



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**ASSESSING THE RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE
PERFORMANCE IN INFORMATION NETWORK SECURITY AGENCY**

BY
TSEHAYE GIDAY

JUNE, 2015
ADDIS ABABA, ETHIOPIA

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of TemsgenBelayneh (PhD). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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December, 2014

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for Examination with my approval as a university advisor.

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June, 2015

DEDICATION

I dedicate this research report to my organization which am I working and friends for their great contribution in terms of finance, encouragement and material support which enabled me to reach at this level.

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LIST OF ACRONYMS/ABBREVIATIONS

INSA	Information Network Security Agency
ESOP	Employee Stock Ownership Plans
PPP	Pay-for-Performance Programs
SPSS	Statistical Packages for Social Science
SSE	Small Scale Enterprises
TIP	The Idea Program

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ABSTRACT

This study was carried out to investigate the relationship of motivation on the performance of employees in Information Network Security Agency. It was based on three objectives. Namely, to find out how organizations motivate their employees, to find out the role of motivation on the employee performance in an organization and to find relationship between motivation and employee performance in an organization. The study employed a descriptive study design using both qualitative and quantitative tools. Stratified sampling method was used to determine the sample size which is found to be 92; then the researcher used systematic sampling method to distribute questionnaire. The result shows that Information Network Security Agency use different ways of motivational tools in motivating its employees, that employees are motivated for many reasons such as helping them in organizations to perform their work as assigned, to maintain employees to employers relationship, to encourage employees performance efficiently and effectively, to encourage team work as well as improving on the employees skill at their work places to perform better for improved organizations performance. Based on the result it can be concluded that the employees motivation has a direct impact on employee performance. This indicates that there is a relationship between motivation and employee performance of Information Network Security Agency. This was evidenced by the chi square calculated (X_o^2) that was 96.50 while chi square tabulated (X_c^2) was 3.50 at 1 level degree of freedom from 5% level of significance that made the findings statistically significant. This study suggests that the organization involvement is better to take part in recommending the provision of motivational needs through adjusting and setting clear criteria in the organizational employee directive, besides there should be a greater balance between employees' needs and organizational needs.

Key words: Motivation, Information Network Security Agency, Employee Performance

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Managers have believed that organizational objectives and goals are unachievable without enduring commitment of members and employees of the organization. The world is going through an enormous change (Dockel, 2003). The changes that are reshaping the world have altered the way organizations operate and have also led to changes in employee characteristics (Robbins, 2000).

Motivation is the driving force by which we achieve our goals. The term motivation has been defined by different authorities in the study of Psychology, Management and allied disciplines. According to Cole (1995), motivation is essentially about what drives a person to work in a particular way and with a given amount of effort. Motivation is a pre-disposition to behave in a purposive manner to achieve specific needs Buford et al (1995). Lindner (2004) perceives motivation as a psychological process that gives behaviour purpose and direction. According to Stoner et-al (2000), motivation is a human psychological characteristic that contributes to a person degree of commitment in an individual behavior. Balunywa's (2005), define employees' motivation as identification of the desires and needs of subordinates and creating an atmosphere to attain organizational goals and objectives. Motivation is operationally defined as a set of indefinite factors that constantly change with time Kovach (1987). According to Greenberg and Baron (2003, 2000) definition of motivation could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals. There are some divergences in these definitions, what is common is that that something has to trigger an employee to perform in an exceptional way.

Motivation can be intrinsic and extrinsic. Extrinsic motivation comes from outside of the individual. Extrinsic motivation concerns behavior influenced by obtaining external rewards (Hitt, Esser, & Marriott, 1992). Praise or positive feedback, money, and the absence of punishment are examples of extrinsic or external rewards (Deci, 1980). A crowd cheering on the individual and trophies are also extrinsic incentives Reiss Steven (2004). Intrinsic motivation, on the other hand, is the motivation to do something simply for the pleasure of performing that particular activity (Hagedoorn and Van Yperen, 2003). Explanations of intrinsic motivation have been given in the context of Fritz Heider's attribution theory, Bandura's work on self-efficacy, and Deci and Ryan's cognitive evaluation theory (Reiss Steven, 2004). Examples of intrinsic factors are interesting work, recognition, growth, and achievement. Several studies have found that there is a positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction (Linz, 2003).

