0.01$), followed by employee empowerment ($r=0.730^{**}$, $p<0.01$), organizational commitment ($r=0.705^{**}$, $p<0.01$), and work motivation ($r=0.693^{**}$, $p<0.01$). As a result, the factor of employee performance has a positive correlation with the Mojana Wedera Werda Public Sector.

4.4.1 The Relation Ship between organizational commitment and employee performance

As indicated in Table 4.11: The strong positive correlation coefficient of ($r = 0.705$, $p < 0.01$) between organizational commitment and employee performance suggests that employees who exhibit higher levels of commitment to the organization tend to perform better in their roles. This

finding aligns with Meyer and Allen (1991), who argue that organizational commitment positively influences employee performance. Their study, which focused on the three-component model of organizational commitment, demonstrates how affective, continuance, and normative commitment can impact performance outcomes.

4.4.2 The Relationship between work motivation and employee performance

As indicated in Table 4.11, the correlation coefficient of ($r = 0.693$, $p < 0.01$) between work motivation and employee performance indicates a strong positive relationship. This corroborates the findings of Locke and Latham (2004), who emphasize the importance of setting clear goals and providing appropriate incentives to enhance employee motivation and performance. Their goal-setting theory suggests that specific and challenging goals, coupled with feedback and rewards, can significantly boost motivation and productivity.

4.4.3 The Relationship between training and employee performance

As indicated in Table 4.11, the very strong positive correlation coefficient of ($r = 0.769$, $p < 0.01$) between training and employee performance underscores the critical role of training programs in improving performance outcomes. This finding is consistent with Noe (2013), who underscores the significance of employee training and development initiatives. Noe argues that effective training programs not only enhance employees' knowledge and skills but also contribute to higher job performance and organizational effectiveness.

4.4.4 The Relationship between employee empowerment and employee performance

As indicated in Table 4.11, the correlation coefficient of ($r = 0.730$, $p < 0.01$) between employee empowerment and employee performance suggests a strong positive relationship. This aligns with the findings of Conger and Kanungo (1988), who propose that empowering employees by delegating decision-making authority and fostering a supportive work environment can lead to improved performance outcomes. They emphasize the importance of empowering employees to take ownership of their work and contribute meaningfully to organizational goals.

4.5 Testing Assumptions of Classical Linear Regression Model (CLRM)

The fundamental assumptions of the classical linear regression model (CLRM) must be checked for misspecification and corrected to enhance research quality and preserve the data validity and robustness of the study's regressed outcomes (ALEMAYEHU, 2018). To ascertain whether or not the data fits the fundamental presumptions of the classical linear regression model, several

CLRM assumptions (such as errors equal zero mean tests, multi collinearity, normality, linearity test, multi collinearity, homoscedasticity, and autocorrelation test) must be met and tested in this study. The next parts address the test's ramifications, decision-making guidelines, test findings, and a discussion of them.

4.5.1 Test for the errors have zero mean (E (ut) = 0)

Williams, Grajales, and Kurkiewicz (2013) state that this presumption will never be broken if a constant term is present in the regression equation. Because a constant term was included in the regression model for this investigation, it is anticipated that the average value of the error term will be zero. Thus, there was no violation of this assumption.

4.5.2 Multi collinearity test

Biased regression models may arise from multi collinearity, which denotes a linear relationship between explanatory variables (Kim, 2019). The model is said to have perfect collinearity and cannot be evaluated using OLS if one explanatory variable is an exact linear combination of the others (Kalnins, 2018). In the case of multi collinear explanatory variables, estimation power overlaps or shares. This may have the paradoxical effect of making the regression model fit the data well, but preventing any meaningful contribution from the explanatory factors on their own to the dependent variable's estimation (Kim, 2019). A multi collinearity issue will impact the regression findings if the variance of the inflation component VIF is more than 10 (Obrien, 2007). In this investigation, the tolerance statistics were larger than 0.1 (10%) and the variation of the inflation factor (VIF) was less than ten. Consequently, there is no issue with the predictors' close correlation or multi collinearity.

Table 4.12: Collinearity Statistics of the predictors

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Organizational commitment	.537	1.861
	Work motivation	.511	1.957
	Training	.197	5.078
	Employee empowerment	.233	4.294

a. Dependent Variable: Employee performance

Source: Regression output of SPSS from Own survey data, 2024

4.5.3 Test of Normality

According to He and Yang (2021), a bell-shaped histogram with a normal distribution is expected if the residuals are normally distributed. Whether or not the sample data is taken from a population that is regularly distributed is determined by the normality test. In the study, both approaches to establishing normalcy were applied. This can be confirmed with a histogram. In short, it shows if the population distribution is regularly distributed or not (Garson, 2012). Figure 4.1 illustrates the usual distribution of the population since the histogram indicates that the population is normally distributed and the curve is a bell curve.

