

**EFFECT OF INDIVIDUAL AND GROUP BEHAVIOUR ON JOB PERFORMANCE (IN CASE OF WOLKITE HEALTH CENTER)**



**WOLKITE UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS  
DEPARTMENT OF MANAGEMENT**

**THIS SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF  
MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF BACHELOR OF ARTS DEGREE (BA) IN  
MANAGEMENT**

**PREPARED BY:--GETNET KINDIE**

**ADVISOR:- Mr. DEMELASH(MBA)**

WOLKITE ETHIOPIA

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## **Declaration**

I hereby declare that the study entitled “effect of individual and group behavior on job performance in case of wolkite health center is the outcome of my own effort under the supervision and guidance of DEMELASH (MBA). This study has not been submitted for any Degree or Diploma in other university or institutions. All the necessary sources of materials used for the study have been duly acknowledged.

Name of the student

Signature

Date

**GETNET KINDIE**

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## Letter of Certification

This is to certify that this senior essay work, effect of individual and group behavior on job performance (in case of wolkite health center)undertaken by **GETNET KINDIE** for the partial fulfillment for the requirement of Bachelor of Art Degree in Management at Wolkite University, complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

**Approved by:**

**Name of Advisor**

**Signature**

**Date**

**MR, DEMELASH**

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## **Approval Sheet**

As an examining member of the final research defense program I certify that I have read and evaluated the research prepared by **GETNET KINDIE** entitled: effect of individual and group behavior on job performance in case of wolkite health center and recommended that it is accepted as fulfilling the research requirements for BA degree in Management.

Name of Examiner: MINDA YIRGA\_\_\_\_\_

Signature: \_\_\_\_\_

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

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## ABSTRACT

*Human behavior in organization is individual behavior and in group behavior in organization. The study of organizational behavior is primary concerned with the psychological, social, interpersonal and behavior dynamics in organization. The main objective of this study is to investigate whether individual and group behavior has impact on job performance in wolkite health center. Total population of the corporation was 124. From this total population 94 employees will be selected by simple random sampling technique and used as source of data. The researcher will use descriptive research design. The source data for this specific study will be from primary and secondary source. Questionnaires and interviews will be used as data collection method. Data will be analyzed by using quantitative and qualitative method of analysis. Finally the researcher will conclude and recommend based on findings.*

# **CHAPTER ONE**

## **1. Introduction**

### **1.1 Back ground of the study**

An organization has set its deliberate plane it has to recruit and select individuals who are willing and able to perform of all the specific tasks which are required to accomplish its objective. Organizational behavior studies individual and their behavior within the context of the organization in work place setting. Group behavior is the interaction between individual collectively and the process such opinions attitude growth conflicts and feed backs this interaction to fulfill some needs satisfaction of helps to provide basic for his interaction with specific members of the group (John Michael 2005 p 11).

Individual behavior involves the study of learning awareness creativity motivation training and job performance, this includes how individuals behavior alone in an organization (John Michael 2005p11).

The key to achieving and maintaining competitiveness in an organization is allowing each and every employee in the organization from the chief executive officer to operational workers to contribute their maximum possible efforts of the organization success by removing obstacles to performance tapping in to an individual or employees and managers need to understand why people behave and thing as they do and how these activities have an impact organizational job performance.(Michael A Pirson and Poul Lawrence,2010 ).

This research paper concerned to study on Wolkite town health center and it describe how individuals ability, personality, perception, value, attitude, group norm and group size culture are interacting in the work place will have an impact on the Wolkite health center job performance either directly or indirectly.

Therefore this paper is focused to assess the impact of individual and group behavior on job performance and to give recommendation to Wolkite Health Center.

## **1.2 Statement of the problem**

In general an organizational behavior is a field of study that investigates impact of individuals and groups behavior within the organization for the purpose of applying the knowledge towards improving organizational effectiveness (Ivancievich, 2005).

Any aspect of activities that affect the behavior of human beings in any organization is considered to the subject of organizational behavior. Basically the behavior of people in an organization either individually or in group will contribute to the success or failure in organization in which they are working (David Buchanan and Andrej Huzynski, 2007).

Hence studying organizational behavior enables us to know the behavior of to predict their action to specific situations and influence their behavior towards achieving organizational, group and individual goals through interaction of interests (Andrej Huzynski 2006).

The difference of workers in age, sex, ethnicity and culture is growing organizational making understanding of organizational behavior and benefiting from it is a great challenge for management (David Buchanan, 2008).

In organizational behavior there is a needed to study the group behavior along with individual's behavior. An individual behavior may be affected by other groups or by individual behavior inside the group may differ from his/her behavior outside understanding these behavior demands to analyses the impact of individual and group behavior have on job performance with the organization therefore, the effect of the above and other unmentioned factors might hinder the successful job performance (Muzafer Sherif, 2003).

Even though Wolkite Health Center has a problem of individual and group behavior on job performance because of difference in age, sex, norms and culture is growing in organization making and Understanding of organizational behavior and benefiting from it is challenge for management the individual behavior is affect the group behavior in job performance in work place(HRM of Wolkite Health Center ).