Employee performance refers to the output in terms of quantity and quality that helps the organization to realize its set objectives. In other words performance can be measured by traits, behaviors' and/or outcomes, (Bratton and Gold, 2003). Employee performance management encourages the employee to get involved in the planning of the organization which will help the employee to be motivated and perform at a high level Kreisman, B.J. (2002). Kreisman (2000) argues that the most valuable and volatile asset of any organization is a well-motivated and stable workforce which is competent, dedicated and productive. Thus, improving productivity remains the single most crucial function of heads of organizations in recent times which directly related to the motivation of its employees. Interestingly, what motivates employee changes constantly. Explaining the dynamic nature of motivation, Kovach (1987) cites the example that as employees' income changes, money ceases to be a motivational factor; and as employees grow older, interesting work becomes a motivational factor. That is why Lindner (2004) declared that motivating employees is very complex, as employee motivation is a never ending challenge. Heads of institutions thus face difficult challenge of motivating and retaining employees. One of the traditional components of management along with planning, organizing, and controlling, is motivating. Many managers do different things for example: contests, ranking of people, plants, shifts, teams, and departments, performance appraisals, performance, production, sales quotas and commission pay. All these systems are implemented in the belief that they drive

performance. An employee must be motivated to have a good performance so that the organization becomes successful in its mission. If no motivation is present for an employee, then that employee's quality of work or all work in general will deteriorate Whyte, Cassandra B. (2007).

1.2 Statement of the Problem

Information Network Security Agency (INSA) is a civil service organization established in 2007 to work on Information technology and network infrastructure. It mainly focuses on information security (software solutions for existing and future problem of the customers) & ICT systems, deployment and maintenance of services for customers. INSA motivates its employees in many ways like provision of transport, house allowances to managers and Experts, provision of rewards on performance, shelter for managers and Experts, 100% medical allowances for all employees with their family among others. According to the organizations workers compensation and employment benefit directives, the organization is legally required to provide the above benefits to its employees. Despite the above ways of motivating employees, there is absence at work, late coming, turnover and little work done by some of the employees among others. Therefore this led the researcher to investigate the relationship between motivation and employees' performance in the organization.

1.3 Research questions

Based on the stated problem the researcher tries to answer the following research questions:

1. How does INSA motivate its employees?
2. What is the role of motivation on the employee performance in INSA?
3. What is the relationship between motivation and employee performance in INSA?

1.4 Research Objectives

1.4.1 General Objective

The general objective of the research was tries to assess the relationship of motivation with the employee performance in INSA.

1.4.2 Specific objectives

1. To find out how INSA motivates its employees.
2. To find out the role of motivation on the employee performance in INSA.
3. To find relationship between motivation and employee performance in INSA.

1.5 Definition of Terms

Motivation:-is the driving force by which we achieve our goals.

Extrinsic Motivation:-is a construct that pertains whenever an activity is done in order to attain some separable outcome.

Intrinsic Motivation:-is defined as the doing of an activity for its inherent satisfactions rather than for some separable consequence. When intrinsically motivated a person is moved to act for the fun or challenge entailed rather than because of external prods, pressures, or rewards.

Employee performance:-refers to the output in terms of quantity and quality that helps the organization to realize its set of objectives.

1.6 Significance of the study

The study has very significant role to play in shading how to relate motivation in employee performance to different stakeholders of the organization that include; management, the Researcher and Government organizations in the following ways:-

- It is helpful to the employers that might find the findings of this study relevant to their organizations to motivate their employees and improve their performance.
 - This proposed study will have a significant role in enhancing employees' motivation and to retain employees and help organizations establish a good image.
 - The study might be relevant to other potential researchers who were presented with factual information on the relevance of employee output or productivity.
- ❖ Finally, it can also serve as reference document for further studies on motivation and employee performance.