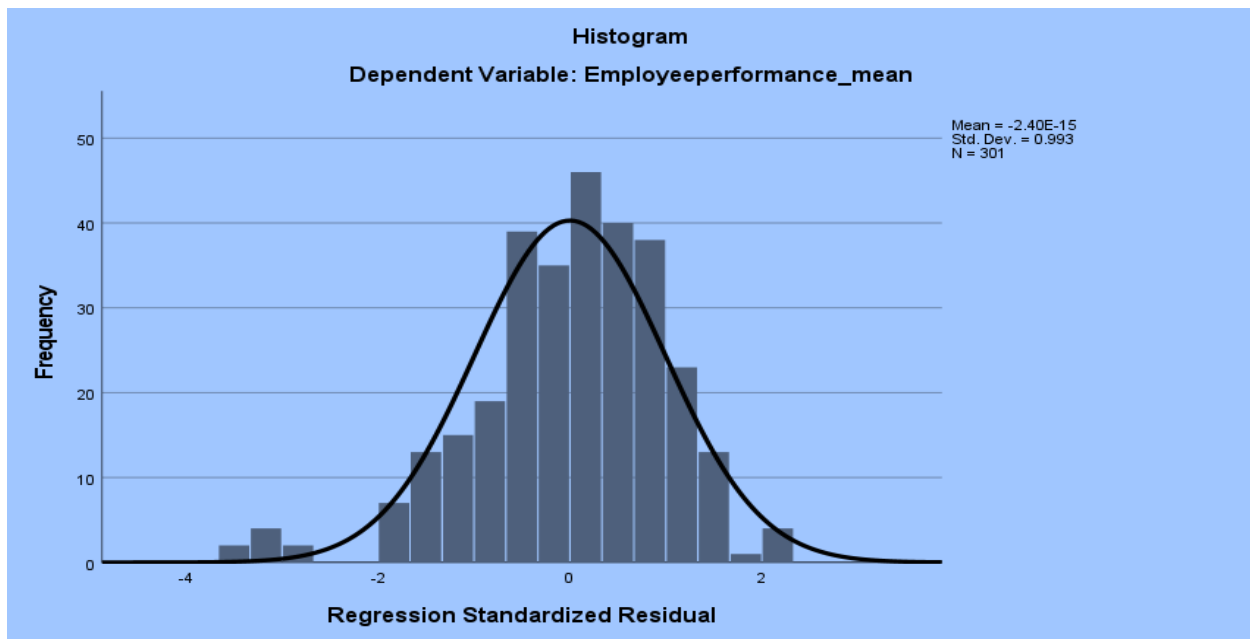


Figure 4.1: Histogram that shows the normal distribution of the population

4.5.4 Linearity test

According to Junhui et al. (2021), linearity characterizes the dependent variable as a linear function of the predictor (independent) variables. Laura Kanyifa Aduma (2018) asserts that whether or not the dependent and explanatory variables are linear, the model's parameters should be linear. This is a result of the challenges associated with estimating non-linear parameters that lack a known value when combined with data from both independent and dependent variables. To verify linearity and equality of variances, plot the standardized residuals against the standardized expected values. The data is spread in the diagram below without any increments or decreases. As a result, the dependent and independent variables are shown to be linear, and the normal probability plot shows that the diagonal line from bottom left to top right is very straight.

The distribution of population was normally distributed, as seen in Figure 4.2, because the straight diagonal line that runs from bottom left to top right is close to every plotted point.