As the studying the impact of individual and group behavior on job performance is very important, academic research on the individual and group behavior in Ethiopia is rare. The few works conducted on individual and group behavior have not paid particular attention to the

impact of individual and group behavior on job performance. This paper intention to filling the gap with aim of bringing of the theoretical literature on the impact of individual and group behavior on job performance on Wolkite Health Center.

### **1.3. Research Question**

- What is the degree of influence of individual and group behavior on job performance?
- Does the behavior of an individual be affected by other individuals?
- How to manage individual and group behavior toward job performance?

### **1.4. Objective of the Study**

#### **1.4.1 General objective**

General objective of the study is to investigate whether individual and group behavior has an impact on job performance in Wolkite Health Center.

#### **1.4.2 Specific objective**

- To understand the degree of influence of individual and group behavior on job performance.
- To understand the behavior of individual affected by other individual and the group in which his/her that will lead to poor job performance.
- To understand how to manage individual and group behavior towards job performance.

### **1.5. Significance of the study**

- The student researcher; the student researcher is beneficiary on getting knowledge about the study and experience on conducting such assessment and get satisfaction when the study wills the solution to the problem.
- The organization; the organization is beneficial in that the manager of the organization see the identified problem and recommend solutions and take corrective actions accordingly this study.
- Other researcher: other researcher can take this study as reference for conducting other similar assessments.
- Other similar organization: This study can also use for other organizations which are similar by taking this study and they can team selves with identified problem and if the problem is originated on them can take their corrective measure.

## **1.6. Scope of the study**

### **1.6.1. Issue specification**

The scope of the study is limited to asses' Wolkite Health Center, the researcher will use stratified techniques because of there are many divisions of departments in Wolkite health center. However, the researcher will take samples from six departments. i.e. pharmacy, midwifery, clinical, laboratory ,assistance and extension only.

### **1.6.2. Space specification**

The researcher focused particularly in Wolkite Health Center, which is found in Gurage zone in Wolkite town, Wolkite Health Center located around 10 kilometer from Wolkite University main campus. Other privet and government health center or clinics will not include on the research, because of it needs high man power, finance, transportation cost and time.

## **1.7 Organization of the study**

The paper organized in five chapters. The first chapter contains the introduction part, This include background of the study, statement of the problem, research question, objective of the study, Significance of the study, Scope of the study, organization of the study, the second chapter will deals with related review literature, the third chapter will deals with research methodology and the chapter 4 deals with presentation and analysis of data and finally chapter 5 contains, conclusion and recommendation.

# CHAPTER TWO

## 2. Review of Related Literature

### 2.1. Definition of organizational behavior

Organizational behavior often abbreviated as OB is a field of study that investigates the impact that individual group and structures have on behavior within organizations effectiveness and. Organizational behavior is the study of human behavior attitudes and performance within an Organization string organizational behavior is applied on the disciplines such as psychology sociology and culture (www.wikipedia.com).

Organizational behavior is analyzing the extracts environment effect on the organization and its Human resources mission objective and strategies to sum up organizational behavior is concerned with the study of what people do in an organization and how that behavior affects the performance of the organization (Robert and Michael 2005).

Organizational behavior is the study of people, individuals and groups in which it tells about their behavior within the organization and it includes their understanding, communication, actions and attitude. The study and understanding of individual and group behavior and patterns of structure in order to help improve organizational performance and effectiveness (Lauriej Mullins The study of how thoughts, feelings and behaviors of individuals and groups in organizations are influenced by the actual implied or imagined presence of others( Leigh Thompson 2005).

Organizational behavior is the study of human behavior, attitudes and performance within an organization setting; drawing on theory, methods, and principles from such disciplines as psychology, sociology, political science, and cultural anthropology to learn about individuals, groups, structure, and process(Ivancevich; 2005).

### 2.2 Human behaviors in organization

Human behavior in organization is individual behavior and in group behavior in organization. The study of organizational behavior is primarily concerned with the psychological, social, interpersonal and behavior dynamics in organization. However organizational behavior variables that affects human behavior at work that have an impact on job performance are also relevant to the study of organizational structure.

Human behavior in organization is complex and often difficult to understand. Individual performance is the foundation of organizational performance. Understanding individual behavior therefore, is critical for effective management (Thompson).

Organizational will be have describe as clock work in which human behavior is logical and rational but they often seen like snake pits to those who work in them. Each discipline has made a unique contribution to organizational behavior (Mcshane 2006).

### **2.2.1 Individual Characteristics**

Because of organizational performance depend on individual performance, managers such as Ted Johnson more than a passing knowledge of the determinants of individual performance, social psychology and sociology contributes a great deal of relevant knowledge about the relationship among attitudes, perception, emotions, personality, values, and individual performance( Ivancevich) .

### **2.3 Foundation of individual behavior**

Human behavior is a complex phenomenon as it is most difficult to define in absolute terms it is primary a compilation of response to external and internal stimuli. Behavior is the function of person and environment around him. It is important recognize the effect of the person and the environment individually as well as interaction and de provides either poor job performance or dual that provide poor job performance or effective job performance(Kumar and Mitall, 2001).