1.7 Scope of the study

1.7.1 Content scope

This study was based on the relationship between motivation and employee performance in INSA. It was guided by the objectives; how INSA motivate its employees, the role of motivation on the employee performance in INSA and the relationships between motivation and employee performance in the organization.

1.7.2 Time scope

The scope of this research focuses on motivation and employee performance in Information Network Security Agency. Due to the time constraint, the researcher and the research could not make more detail.

1.8 Limitations of the study

The study involved the following constraints;

The time allowed to do this research was not enough to allow exhaustive study and obtain all the essential information for much more suitable conclusions.

1.9 Organization of the research study

The study comprises five chapters. The first chapter attempts to present a general introduction on motivation and performance appraisal, views the problems and also objective, scope, significance as well as limitation of the study were presented. The second chapter reveals a brief theoretical framework; views of different scholars which are one way or the other pertinent to the study were presented in this section. The third chapter contains the research methodology applied for gathering data in order to answer the research question for this study. And includes: the research design, sample design, source of data, instruments of data collection, procedures of data collection, and methods of data analysis. The fourth chapter deals with data presentation, interpretation and analysis of the study. The last chapter comprises three sections, which include summary of findings, conclusions, and recommendations. A summary of findings were outlined and thereby giving answers to the research questions.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This part of the study attempts to present related literature and it presented in themes namely; how organizations motivate their employees, the role of motivation on the employee performance in an organization and the relationships between motivation and employee performance in an organization.

2.1 How organizations motivate their employees

The relationship between the employer and employee must be one of understanding in order for the employee to identify himself with his work and with the business he is working for. Lack of motivation in return affects productivity. A number of symptoms may point to low morale: declining productivity, high employee turnover, increasing number of grievances, higher incidence of absenteeism and tardiness, increasing number of defective products, higher number of accidents or a higher level of waste materials and scrap (William Day 1978). A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has, in fact a bearing on the willingness and quality of an employee's performance, (Martin Bruce 1962).

Improving employee engagement can increase productivity and profitability while also reducing employee absenteeism and turnover. Herzberg claimed that positive hygiene factors such as work conditions and salary simply satisfy basic employee needs, whereas motivators (such as achievement and recognition) encourage employees to work above and beyond the minimum requirements. 'Compensation alone is not enough to keep the highly skilled' motivated and experienced workforce your business needs to excel' (Greenburg, 2008).

Smithers and Walker, (2000) stressed that individuals tend to develop certain motivational drives on the cultural environment in which they live and these drives affect the way people view their jobs. He suggests that achievement, affiliation, competence and power are four types of motivational drives that are found in individuals that are self-motivated and this may be the case for many construction workers. Motivation plays a part in enhancing construction labor

productivity (Smithers and Walker, 2000) and forms the basis for identification of the work environment factors.

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Organizational Influence is the main factor in employee motivation. However, no organization or employee is an island, and both are also affected by the community in which they exist, such as family, friends, community members and local issues affecting the lives of people. It can be argued that National Influence affects both the organization and the employee evenly. As the organization must conform to social, political, economic and legal requirements on a national level, the employee must also do the same in order to exist. Global influence is all encompassing; in today's global village ideas are exchanged in a matter of moments. This open exchange of concepts and knowledge set the perimeter for our expectations from us as well as others. Global influence moulds the national influence which, in turn, affects the community. The organization and the employee must deal with this interplay and tension between the different spheres of influence that affect them, (Emmens, B, et al, 2006).