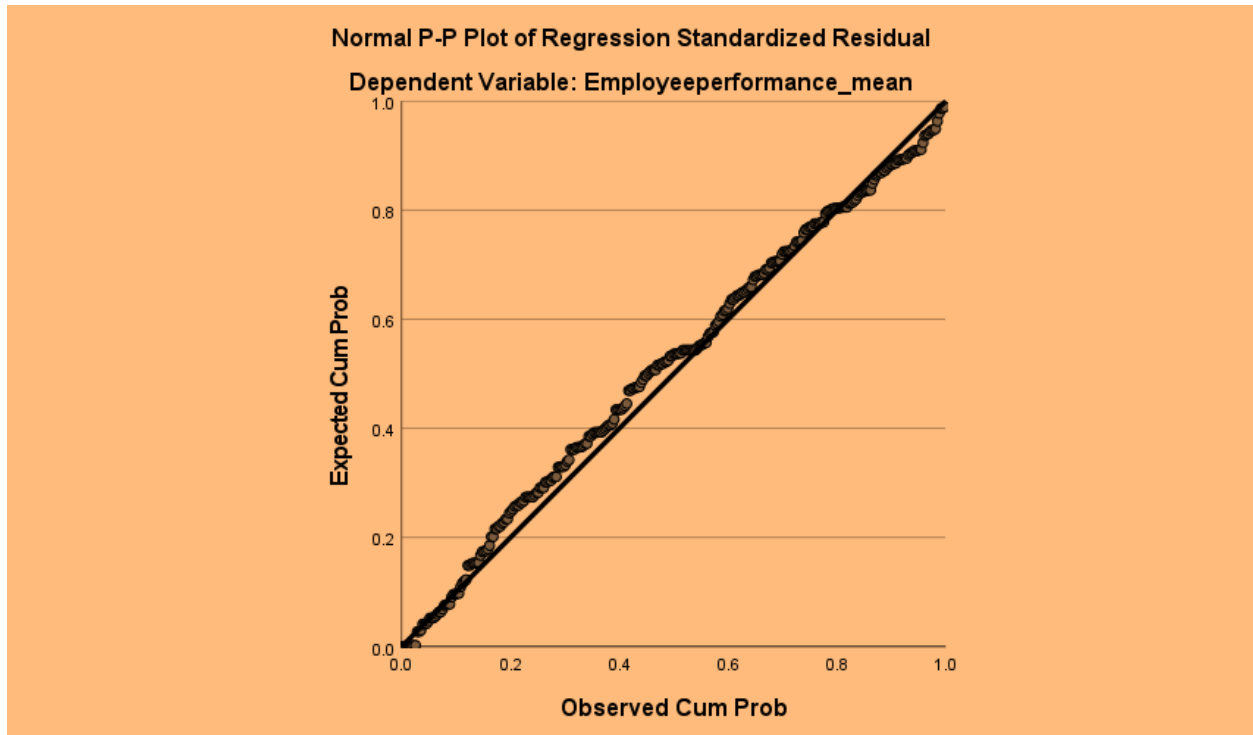


Figure 4.2: Probability Plot (P-P) graph shows the linearity test

4.5.5 Homoscedastic test

Tabachnick & Fidell (2013) state that the homoscedastic assumption indicates that variance is constant across all observations. The variance of the error term ought to remain constant for every value of the predictors. However, there are numerous circumstances where this presumption might not be true. To verify linearity and equality of variances, plot the standardized residuals against the standardized expected values.

For instance, the error term's variance could go up or down. The graph below shows that there is no heteroscedasticity issue; points are distributed randomly and exhibit neither increment nor decrement behaviors. Plotting *ZRESID (Y-axis) versus *ZPRED (X-axis) on SPSS is the first step in the basic analysis since it helps assess if the conditions of homoscedasticity and random errors have been satisfied (Field, 2009).