### **2.4 .Individual behavior and job performance**

Employees perform their job in a way that satisfies customer and fulfills other organizational objectives or to achieve effective job performance. The model of individual behavior and performance to illustrate it directly influences on employee voluntary behavior and performance, Motivation, ability, role perception and situational contingencies(Gillmor, 2006).

#### **2.4.1 Job satisfaction**

Job satisfaction is an individual general attitude towards his/her job. A person with a high level of job satisfaction holds positive attitude toward the job that results effective job performance. A person who is dissatisfied with his/ her job holds a negative attitude about the job that results poor job performance.

### **2.4.2 Job satisfaction and job performance**

In terms of strategic managers we need to know whether a satisfied employee will contribute more achieving objective than dissatisfied employee will for these reason study have investigates whether there is a like between job satisfaction and job performance.

This research tested the once-widespread assumption that satisfaction related to job performance (Robert and Michael,2005)

### **2.4.3 Job performance**

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and psychology (the branch of psychology that deals with the work place), also form a part of human resource management. Performance is an important criterion for organizational outcomes and success.

### **2.4.4 Features of job performance**

There are several key features to Campbell's conceptualization of job performance which help clarify what job performance means.

#### **Outcomes**

First, Campbell defines performance as behavior it is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influence. In other words, there are more factors that determine outcomes than just an employee's behaviors and actions.

#### **Organization goal relevance**

Another key feature of job performance is that is that it has to be goal relevant. Performance must be directed toward organizational goal that are relevant to the job or role. Therefore, performance does not include activities where effort is expended toward achieving peripheral goal.

#### **Multidimensionality**

Despite the emphasis on defining and predicting job performance, it is not a single unified construct. There are vastly many jobs each with different performance standards. Therefore job performance is conceptualized as a multidimensional construct consisting of more than one kind of behavior.

Another taxonomy of job performance was proposed and developed for us navy by Murphy (1994). This model is significantly broader and breaks performance in to only four dimensions.

Task-oriented behavior is similar to task-specific behaviors in Campbell's model. This dimension includes any major task relevant to some ones job.

Interpersonally oriented behavior is represented by any interaction the focal employee has with other employees. These can be task oriented or non-task oriented. This dimension diverges from Campbell's taxonomy because it included behaviors (small talk, socializing, etc.) that are not targeting an organization goal.

Down time behaviors are behaviors that employees engage in during their free time either at work or offsite. Down-time behaviors that occur off-site are only considered job performance when they subsequently affect job performance (for example, outside behaviors that cause absenteeism.)

4. Destructive/hazardous behaviors in addition to these models dividing performance into dimensions, others have identified different type of behaviors making up performance.

## **2.5 The impact of individual differences on job performance**

The various categories of individual differences interact to influence the performance on employee group and organization as a whole. The definition of job performance will be debated over the year. A recent study defines as behavior that is relevant to the organization goals and will be measured in terms of each individual's proficiency or level of contribution. (Robert and Michael, 2005).

## **2.6 Definition of Group Behavior**

Group is a two or more than two individuals freely interacting who share collective norms and goals and have a common identity. The behavior will be subject of interest in social psychology for a long period of time and many different aspects of group behavior will be study over the Years(Kreintner and Robert 2006:232).

Group form because of managerial action and also because of individual effort s. Groups created by managerial decisions are termed formal groups. Group also forms as a consequence of employees actions. Such groups termed informal groups. Develop around common interest and friendships (John M. Ivancevich).

### **2.6.1 Group behavior and interpersonal influence**

Interpersonal influence and group behavior are also power full forces affecting organizational performance as well as job performance.

### **2.6.2 Group structure**

Structure is the shape of the behavior of members and makes it possible to explain and predict a large portion of individual behavior within the group as well as the performance of the group itself.

### **2.6.3 Stages of group development**

Group and team in the work place go through a maturation process, such as one would find in any life cycle situation. According to psychologist Bruce Tuckman the original model involved in four (4) stages these stages are forming, storming, norming and performing.

**Stage I forming:-** During this "ice breaking" stage group members tend to be uncertain and anxious about such things as their roles for in change and to effect the group goals.

**Stage II Storming:-** This stage is the time of testing individuals test the leaders policies and assumptions as they try to determine how they fit in to the power structure.

**Stage III Norming:-** During this stage the group develops first sense of cohesiveness as a role is established and defined as the feeling that binds members of group together is the principal by product of norming.

**Stage IV performing:-** Activities during this stages focused on solving task problem as a member of a mature group contributors get their work done without hampering others.

This is a climate of open communication, strong cooperation and lots of helping behavior. Cohesiveness and personal commitment to group goals help the group to achieve more than any one individual acting alone (Kinicki and Kreiner, 2006:254 and 255)

## **2.7 Influences of behavior on organization**

The individual, group and organization which collectively influence behavior in work organizations.

**Individual:** - organizations will be made up of their individual members. The individual is a central feature of organizational behavior and necessarily part of any behavior situations. It is the task management to provide a working environment which permits the satisfaction of individual needs as well as that attainment of the organizational goals.