Globalization of the market has created a high demand for common work ethic and practices in the developed and developing countries. Despite questions about the validity of western theories of motivation in the developing world, globalization has been rapidly blurring the difference in work cultures and environment both in the East and the West. Oppressive organizational environment, however, can dampen the human spirit and enthusiasm making an individual incapable of generating any personal drive. This can be detrimental both to an employee and the organization. Employees can lose their motivation when organizations mandate certain behaviours and norms which are not aligned with the individual values of the employees, (Block & Peter, 1991)

Loyal employees are highly motivated or motivated employees are highly loyal to the organizations which they belong may not be true in the modern world. The organizational loyalty now-a-days are transient and does not guarantee long employee tenure. The obvious reason is that high performers are in great demand in the employment market and can be enticed away with higher challenges and benefits both financial and non-financial. In practice, organizations have their own way to deal with employee motivation. This is due to the fact that unwritten psychological contracts between the employees and the employers are dealt with differently within the organizations depending on the particular organizational culture and management style, (Laming, 2004).

Because each organization has a distinct personality, managers should try and remove barriers from their organization that cause job dissatisfaction and are a detriment to motivating employees. Factors such as company politics, unproductive meetings, withholding information, and unfairness lead to low morale and overall job dissatisfaction, (Robbins & Coulter, 1996).

Another theory related to employee motivation is the equity theory. This theory suggests that individuals compare their performance and compensation against their co-workers' performance and compensation and act to correct any inequities. For example, two workers are paid an hourly rate for the same task; however, worker A is paid more per hour than worker B. Thus, worker B may act to correct this inequity or just continue to perform below his or her potential. Similarly, worker A will increase his work efforts given his or her elevated level of compensation (Robbins & Coulter, 1996).

Recent studies have expanded the concept of employee motivation beyond job design and identified issues such as motivating a diverse workforce, pay-for-performance programs, and employee stock ownership plans (ESOPs) (Robbins & Coulter, 1996). Researchers suggest that management exercise flexibility when confronting a diverse workforce. For example, different groups of workers have different needs. A single mother may need daycare or a second job and therefore require specific motivators. Research also suggests that tailoring rewards to the individual worker can be a highly motivational tool.(Robbins & Coulter, 1996).

Pay-for-performance plans are designed to link specific performance goals with employee compensation. Since most individuals work to obtain the amount of money required meeting their needs and wants, these types of plans can be highly motivating since they positively relate the amount of pay with the amount of work effort. Pay-for-performance programs compensate employees based on some pre-determined performance measurement (objective). Examples include piece-rate pay plans, wage incentive plans, profit sharing, and bonus plans.

Performance measurements may include individual or team goals, departmental objectives, or overall organizational profit. The basis for such programs is that by making a portion of an employee's compensation contingent on some specific performance objective, he or she will be more focused and devote more effort toward attaining that objective (Robbins & Coulter, 1996). Some organizations have management incentive programs under which managers and executive managers. And compensation is granted according to the organization's results of operations for the year. These programs work well for management; however, as only a targeted group of employees are allowed to participate, the overall success is debatable.

According to Douglas (1999), people have needs and those needs are satisfied at work. He described two sets of assumptions about people that he labeled Theory X and Theory Y (Bruce,1999), The assumptions of Theory X are that most people will avoid work because they don't like it and must be threatened or persuaded to put forth adequate effort. People have little ambition and don't want responsibility. They want to be directed and are most interested in job security. The assumptions of Theory Y are that work is very natural to people and that most people are self-directed to achieve objectives to which they are committed. People are ambitious and creative. They desire responsibility and derive a sense of satisfaction from the work itself which in my view motivate them to perform well.

Organizational Influence is the main factor in employee motivation. However, no organization or employee is an island, and both are also affected by the community in which they exist, such as family, friends, community members and local issues affecting the lives of people. It can be argued that National Influence affects both the organization and the employee evenly. As the

organization must conform to social, political, economic and legal requirements on a national level, the employee must also do the same in order to exist. Global influence is all encompassing; in today's global village ideas are exchanged in a matter of moments. This open exchange of concepts and knowledge set the perimeter for our expectations from us as well as others. Global influence moulds the national influence which, in turn, affects the community. The organization and the employee must deal with this interplay and tension between the different spheres of influence that affect them, (Emmens, B, et al, 2006).