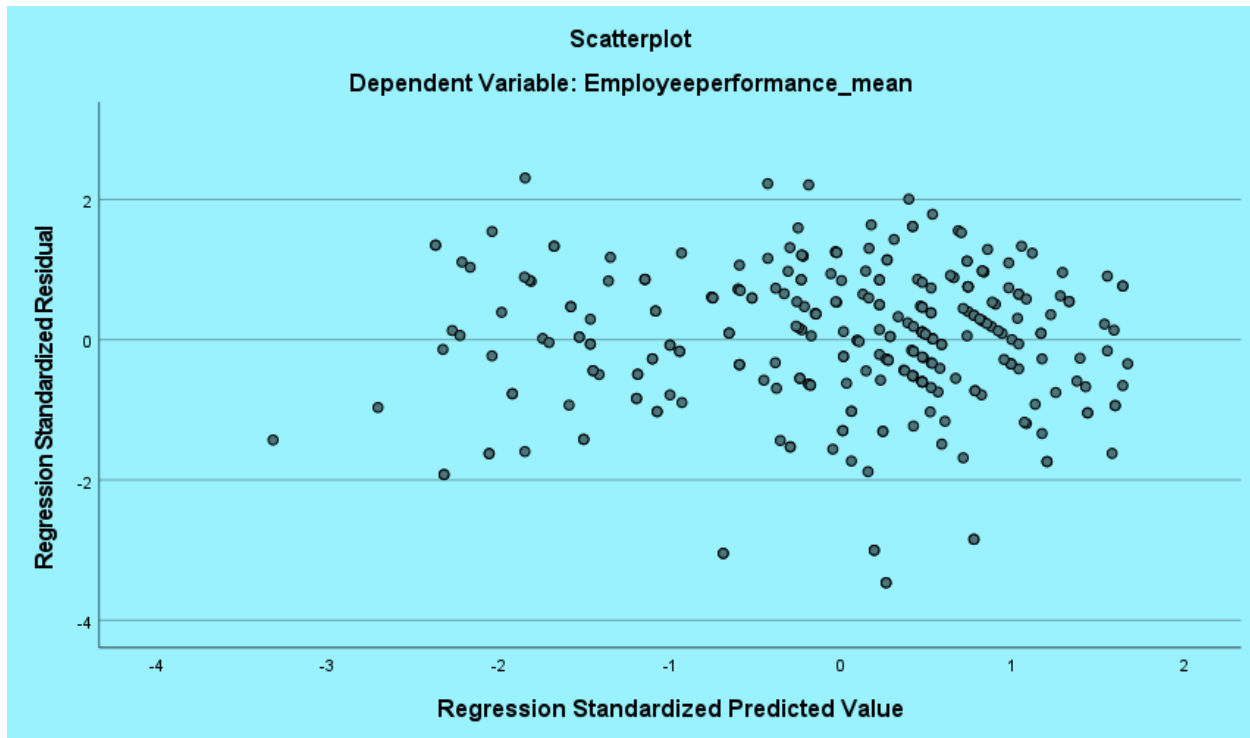


Figure 4.3: Homoscedasticity assumption checked by regression

4.5.6 Autocorrelation test

The autocorrelation test establishes the connection between the current and past values of a variable. The proposed data's autocorrelation was investigated using the Durbin-Watson (DW) test. The DW statistic has a theoretical range of 0 to 4, with each value suggesting a distinct interpretation under certain conditions. Durbin-Watson states that a suitable range is often 1.50 to 2.50%.

Table 4.13: Autocorrelation test table

Model Summary	
Model	Durbin-Watson
1	1.671

Source: Regression output of SPSS from Own survey data, 2024

As shown in Table 4.13, the Durbin-Watson value is 1.671 this value close to 2 indicates that there is almost no autocorrelation within the variables of the study.

4.6 Multiple regression analysis

Regression analysis is a statistical method for identifying the relationship between two or more variables by plotting the change in the response variable (dependent variable) versus the

predictor (independent variable) per unit change. To put it another way, a regression model is the process of predicting the value of the dependent variable while the independent variable varies by unit (Bin Sukri & Mohd Zain, 2015). This study used regression analyses to determine how changes in the independent variable (the determinants of employee performance, such as organizational commitment, work motivation, training, and employee empowerment) would affect the dependent variable (employee performance).

4.6.1 Model Summary Analysis

Pedhazur (1982) states that R is a measure of the numerous correlation coefficients between the outcome and the predictors. It ranges from 0 to 1, where 1 denotes an equation that precisely predicts the observed value and bigger values indicate a larger correlation. The following regression results may have a positive or negative beta coefficient, which represents the degree to which each variable influences the dependent variable. The percentage of precession level at which each variable is significant is shown by the P-value. The explanatory strength of a model is shown by its R² values. In this study, the explanatory powers of the models were evaluated by inferring adjusted R² values, which take into consideration the loss of degrees of freedom that comes with including additional variables.

Table 4.14: Model Summary of Determinants of employee performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.712	.708	.40258
a. Predictors: (Constant), Employee empowerment, Organizational commitment, Work motivation, Training				

Source: Regression output of SPSS from Own survey data, 2024

As stated in Table 4.14, the multiple determinations coefficient (R) is 0.844, showing a significant relationship between the predictors (i.e., determinant factors) and the dependent variable (employee performance). This suggests that the model's combination of determinant variables is strongly related to employee performance. The overall adjusted R Square value is 0.708, indicating that changes in explanatory variables included in this study account for 70.8% of the variance in the dependent variable, with the remaining 29.2% owing to unobserved variables or error terms. This suggests that independent factors explain approximately 70.8% of

the variation in the Mojana Wedera Werda Public Sector. The remaining 29.2% of the changes were explained by factors not included in the model.