**Group:** - Group is exists in all organizations and one essential tool to their working and performance. The organization is comprised of groups of people and almost everyone in an organization will be a member of one or more groups. Peoples in group influence each other in

many ways and groups may develop their own hierarchy and leaders. Group pressure can have a major influence over the behavior and performance of individual members.

**Organization:**-Individuals and groups interact with in the structure of the formal organization. Structure is created by the management to establish relationship between individual and groups, to provide order and system to direct the effort of the organization in to goal-seeking activity. Behavior is affected by patterns of organizational structure, technology, style of leadership and system of man agreement through which organizational process are planned directed and controlled.

## **2.8 EMPIRICAL LITERATURE REVIEW**

"Organization Studies" redirects here. For the academic journal, see Organization Studies (journal). For the academic field, see Organizational studies. Organizational behavior (OB) or organizational behavior is the "study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself".

OB research can be categorized in at least three ways: individuals in organizations (micro-level) work groups (meso-level) how organizations behave (macro-level) Overview Chester Barnard recognized that individuals behave differently when acting in their organizational role than when acting separately from the organization.

Organizational behavior researchers study the behavior of individuals primarily in their organizational roles. One of the main goals of organizational behavior is "to revitalize organizational theory and develop a better conceptualization of organizational life".

Relation to industrial and organizational psychology Miner (2006) mentioned that "there is a certain arbitrariness" in identifying a "point at which organizational behavior became established as a distinct discipline" (p. 56), suggesting that it could have emerged in the 1940s or 1950s.

He also underlined the fact that the industrial psychology division of the American Psychological Association did not add "organizational" to its name until 1970, "long after organizational behavior had clearly come into existence" (p. 56), noting that a similar situation arose in sociology. Although there are similarities and differences between the two disciplines, there is still confusion around differentiating organizational behavior and organizational psychology.

History As a multi-disciplinary, organizational behavior has been influenced by developments in a number of related disciplines including: Sociology, industrial/organizational psychology, and

economics. The Industrial Revolution is a period from the 1760s where new technologies resulted in the adoption of new manufacturing techniques and increased mechanization. In his famous iron cage metaphor, Max Weber raised concerns over the reduction in religious and vocational work experiences. Weber claimed that the Industrial Revolution's focus on efficiency constrained the worker to a kind of "prison" and "stripped a worker of their individuality".

The significant social and cultural changes caused by the Industrial Revolution also gave rise to new forms of organization. Weber analyzed one of these organizations and came to the conclusion that bureaucracy was "an organization that rested on rational-legal principles and maximized technical efficiency." A number of OB practitioners documented their ideas about management and organization. The best known theories today originate from Henri Fayol , Chester Barnard, and Mary Parker Follet . All three of them drew from their experience to develop a model of effective organizational management, and each of their theories independently shared a focus on human behavior and motivation.

One of the first management consultants, Frederick Taylor, was a 19th-century engineer who applied an approach known as the scientific management. He advocated for maximizing task efficiency through the scientific method.

The scientific method was further refined by Lillian and Frank Gilbreth, who utilized time and motion study to further improve worker efficiency. In the early 20th century the idea of Fordism emerged. Named after automobile mogul Henry Ford, the method relied on the standardization of production through the use of assembly lines. This allowed unskilled workers to produce complex products efficiently. Sorenson later clarified that Fordism developed independently of Taylor.

Fordism can be explained as the application of bureaucratic and scientific management principles to whole manufacturing process. The success of the scientific method and Fordism resulted in the widespread adoption of these methods.

## CHAPTER THREE

### RESEARCH METHODOLOGY AND DESIGN

#### **3.1 Research design**

The study use descriptive study. Many writer said “A descriptive study attempts to descry be or define a subject, often by creating a profile of a group of problem, peoples, or events, through the collection of data and tabulation of frequencies on research variables or their interaction “the researcher use the descriptive design because it provides an opportunity of collect data from various sources such as manager and employees to provide appropriate information.

#### **3.2 Source of data**

In this study the researcher use both primary and secondary source. Primary source will collect from the employees and managers of the Wolkite health center. The secondary will collect from books, published journals and document of the health center

#### **3.3 Data collection method**

To collect the require data questioners and interviews is the most valuable tool to collect data from the participant. Questioner with close ended and open ended use mostly in the study and interview is the other hand data collection method and we also used interview the manager of the health center.

#### **3.4 Sampling method/ technique**

This study would used simple random sampling to simplifying study and to select employees because simple random sampling and purposive sampling is easy to analyze accurate result and save money and times enable to collect relevant information about the role of compensation on employee motivation.

#### **3.5 Target population and sample size**

##### **3.5.1 Target population**

The target populations of the study are Wolkite Health Center have 124 permanant employee of the organization.

##### **3.5.2 Sample size**

The study are made on by select permanent 104 employee from 124 employee of the health center and 20 employee of the health center are sample size to get relevant information because

of, firstly we have not enough money and time to cover more than this number secondly we expect those select individual provide enough information regarding the role of compensation on employee motivation. By using the final size for each of the category or group was determined with taro yemane in 1967 formula

**Sample size =** Where **N =total population**

**n= sample size e= alpha level (sample error)**

The researcher will use **95%** level of confidence and **5%** level of significance so, the given is sample size(n) = $N/1+N(e)^2$

$$n= 104/1+104(0.05)^2$$

$$n= 83$$

3.6 Data analysis and presentation

After data collect by using questioner and interview, the data analysis and presentation through simple descriptive statics, tabulation and percentage. The data analysis method going to undertake based on the nature of the data the necessary information collects from the element of the Study. The data analyzed through tabulation.