According to Herzberg (2000), an individual will be moved to action based on the desire to avoid deprivation. However, this motivation does not provide positive satisfaction because it does not provide a sense of growth. (Quick, 1985). Although salary is considered a hygiene factor, it plays an indirect part in motivation as a measure of growth and advancement or as a symbol of recognition of achievement. To me, salary seems to be a motivator too many workers as it commits employees to perform in order to meet their set targets

Smithers and Walker, (2000) stressed that individuals tend to develop certain motivational drives on the cultural environment in which they live and these drives affect the way people view their jobs. He suggests that achievement, affiliation, competence and power are four types of motivational drives that are found in individuals that are self-motivated and this may be the case for many construction workers. Motivation plays a part in enhancing construction labor productivity (Smithers and Walker, 2000) and forms the basis for identification of the work environment factors.

According to McCoy (1992), both incentives and recognition provide a reward; however, incentives drive performance while recognition is an after-the-fact display of appreciation for a contribution. Financial rewards are certainly important in compensation programs. Social recognition provides employees with a sense of self-worth by acknowledging the contributions they have made. This recognition could be given in the form of a ceremony that helps to validate and is an important compensation and one that probably costs a company very little in relationship to the benefit to employees. In my view, recognition seems to motivate employees to perform which the study will verify. (McCoy,1992).

2.2 The role of motivation on the employee performance in an organization

The key to motivating employees is to know what motivate them and design a motivational program based on those needs. Therefore the objective of this proposal is to describe the importance of certain factors which motivate employees of the institution; the study will specifically describe the rank importance of some selected motivational factors, taking into consideration some theories of motivation. The selected factors (indicators) are: career development opportunities; job security; good salary; good conditions of service; full appreciation of work done; sympathetic help with personal problems; attractive pension schemes; personal loyalty with employees; personal recognition; and reputation of institution.

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals. Robert (2005) reported that the manager job is to ensure the work done through employees is Possible, if the employees are self-motivated towards work rather directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard.

The key starting point in studying the link between workplace relations and productivity is the indeterminate, or open-ended, nature of the employment relationship. While compensation and general working conditions are agreed in some way at the time of employment, the employee's actual contribution in terms of volume and quality of output remains largely unspecified. People In Aid, 92003) Much depends on employees' willingness to invest their skills and know-how in the production process. In turn, such commitment is built on organizational arrangement, well accepted working conditions and co-operative relations more generally. In short, employee involvement is crucial because, to a large extent, effort remains discretionary, (People in Aid, 2003).

Hence, it is important to identify the objective conditions under which co-operation actually develop. The development of a modus Vivendi between agents is necessary if the production system is to be efficient enough to produce value added and ensure the reproduction of the

employment relationship in the context of market competition. There is no doubt that, independently of technological evolution, cooperation is crucial if acceptable levels of productivity growth are to be generated at the point of production. The purpose of employee management, then, is to solidify and enhance that advantage through a systematic program to find, motivate, develop and retain your employees more effectively than your competitors. If your organization adopts employee management practices that are superior to those of your competitors, it is likely that you will always have a higher quality workforce, leading to a sustained competitive advantage. This is not to say that good people who are well managed can overcome poor products or services, but in the presence of quality and services, well managed people can be the difference between a successful company and one that is not competitive (Cole, 1997).

Cole G. A (1997), defined Organization Performance as all multiple activities that help in establishing the goals of the organization, and monitor the progress towards the target. It is used to make adjustments to accomplish goals more efficiently and effectively. Organization Performance is what business executives and owners are usually frustrated about. This is so because, even though the employees of the company are hard-working, and are busy doing their tasks, their companies are unable to achieve the planned results. Results are achieved more due to unexpected events and good fortune rather than the efforts made by the employees.