4.6.2 Analysis of Variance (ANOVA)

The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). Analysis of Variance (ANOVA) is a statistical method used to compare means across multiple groups to determine if there are any statistically significant differences between them. It assesses the variability within groups and between groups to ascertain whether the observed variations are due to chance or some underlying factors. ANOVA decomposes the total variation in a set of data into variation within groups and variation between groups, allowing researchers to understand the sources of variability.

Table 4.15: ANOVA of Determinants of employee performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	118.338	4	29.585	182.538	.000 ^b
	Residual	47.974	296	.162		
	Total	166.312	300			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Employee empowerment, Organizational commitment, Work motivation, Training						

Source: Regression output of SPSS from Own survey data, 2024

The analysis of variance in Table 4.15 shows that the variables are statistically significant at the $P < 0.01$ level ($F_{4, 296} = 182.538, p = .000$). This demonstrates that the regression model's determinants of employee performance, including organizational commitment, job motivation, training, and employee empowerment, have a statistically significant effect on employee performance in the Mojana Wedera Werda public sector.

4.6.3 Regression Coefficient Analysis

This study aims to discover the most important independent variable in predicting the dependent variable. Thus, a standardized beta coefficient can be used to assess the strength of each predictor (independent variable) that influences the criterion (dependent variable). The regression coefficient describes the average amount of change in the dependent variable resulting

from a unit change in the independent variable. The greater the value of an independent variable's beta coefficient, the more evidence there is for the dependent variable as the more relevant predictor.

Table 4.16: Regression Coefficients of Determinants of employee performance

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.386	.124		3.110	.002
	Organizational commitment	.267	.037	.304	7.143	.000
	Work motivation	.194	.038	.225	5.156	.000
	Training	.235	.069	.239	3.403	.001
	Employee empowerment	.197	.059	.215	3.322	.001

a. Dependent Variable: Employee performance

Source: Regression output of SPSS from Own survey data, 2024

From Table 4.16 of multiple regression coefficients, the following regression equation was developed to predict the determinants of Employee performance due to the listed predictor in this study.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + E$$

Where:

Y= dependent variable (Employee performance)

$\beta_1, \beta_2, \beta_3,$ and β_4 = the beta coefficient of (organizational commitment, work motivation, training, and employee empowerment respectively).

$X_1, X_2, X_3,$ and X_4 = the predictors or independent variables (Organizational commitment, work motivation, training, and employee empowerment respectively).

The regression equation is:

$$\text{Employee Performance} = \beta_0 + \beta_1 \text{OC} + \beta_2 \text{WM} + \beta_3 \text{TR} + \beta_4 \text{EEMP} + E$$

$$\text{Employee Performance} = 0.386 + 0.267\text{OC} + 0.194\text{WM} + 0.235\text{TR} + 0.197\text{EEMP}$$

$$Y = 0.386 + 0.267X_1 + 0.194X_2 + 0.235X_3 + 0.197X_4$$

It is clear that if the beta value of the predictor variables is positive, it can be concluded that there is a positive relationship between the predictor variables and the dependent variable; while the coefficient is negative, it represents a negative relationship (Field, 2009).

According to this finding, the four predictor variables (organizational commitment, training, employee empowerment, and work motivation) have a significant and positive coefficient of beta values indicating that they have a positive effect on employee performance in the study. As a result, organizational commitment, training, employee empowerment, and work motivation all have a positive significant effect on employee performance.

- **Organizational commitment** : The unstandardized coefficient for organizational commitment is 0.267. The coefficient of 0.267 indicates that for every one-unit increase in organizational commitment, there is a 0.267-unit increase in employee performance, holding other factors constant. This aligns with existing studies that emphasize the positive impact of organizational commitment on employee performance (Meyer & Allen, 1991).
- **Work motivation**:The unstandardized coefficient for work motivation is 0.194; it suggests that a one-unit increase in work motivation results in a 0.194 unit increase in employee performance. This finding corroborates studies emphasizing the significant role of motivation in driving employee performance (Latham & Pinder, 2005).
- **Training**: The unstandardized coefficient for training is 0.235 implies that for every one-unit increase in training, there is a 0.235-unit increase in employee performance. This underscores the importance of training programs in enhancing employee skills and consequently improving performance (Baldwin & Ford, 1988)
- **Employee empowerment**: The unstandardized coefficient for employee empowerment is 0.197, which indicates that a one-unit increase in employee empowerment leads to a 0.197 unit increase in employee performance. This supports research emphasizing the positive impact of employee empowerment on performance outcomes (Spreitzer, 1995).