## CHAPTER FOUR

### 4. Data Analysis and Interpretation

This section deals with analysis and interpretation of the information through questionnaires from the total population (marketing, finance and technical) employees

of Wolkite Health Center. Therefore, the analysis was made based on the information obtained from the Wolkite Health Center office documents.

**Table 4. Distributed and returned questionnaires to and by the health center**

Questionnaire	Number of respondents	Percentage of respondents
<b>Distributed</b>	83	100%
<b>returned</b>	60	72.3%
<b>Non returned</b>	23	27.7%

The gathered data were analyzed by using tables followed by interpretation.

### Back Ground of the Respondents

**Table 4.1 Age of respondents.**

Age	Number of respondent	Percentage%
Below 20 years	0	0
21-30 years	29	48.3%
31-40 years	23	38.3%
41-50 years	7	11.7%
Above 50 years	1	1.7%
Total	60	100%

Source; questionnaires 2012

According to the above data show 48.3% of the respondent falls between the age of 21 and 30 years while the 38.3% of the respondent falls on the age of 31-40 years. And the remaining 11.7% of the respondent are above 41 years and 1.7% of the respondents fall on the age of above 50 year. There is no respondent whose age is below 20 years, so, the majority of the respondent were found between the age ranges of 21 – 50 years this shows that the organization has young and productive employees. The employees being about change in productive provided of they are well educated and they have any age in economics development that could cope with various economic situations and can strive for change their living standards without losing their hope.

**Table 4.1. Gender of Respondent**

<b>Gender</b>	<b>Number of respondent</b>	<b>Percentage %</b>
Male	35	58.3%
Female	25	41.7%
Total	60	100%

Source; questionnaires, 2012

As the data in the above table 4.2 indicates 35 (58.3%) of the respondents are males while the remaining 25(41.7%) of the respondent are females this shows that the number of males is greater than the number of females.

It can conclude that males are more employed than females. It was practiced in our country Ethiopia most of the time males participated in different activity different direction and they have more job opportunity.

### 4.3 Educational Level of Respondents

<b>Educational level</b>	<b>Number of respondent</b>	<b>Percentage %</b>
Certificate	0	0
Diploma	11	18.3%
Degree	40	66.7%
Master	9	15%
PH.D	0	0
Total	60	100%

Source; questionnaires, 2012

As the data in the above table 4.3 indicates 0 of the respondents were certificate and 11 (18.3%) of the respondents have diploma, while the 40(66.7%) of the respondent were degree and 9(15%) of the respondents have master .It is possible to understand from the above table it is unquestionably majority of the respondent (employees) are well corrected and well educated (change workers). This is enabling the Wolkite health center to increase its efficiency and productivity.

**Table 4.4 Work Experience in Wolkite Health Center**

<b>Service year</b>	<b>Number of respondent</b>	<b>Percentage %</b>
less than 1 year	0	0
1-3 year	15	25%
3-5 year	30	50%
above 5 year	15	25%
Total	60	100%

Source; questionnaire, 2012

As indicates the above table the respondent 15(25%) have service at Wolkite health center from 1-3 years and 7(50%) of the respondents have been worked in the Wolkite Health Center from 3-5 years. and the remaining 25(25%) of the respondent have been worked above 5years.

This tells the organization has experienced employees to perform the necessary activities properly and get some managerial capabilities during their life in the organization.

As the researcher on assessing individual and group behavior the first question was about the impact of team work on individual job performance the responses are tabulated.

**A, To understand the degree of influence of individual and group behavior on job performance.**

**Table 4.5 the Influence of Team Work on Individual Job Performance**

<b>Team work will have an impact on individual job performance</b>	<b>Number of respondent</b>	<b>Percentage%</b>
Yes	36	60 %
No	24	40 %
Total	60	100%

Source; questionnaire,2012

According to the data shown in the above table 36(60%) of the respondents said have disagreed the idea whereas 26(40%) of the respondents agreed to the idea raised. This indicates that, the majority of the respondents said have team work does not have any impact on individual job performance in the corporation. Because, the individuals can get more experience from team work. From the finding we can realize that team work have insignificant influence on individual job performance in the organization.

The next question presented was important whether group decision making or individual decision making have more contribution to accomplish organizational task. The response are tabulated below.