According to Petcharak (2002), one of the functions of human resource manager is related to ensure employees' workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal for the services manager is to develop motivated employees and encourage their morale regarding their respective works. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. Workplace dissatisfaction often leads organization and its employees' poor performance.

Press, I (2002), established that these activities are also required to monitor the progress of the organization towards the goals. They are used to make adjustments to achieve the desired targets more effectively and efficiently. Some of the approaches that can be used to achieve these

desired targets, and a planned, comprehensive strategy towards increasing the Organizational Performance are:

Benchmarking: This is a method of using standard measurements in an industry or a service for comparing the growth of the organization with others, in order to gain a perspective on the performance of the organization. The results that are acquired by the comparisons can be used to improve the overall performance and processes of the organization. Benchmarking can be defined as a quality initiative. It is a process of understanding, Identifying and adapting the prominent practices that are being used by organizations around the globe. This would assist your organization in improving its performance.

Balanced Scorecard: This method focuses on four indicators that include: Internal Business Processes, Customer Perspectives, financing, growth and learning. These indicators are used to monitor the progress of the organization towards the strategic goals planned by them. The Balanced Scorecard is an approach for the performance management, that focuses on different performance indicators, that help in the monitoring the progress of the organization's desired targets.

Since Organizations employee people with different goals from those of theirs and expect these employees to achieve organizational goals before their personnel ones. It's very important that manager look at these employees as an important key to the success of their organizations and give them what motivate them in order to maximize their output because they are the sources of ideas, are the problem solvers and decision makers(peter 1988, Vroom 1992).

Without motivation , organizational goals may not be achieved and even though employers use the traditional method of stick or coercion to enforce attainment of organizational goals employees may choose to go strike or quit their jobs [Vroom 1964], therefore , effective motivation goes with willingness and ability to achieve organizational goals (Stoner, 1989).

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers

need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly [Bowen & Radhakrishna, 1991]. For example, research suggests that as employees' income increases, money becomes less of a motivator [Kovach, 1987]. Also, as employees get older, interesting work becomes more of a motivator.

2.3 The Relationships between motivation and employee performance in an organization

According to Smith, B (1997) said that good relationship between motivation and employee performance will encourage employee empowerment and participation consists of contribution of employees in administration and decision making associated to policies, objectives and strategies of the organization. According to Chao et al. (1994), employees' perceptive of the goals, standards and political principles of their firms were positively and significantly related to employee motivation and gratification towards work (Reena et al, 2009). Empowerment results in motivating employees that leads to constant expansion and organizational growth

According to Brewer et al. (2000), said that good relationship between motivation and employee performance will encourage empowerment directs faster decision of customer troubles for the reason that employees did not dissipate time referring customer objections to managers. Increased autonomy enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain tasks (Mani, V, 2010). According to Brewer et al. (2000), managers should regard employees in decision-making procedures. Bhatti and Qureshi (2007) propose that employee participation in organization measures develop motivation and job-satisfaction level (Reena et al, 2009).

According to Sanderson (2003) said that good relationship between motivation and employee performance will believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively (Amin. et al, 2010). Kuo et al. (2010) recommended that together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organization

and increased level of motivation (Reena et al, 2009). More the loyalty towards the organization and higher the motivation works best for the effectiveness and growth of a business.

According to Neuman (1989) said that good relationship between motivation and employee performance will judges participative decision making as a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control. Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee gratification, work motivation and trust in the organization (Constant.D, 2001). John Baldoni in his book 'Great motivation Secrets of Great Leaders', has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies. Also he wrote that its fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (John, B, 2005).

The autocratic leadership styles, mechanistic design of organization and authoritarian rules as practiced in African organizations, are all where decision making is concerned only to top management and employees are just given orders to accomplish different tasks. In these types of organizational environment the employees may suppress innovativeness and their motivation hinders which has a direct negative effect on organizational performance, growth and effectiveness (Constant.D. et al, 2001).

An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew.J. et al, 2009). Thus from the literature and various studies fully supported that there exists a positive relationship between employee performance and motivation.