4.7 Hypothesis Testing and Discussions

Table 4.17: Hypothesis testing

The hypothesis was tested as follows:

Hypot he sis	Statement of hypothesis	Beta value	t- value	P- value	Decision
Ha1	Organizational commitment has a significant influence on employee performance in the Mojana Wedera Wereda public sector.	.267	7.143	.000	Accepted
Ha2	Work motivation has a significant influence on employee performance in the Mojana Wedera Wereda public sector	.194	5.156	.000	Accepted
Ha3	Training has a significant influence on employee performance in the Mojana Wedera Wereda public sector.	.235	3.403	.001	Accepted
Ha4	Employee empowerment has a significant influence on employee performance in the Mojana Wedera Wereda public sector.	.197	3.322	.001	Accepted

Hypothesis1:

Organizational commitment has a significant influence on employee performance in the Mojana Wed era Wereda public sector.

The results of multiple regressions, as presented in Table 4.17, revealed that organizational commitment has a positive and significant effect on organizational performance ($\beta=0.267$, $t=7.143$, $p=0.000$). This indicates that the level of commitment employees have towards the organization plays a crucial role in determining their performance within the Mojana Wedera Wereda public sector. This commitment can manifest in various ways, such as staying with the organization during challenging times, advocating for the organization, and going above and

beyond their basic job responsibilities. Hence, the hypothesis is fully supported. The result is consistent with (Andi, Andi, Ignatius, Soni, Kurniawan, 2022; Reza, Nurul, Ichsan, 2023; Kifni, Yudianto, 2023; Salim, Musabah, Bakhit, Al, Zefeiti., Noor, Azmi, bin, Mohamad, 2017) found that organizational commitment has a positive and significant effect on the employee performance.

Hypothesis2:

Work motivation has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

The results of multiple regressions, as presented in Table 4.17, revealed that Work motivation has a positive and significant effect on employee performance ($\beta= 0.194$, $t=5.156$, $p=0.000$). This indicates that in the context of Mojana Wedera Wereda's public sector, the level of motivation that employees have toward their work significantly impacts their overall performance. By having a significant influence, it implies that more motivated employees tend to exhibit better performance outcomes compared to those who lack motivation. The result is similar to (Catherine, Oteba, and Nyadol, 2014; Omollo, 2015)) who revealed that work motivation has a positive and significant effect on employee performance.

Hypothesis3:

Training has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

The results of multiple regressions, as presented in Table 4.17, revealed that Training has a positive and significant effect on employee performance ($\beta=0.235$, $t=3.403$, $p=.001$). This implies that indicates that the training programs provided to employees in this sector have a notable impact on their performance levels. Training is an essential aspect of employee development and can enhance their skills, knowledge, and abilities, thereby positively affecting their performance outcomes. When employees receive adequate training, they are better equipped to handle their roles effectively, leading to improved job performance. The result is consistent with (Jobayra, Afsana., Farhana, Afrin., Tasneem, & Tarannum, 2016; Uzma, Hafeez., Waqar & Akbar, 2015) found that training has a significant positive effect on employee performance.

Hypothesis4:

Employee empowerment has a significant influence on employee performance in the Mojana Wedera Wereda public sector.

The results of multiple regressions, as presented in Table 4.17, revealed that the Employee empowerment has a positive and significant effect on employee performance ($\beta=0.197$, $t=3.322$, $p=.001$). This finding suggests that in Mojana Wedera Wereda, providing employees with the autonomy, authority, and resources to make decisions and take control of their work processes leads to improved performance outcomes. Employee empowerment can result in increased job satisfaction, higher commitment to organizational goals, and a sense of ownership over their tasks, all of which contribute positively to overall performance levels. The result is consistent with (Irene, Nyachomba, Muturi, Susan, Were, 2019; Salome, Muringa, & Ng'Ang'A, 2017) found that employee empowerment has a significant positive effect on employee performance.

CHAPTER FIVE

5 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter contains a summary, results, and suggestions for the research conducted in the study. To ensure clarity, the conclusions were based on the study's research objectives. The general reasons for the findings were reviewed, and recommendations were formed from the study's conclusions. Finally, the paper suggests areas for future research.