**Table 4.6 type of Behavior affects more Wolkite health center.**

<b>Type of behavior affects more wolkite health center</b>	<b>Number of respondent</b>	<b>Percentage %</b>
Group behavior	42	63.3%
Individual behavior	22	36.7%
Total number of respondent.	60	100%

Source; questionnaire, 2012

As the data above table indicates 42(63.3%) of the respondents said that group behavior affects more health center in Wolkite. whereas the remaining 22(36.7%) of the respondents have said individual behavior affects more the sector. Based on the analysis we can say mostly group behavior affects more the corporations than individual behavior

**Table 4.7 Significance of Team Work Relation for the Success of the Wolkite health center.**

<b>Good team work relations have significance for the success of the corporation</b>	<b>Number of respondents</b>	<b>Percentage%</b>
Yes	45	75%
No	0	0
It is depend on type of job	15	25%
Total no of respondents	60	100%

Source; questionnaires, 2012

According to the above gathered data 45(75%) of respondents have said a good team work relation are important for the success of the health sector but it is depend on the type of the job

that the workers are involved in whereas 15(25%) of the respondent have said a good team work relation are important for the success of the health sector.

From the findings It is possible to realize that a good team work relation has significance for the success of the job in the health it sector depends on the type of the work that the person is involved in.

**Table 4.8 The Loss of Workers Interested for Their Job.**

<b>Workers who have a reduced interest for their job in wolkite health center.</b>	<b>number of respondents</b>	<b>Percentage %</b>
Yes	25	41.7%
No	35	58.3%
Total no of respondent	60	100%

Source; questionnaire, 2012

According to above table 4.8 indicates 25(41.7%) of respondents have agreed whereas 35(58.3%) of the respondents disagreed. This data shows the majority respondents in favor, there is some workers who have reduced interest for their job in the health center.

To know the employees respondents about the impact of supervision of organizational job performance and how the workers are influenced by the supervision to accomplish below.

**Table 4.9 The Degree of Dissatisfied Person and It Influence on Job Performance.**

<b>The extent of its influence on job performance?</b>	<b>Number of respondents</b>	<b>Percentage%</b>
High	12	20%
Medium	12	20%
Low	12	20%

Unknown	24	40%
Total no respondents	60	100%

Source; questionnaire, 2012

As shown in above table 12(20%) of the respondent have said high, 12(20%) of respondents have said medium, 12(20%) of the respondents have low and 24(40%) of the respondent he said unknown. This indicates there is medium influence on job performance because of the person of dissatisfaction of workers in the sector.

The next question presented was important whether group behavior or individual behavior affects more Wolkite health center.

**Table 4.10 the Impact of Nature Workers task Accomplishment.**

<b>The characteristics of the work have an influence on workers job performance in Wolkite health center</b>	<b>Number of respondent</b>	<b>Percentage %</b>
Yes	36	60%
No	24	40%
Total number of respondents	60	100%

Source; respondent, 2012

As seen in the above table 4.10 indicates 36(60%) of the respondents have said agreed whereas 24(40%) of the respondents have said disagreed, this indicates that the respondents of the health center supports the characteristics of the job. From the findings, the researcher investigates thus the nature of the work that the worker accomplishes the work force performance because of the characteristics of the work.

**Table 4.11 Do you think the organization satisfied in your need and expectation.**

<b>Do you think the organization satisfied in your need and expectation?</b>	<b>number of respondents</b>	<b>Percentage %</b>
Yes		60%
No		40%
Total number of respondent		100%

Sources; questionnaire, 2012

As the above table 4.11 indicates 36(60%) of the respondent have agreed whereas 24(40%) of the respondents disagreed this could be an implication that there is a possibility of disagreement this could be an implication that there is a possibility of disagreement raising among the workers in the health center when decision are made in committee.

**Table 4.12 Workers Dissatisfied in Their Work.**

<b>The dissatisfaction of workers in his/her job Wolkite health center</b>	<b>Number of respondent</b>	<b>Percentage%</b>
Yes	40	66.7%
No	20	33.3%
Total number of respondent	60	100%

Source; questionnaire,2012

Based on the data in the above table 40(66.7%) of the respondents have said agreed whereas 20(33.33%) of the respondents have said disagreed. This indicates that the majority of respondents begin in favor of satisfied with their job in the health center. This leads the sector of good job performance.

The next question was to ask the opinion of workers to explain the extent to which the dissatisfied person influences job performance the responses are shown below.

**B. To understand the behavior of individual affected by other individual and the group in which his/her that will lead to poor job performance**

**Table 4.13 Does the Behavior of individual be affected by other individuals?**

<b>Behavior of individual be affected by other individual.</b>	<b>Number of respondent</b>	<b>Percentage %</b>
Yes	40	66.7%
No	20	33.3%
Total number of respondent	60	100%

Source; questionnaire, 2012

According to the data shown in the above table 40(66.7%) of the respondents said have disagreed the idea whereas 20(33.3%) of the respondent agreed to the idea raised. This indicates that the majority of the respondent said has the behavior of individual does not affected by other individual in the corporation. From the analysis the behavior of individual have insignificant effect on other individual in Wolkite health center.

The next question was to ask the opinion of worker to explain to which the possibility to manage individual and group behavior towards job performance.

**Table 4.14 the influence of addicted person habit on job performance.**

<b>The habit of person addicted to (like chat, cigarette, and e.tc) have on impact on job that he /she perform.</b>	<b>Number of respondent</b>	<b>Percentage %</b>
Yes	45	75%

No	15	25%
Total number of respondents	60	100%

Source; questionnaire,2012

Based on the above data 45(75%) of the respondents have said agreed whereas 15(25%) of the respondents have said disagreed person addicted to habits makes if he/she come to an office with tacking it he/she becomes exhausted and not work property this may influence the organization overall performance.