According to Armstrong (2006) said that good relationship between motivation and employees performance will encourages employee performance in an organization where everyone works in expectation of some rewards (financial and material), and welfare is one of them. In other words,

the degree of reward influences the quality and quantity of work, and in turn improved performance. Hence, it is important to explore how to give the stimulus (welfare) in order to promote work motivation and performance of employees.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010).

Motivation and employees performance will encourage leadership. Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni.J, 2005). Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani.K, 2010).Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni.J, 2005).

Motivation and employees performance will encourage trust. Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai.T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010).

2.4 Empirical Evidences

According to Wiley (1997, p265) at some point during our lives, virtually every person may have to work. He claims that working is such a common phenomenon that the question “what motivates people to work is seldom asked. Wiley went on to say that “we are much more likely to wonder why people climb mountains or commit suicide than to question the motivational basis of their work”. Therefore, exploring the altitudes that employees hold concerning factors that motivate them to work is important to creating an environment that encourages employee motivation to do at their best.

According to a research carried out by Kovach on industrial employees who were asked to rank ten “job rewards” factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. These rankings were as follows: (1) Good wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal loyalty to employees (7) tactful discipline (8) full appreciation (9) sympathetic help with personal problems (10) recognition (Kovach 1987 p.49-54)

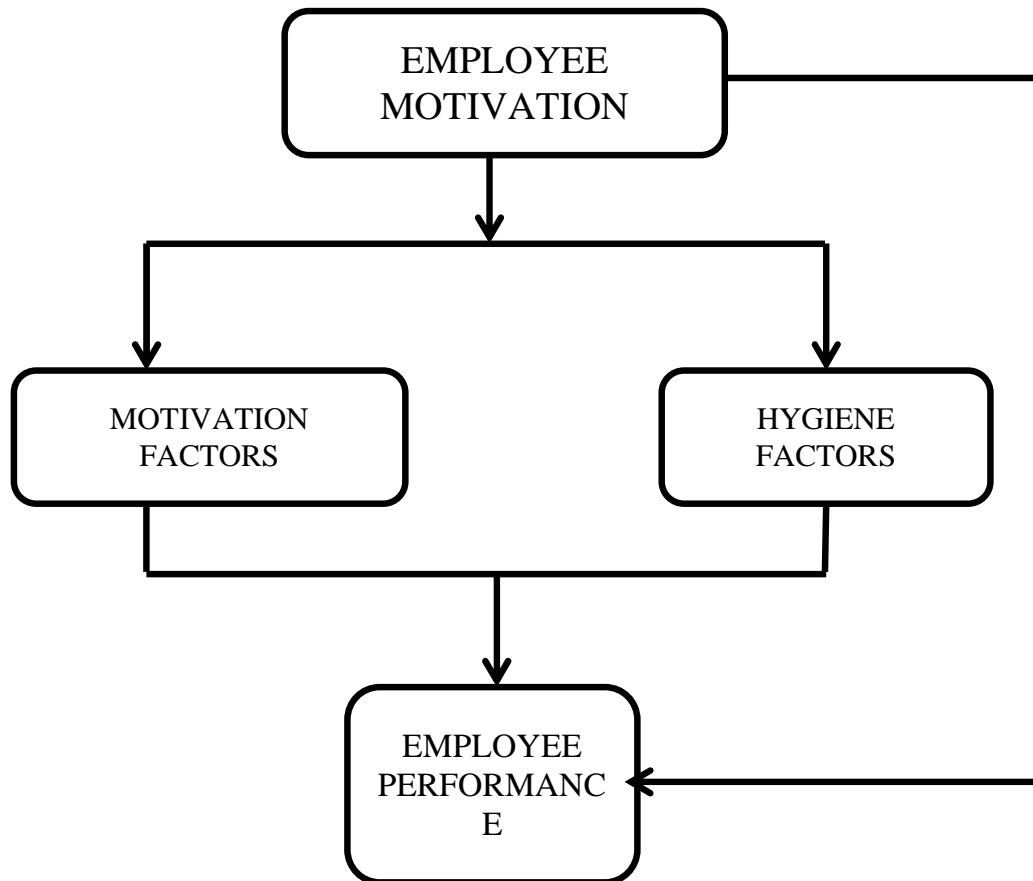
Researchers have taken issues such as differences in gender, age, income, culture & countries etc and how these may affect or influence employee work motivation extensively. The commonality between these previous researches is the agreement that certain factors are more important as motivational factors than others and that these factors may change from one employee to another. These previous studies have also been taken using different methods, from surveys, questionnaires, face-face interviews, but their outcomes have not differed significantly. A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the motivator’s factors remain same. The literature used in this thesis covers a highly relevant and useful for addressing the purpose of this thesis