5.2 Summary

This study focused on the factors that influence employee performance in the Mojana Wedera Werda public sector. The study aimed to determine the factors that influence employee performance (organizational commitment, work motivation, training, and employee empowerment). To attain its goal, this study employed quantitative methodologies. Both manual and computer social science software programs, such as SPSS, were utilized to provide exact and consistent results. Data obtained from primary and secondary sources through an interview guide, questionnaire, and documentation search were organized, assembled, edited, processed, and tabulated to extract information before being analyzed using appropriate SPSS statistical procedures. Descriptive statistics were employed to analyze quantitative data using computer frequency mean and standard deviation of responses, while narrative explanations were used for qualitative data analysis. The data were presented and analyzed concerning the primary factors identified in the objectives and research questions. The study's findings were presented in the form of tables and figures with narrative descriptions, as well as tables and figures that represented quantitative data.

For this study, 309 questionnaires were issued, and 301 were completely and collected. The descriptive statistics of this study revealed that work motivation had the highest mean score of 3.87, followed by training with a 3.71 mean score, employee empowerment with a mean score of 3.59, and organizational commitment with a mean score of 3.54.

The correlation study revealed that all parameters had a positive and statistically significant link with employee performance. Training in public sectors has the strongest link with employee performance ($r=0.769^{**}$, $p<0.01$), followed by employee empowerment ($r=0.730^{**}$, $p<0.01$), organizational commitment ($r=0.705^{**}$, $p<0.01$), and work motivation ($r=0.693^{**}$, $p<0.01$).

Multiple regression analysis shows that organizational commitment has the highest impact on employee performance ($\beta=0.267$), followed by training ($\beta=0.235$), employee empowerment ($\beta=0.197$), and work motivation ($\beta=0.194$), all with significant positive effects ($p<0.01$). The model summary of multiple regressions shows that the independent variables of the determinants explain 70.8% of the variability in employee performance of the dependent variable; the remaining 29.2% is explained by other factors not included in this study.

5.3 Conclusion

The study's findings and summary of findings lead to the following conclusions. The study conducted at Mojana Wedera Werda Public Sector showcased a strong and positive correlation between determinants such as organizational commitment, work motivation, training, and employee empowerment with employee performance. Through inferential analysis, it was established that these factors significantly influence employee performance, with organizational commitment being identified as the most influential variable. The study on organizational commitment factors at Mojana Wedera Werda Public Sector underscores the paramount importance of organizational commitment in enhancing employee performance. Factors such as loyalty, belongingness, and alignment with organizational values contribute to a positive organizational climate and employee satisfaction. Additionally, the analysis of work motivation factors highlights the critical role of intrinsic motivation in driving job performance, with a focus on accomplishment, challenging tasks, goal achievement, and passion for work as key motivators for employees. These findings emphasize the significance of maintaining organizational congruence and fostering intrinsic motivation for improved performance outcomes.

The analysis of training initiatives at Mojana Wedera Werda Public Sector indicates that training significantly influences employee performance, with a focus on improving job-related skills and competencies. Adequate training is correlated with better performance outcomes, emphasizing the importance of providing employees with the necessary resources for effective job execution. Additionally, the study underscores the critical role of employee empowerment in driving improved performance outcomes, with autonomy, decision-making authority, trust, and recognition playing key roles. Empowering employees to make decisions and encouraging their contributions enhances organizational performance and fosters a culture of innovation and high performance.

5.4 Recommendation

Based on the result of this study, the following recommendation is suggested.

Based on the study conducted in the Mojana Wedera Werda Public Sector, Given the significant positive correlation with employee performance. The study recommends that the organization should invest further in strategies that enhance organizational commitment among employees. This could include fostering a supportive work environment that promotes a sense of belonging and loyalty, as well as providing opportunities for employees to go above and beyond in their roles.

The study shows that organizational commitment emerged as the most powerful significant variable impacting employee performance; it is recommended that Mojana Wedera Werda Public Sector continues to prioritize strategies that enhance organizational commitment among employees. Investing in initiatives that foster a strong sense of belonging, loyalty, and alignment between employee values and organizational goals can lead to higher levels of commitment and performance, ultimately contributing to improved organizational outcomes.

Based on the study conducted in the Mojana Wedera Werda Public Sector, The study emphasizes the critical role of intrinsic motivation in driving performance, to leverage this. The study recommends that the organization should focus on recognizing and rewarding achievements to enhance employees' sense of accomplishment. Providing challenging and engaging work tasks, setting clear and ambitious goals, and fostering a passion for work can boost motivation levels and ultimately lead to improved job performance.

Based on the study conducted in the Mojana Wedera Werda Public Sector, it was found that training showed a significant impact on employee performance. Therefore the study recommends that organizations should continue to prioritize and invest in training initiatives. This includes ensuring that training programs are designed to enhance job-related skills and competencies effectively. Providing employees with adequate resources and support to apply knowledge gained from training sessions is crucial for translating training into tangible performance improvements.