**Table 4.15 Difference of Individual Ability on Job Performance.**

<b>the impact of difference in ability among individual job performance</b>	<b>Number of respondent</b>	<b>Percentage%</b>
High	36	60%
Medium	12	20%
Low	12	20%
Total number of respondent	60	100%

Source; questionnaire,2012

As shown in the above table 36(60%) of the respondent have said high, 12(20%) of the respondent have said medium and 12(20%) of the respondents have low.

This indicates that the majority of the respondents are in favor of medium and high because the ability of the ability of the person is directly proportional to the performance. As the ability of the person is high its performance well also is high. Its performance well also be high.

**Table 4.16 Disagreement of Workers When Decisions are made in Committee.**

<b>Committee decision result in disagreements among worker</b>	<b>Number of respondent</b>	<b>Percentage %</b>
Yes	40	66.7%

No	20	33.3%
Total no of respondent	60	100%

Sources; questionnaire, 2012

As the above table 4.16 indicates 40(66.7%) of the respondent have agreed whereas 20(33.3%) of the respondents disagreed this could be an implication that there is a possibility of disagreement this could be an implication that there is a possibility of disagreement raising among the workers in the health center when decision are made in committee.

From the finding it is possible to realize that the existence of disagreements among the workers in the health center influence workers job performance. This disagreement can affect the effectiveness job performance at the directly or indirectly. This influence creates the following problems.

- The work that must have been accomplished on time is delayed because of disagreement.
- To overall plan of the health center is non-successful.
- It creates personal conflict and loss of time

### C. To understand how to manage individual and group behavior towards job performance

**Table 4.17 Possibility to manage individual and group behavior towards job performance.**

<b>It is possible to manage individual and group behavior toward job performance</b>	<b>Number of respondent</b>	<b>Percentage %</b>
Yes	45	75%
No	15	25%
Total number of respondent	60	100%

Source; questionnaire, 2012

Based on the above data in the above table 45(75%) of the respondent have said agreed whereas 15(25%) of the respondents have said disagreed. This indicates that majority of respondents being in favor of possible to manage individual and group behavior towards job performance in the corporation. This leads the health sector of good job performance.

As the researcher on assessing individual and group behavior the 16<sup>th</sup> question was about the existence of mechanism have used to manage individual and group behavior towards job performance. The response is tabulated below.

**Table 4.18 Existence of mechanism it have used to manage individual And group behavior towards job performance in Wolkite health center.**

<b>Is there a mechanism you have used to manage individual and group behavior towards job performance</b>	<b>Number of respondent</b>	<b>Percentage%</b>
Yes	60	100%
No	0	0
Total number of respondent	60	100%

Source; questionnaire, 2012

According to the data in the above table 60(100%) or the entire respondent said has agreed the idea raised. There is no respondent whose answer is no. this indicates that the entire respondent said have there is a mechanism we have used to manage individual and group behavior towards job performance in wolkite health center.

Such as, different weekly mechanism likes,

- Standard quality circle; It is weekly meeting undertaken in Wolkite health center employees about behavior of individual employee, evaluation of employee weekly work activity.

- Cross cut; the breaking of relationships between corporation employee and other company employees which push's the corporation employees towards weak job performance.

From the finding we can realize that Wolkite health center could manage individual and group behavior towards job performance by using different mechanism

**Table 4.19 Type of Decision Making that Have more Contribution for Accomplishment of Wolkite health center.**

Type of decision making that have more contribution to accomplish health center task	Number of respondents	Percentage%
Group decision making	40	66.7%
Individual decision making	20	33.3%
Total No of respondent	60	100%

Source; questionnaires, 2012

As the above table indicates 40(66.67%) of respondents group decision making have more contribution to the accomplishment of Wolkite health center task. Whereas the remaining 20(33.33%) of the respondent have said that individual decision making has more contribution to the accomplishment of Wolkite health center task. Based on the analysis we can say mostly group decision making have more contribution to the accomplishment of Wolkite health center.

**Table 4.20 the influence of personal behavior on job.**

<b>The personal behaviors of certain supervision have an impact on job performance.</b>	<b>Number of respondents</b>	<b>Percentage%</b>
Yes	48	80%
No	12	20%
Total no respondents	60	100%

Source; questionnaire, 2012

This question was very important because the majority of respondents belong in favor of personal behavior of certain supervision can influence job performance with in the health center. According to the above table 4.11 shows 48(80%) of the respondents have said agreed whereas 12(20%) of the respondents have said disagreed.

From the finding we can realize that personal behavior of certain supervision have an impact on an organizational success as well as effective job performance on their subordinate within the corporation.

Employees responded about whether the habit of person addicted to some things has an impact or not the health center. The response is shown below.

## **CHAPTER FIVE**

### **5. Summary, conclusions and Recommendations**

#### **5.1. Summary**

Most of the respondents or 40(66.67%) have said group decision making have more contribution for accomplishment of organizational task. But the remaining respondent have said individual decision making takes more time to accomplishment.

Most of respondents or 42(63.33) have said agreed group behavior have more impact on Wolkite health center . Whereas the other respondent have disagreed. This behavior affect job performance either directly or indirectly.

Most of response have said agreed when the decision are made in committee whereas the other respondents have disagreed. This disagreement can affect job performance either directly or indirectly.

Most of respondent or 45(75%) have agreed the difference opinion among the worker can influence the job performance in health center and the remaining 15(25%) of the respondent have disagreed the idea.

#### **5.2. Conclusions**

Based on the study conducted the following are concluded by the researcher.

Even if group decision making is usually more accurate and preferable for decision making it has its own drawback. From the findings we can conclude that group decision making takes more time than individual decisions making within the wolkite health center

to solve a single.

Even if individual and group behavior have an impact towards job performance on health center , the corporation could manage those impact by using different mechanism.

Wolkite health center has a number of employees ( labor force ) that contains 15 employees who are working in an office as well as field oriented work that needs both and individual decision making .

When those workers are working in group the behavior of one may influence the other not to perform the work in proper way.

One of the factors (problems) for the organization is the dispute (disagreement) that raised among the workers within the organization. in the same manner as per finding , we can arrive at the conclusion that, there is disagreement among the workers by the different behavior of employees with the corporation when decision are made in committee.

Employee in the organization have different personality and characters either in born or learned from the environment that may be good or bad for the person.

This character might be the result of their power and authority that have an impact on workers those are supervised by him her to perform the work successfully.

### **5.3 Recommendations**

One of the main objectives of the study is to give possible solution for the problems that exists in the health center .Thus the researcher recommends the following.

- Group decision making have more contribution for organizational task accomplishments. Because when the decision making is carried out the in the health center , there is sharing in idea among the workers and discussing on the problems and solve it ,this leads to good job performance .therefore ,in order to achieve good organizational goals it is better for the Wolkite health center to use group decision making.
- Even if the behavior of individual and group affect directly or indirectly the job performance on wolkite health center
- For the prevailing problem that arise among workers during decision making committee, the workers should with each other to make conductive work relation in to avoid such problem.
- Since the personal behavior of the supervisor have an impact on employees job performance on the success of wolkite health center, the health center should establish rule and regulation that governs both the supervision and the workers in order to allow or minimize the habit that influence workers on job performance.

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# APPENDIX

## WOLKITE UNIVERSTY COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF MANAGEMENT

### EFFECT OF INDIVIDUAL AND GROUP BEHAVIOUR ON JOB PERFORMANCE (IN CASE OF WOLKITE HEALTH CENTER)

Dear respondents

This Questionnaire is prepared by Getnet kindie, who is a BA degree student department of management in Wolkite university. The questionnaire is prepared for employees of Wolkite health center. The purpose of this study is to gather the information about the relationship between individual and group behavior and its relationship with job performance in health center thus information you provide is helpful for the success of the research. Therefore answer in the box.

Instruction:

.No need to write your name.

.Answer the following questions by putting (x) on the space provide.

#### Part I personal information.

1. Age  below 20  21-30  41-50  above 50

2. sex. male  female

3. Education level.

Certificate  diploma  degree

Master  PHD

4. Work experience.

Less than 1 year  1-3 year  3-5 year  above 5 year

#### Part II question on job performance

**A .To identify the degree of influence of individual and group behavior on job performance.**

5. Do you think team work will have an impact on individual job performance

Yes  No

6. If your answer for question 5 is yes how?

Specify your answer .....

7. Which type of behavior affect more your organization ?

Group behavior  individual behavior

8. Do you think a good team work have significance for the success of this health center?

Yes  No  it is depend on type of job

9. Are there workers in your organization who have a reduced interest for the job?

Yes  No

10. Do you think the satisfaction of workers in his/her job in health center?

Yes  No

11. What are the degree of dissatisfied person and its influence on job performance?

High  medium  low  unknown

12. Does the characteristics of work the work have an influence on workers job performance in health center?

Yes  No

### **PART III BEHAVIOR RELATED QUESTION**

**B .To identify the effect on group work if individual employee break the rule of norm because of personal behavior.**

13. does the behavior of individual be affected by other individuals?

Yes  No

14. There have been disagreements among the workers when the common decisions are made in committee?

Yes  No

15. Do you think that habits a person is addicted to (like chowing chat and smocking cigarette) could have an impact on job that her or she perform?

Yes  No

16. What is the effect to difference in ability among individual job performance?

High  medium  low

**C . To examine how to manage individual and group behavior towards job performance**

17. Do you think it is possible to manage individual and group behavior towards job performance?

Yes  No

18. Is there a mechanism you have used to manage individual and group behavior towards job performance?

Yes  No

19.If your answer for question 10 is yes specify your answer.....

20. Which type of decision making have more contribution for accomplishment of organization task?

Group decision making  individual decision making

21. When decision are made in committee which persons has more acceptance?

Manager  V, manager  personnel  all

22. Do you think the personal behavior of certain supervisor could an impact on job performance?

Yes  No