Based on the study conducted in the Mojana Wedera Werda Public Sector, Given the high mean score for feeling empowered to make decisions, organizations prioritize granting employees autonomy and decision-making authority in their job roles. Encourage them to take initiative and make changes in their work, fostering a sense of ownership and accountability.

Based on the study conducted at Mojana Wedera Werda Public Sector, it is recommended to prioritize recognition and appropriate rewards for performance, align individual performance with organizational objectives, and emphasize recognition for contributions to enhance employee motivation and performance. Additionally, consistently meeting challenging work targets, fair and objective performance evaluation, providing constructive feedback, and meeting set goals and expectations are crucial factors in driving motivation and improving performance.

5.5 Suggestions for future research

The factor of employee performance in the Mojana Wedera Werda Public Sector case was the main topic of this study. Employee empowerment, work motivation, organizational commitment, and training were all considered determinant factors of employee performance. Therefore, more studies can be done with an emphasis on different metrics of the elements that influence employee performance. Furthermore, in the instance of Wedera Werda Public sector, this research solely covered the public sector geographically. Future studies ought to concentrate on additional service sectors in addition to the Wedera Werda public sectors. In terms of methodology, the researcher employs a quantitative approach and performs analysis using several linear regression models; future researchers ought to experiment with different approaches and models.

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APPENDIX

Appendix 1: English version

Debre Berhan University

College of Business and Economics

Department of Management MBA Program



Questionnaire to be filled out by Public sector employees

Dear respondents

This questionnaire is designed to produce an academic study report entitled “Determinants of Employee Performance in Case of MWW Public Sector.” The purpose of this research is to acquire data concerning the Determinants factor of the Mojana Wedera Werda Public sector. The study is purely for academic purposes and thus did not affect you in any way. Therefore, your genuine, frank, and timely response is very important to the outcome of the study, and you are kindly requested to complete all questions.

Instruction: Dear respondents

1. No need to write your name.
2. Please encircle where alternative answers are available and put a (✓) mark where necessary.

Thank you for your time, cooperation, and contribution to this study!

For further information;

Phone: +251915584215

PART I. Socio-Demographic Characteristics

This part of the questionnaire covers items related to the background of the respondents.

1. Gender

Male

Female

2. Age

18-24

25-35 36-47

3. Educational level

Certificates

BA/BSC

Diploma/Level III&IV

Masters & above

4. Work experience

1- 5 years years

6- 10 years 11-15 years

PART II: - Determinants of employee performance-Related Questions

Use the following Rating Scales under the columns, and mark (√) sign only once for the given variables depending on your level of agreement in front of it.

Rating scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

No	Determinants of employee performance	Rating				
		1	2	3	4	5
	I. Organizational commitment -Related Questions					
1	I feel loyal to my organization.					
2	I am willing to go above and beyond for the organization.					
3	I feel a strong sense of belonging to the organization.					
4	I am committed to the goals and values of the organization.					
5	My organizational commitment positively influences my work performance					
	II. Work motivation- Related Questions					
1	I am motivated to perform well in my job.					
2	I find my work challenging and engaging.					
3	I am driven to achieve my work-related goals.					
4	I am passionate about the work that I do					
5	My job provides me with a sense of accomplishment.					
6	My work motivation positively impacts my job performance.					
	III. Training-Related Questions					
1	I receive adequate training to perform my job effectively.					
2	Training programs offered by the organization are beneficial to my professional growth.					
3	The organization invests in training opportunities that enhance my skills.					
4	I feel confident in applying the knowledge and skills gained from training.					
5	Training positively impacts my job performance.					
6	I receive adequate training to perform my job effectively.					

No	IV. Employee empowerment-Related Questions	1	2	3	4	5
1	I feel empowered to make decisions in my job role.					
2	I have the authority to take initiative and make changes in my work.					
3	I feel trusted and respected by my supervisors and colleagues.					
4	I am encouraged to voice my opinions and ideas in the organization.					
5	I feel that my contributions are valued and acknowledged by the organization.					
No	V. Employee performance-related Questions	1	2	3	4	5
1	I consistently meet the goals and expectations set for my role.					
2	My performance is evaluated fairly and objectively.					
3	I receive recognition for my contributions to the organization.					
4	I believe my performance aligns with the organization's objectives.					
5	My performance is recognized and rewarded appropriately.					
6	I am able to meet challenging work targets consistently.					
7	I receive constructive feedback to help me improve my performance.					