2.5 Conceptual Framework

The dependent variable in this research is employee performance in INSA. In this study, the focus is assessing the relationship between motivation and employee performance. The influential factors are based on Herzberg motivational factors, which are used to identify their influence on

the relationship between motivation and employee performance with in the organization. Thus, the study conceptualizes the framework shown in figure 1.

Figure1. Conceptualizes relationship between motivation and employee performance framework



CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the methodology that was used in the study; it gives a description of the study area and the methods that was used to collect data from the field. It gives a summary of the research design, sample population and size, data collection instruments, data type, data processing and presentation and the problems encountered during the process of data collection and analysis.

3.1 Research study Area

The area of study was at the Head Quarter of Information Network Security Agency (INSA) which is located in Addis Ababa, Nifas-Silk Lafto Sub City around Dr. Carle square. The organization was founded in 2007 for center of Information Security, Research and Development of the country.

3.2 Research Design

The purpose of the study tries to indicate the relationship between employee motivation and organizational performance based on the perception of the population. Therefore the research is a descriptive type. In order to achieve the main objective of the research; the researcher used a mixed method approach both qualitative and quantitative research design methods. To address the relationship between employee motivation and performance in INSA, survey with semi-structured interview and questionnaires was employed.

3.3 Sample size

The respondents of the study were selected from top level managers, middle level managers, core operational workers, researchers and other support staff members such law, finance, local and foreign procurement, HRM, transport and maintenance, and the like. These are selected using both stratified and purposive sampling techniques. The researcher used the following sample size determination formula which was developed by Taro Yemane (1967:886) to determine the sample size of the population.

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

Where **n=** is the sample size,

N = is the population size, and

e = is the level of precision or sampling error = (10%)

$$\begin{aligned} n &= \frac{1120}{1+1120(0.1)^2} \\ &= 92 \end{aligned}$$

Based on the above formula the researcher determined that the sample size of the organization is 92 respondents from the total population/1120/ of the organization. After the researcher determined the sample size, the researcher used stratified sampling method and purposivemethod to select the target employees of the organization. From the selected sample, the researcher took 02 top managers, 08 middle level managers, 36 core operational workers, 28 researchers and 18 Support staff.

Under the study, sample size of 92 respondents was selected from the organization to save both time and money during the process of data collection. This sample of 92 respondents was selected as in table below.

Table 1: Sample Size

Category	Sample Size	Percentage of the population size
Top Level Managers	02	1.96%
Middle Level managers	08	6.25%
Core operational Workers	36	41.96%
Researchers	28	28.92%
Support staff	18	20.91%
Total	92	100%

Source: Primary Data 2015

3.4 Sampling Technique

The study participant was chosen using a purposive sampling technique because of the nature of the respondents were identified before the researcher started for data collection. Purposive sample was involved in choosing required persons who had the appropriate characteristics for the sample members. It is also targeted members who are relevant to the study and easily accessible. The reason for selection of this method was that it was convenient and it helps the researcher targeted those particular people who fit within the study. For example employees who had been in employment for at least a year and above. Management employees were included since they are the implementers of these strategies. A random sampling method was allowed them had equal chances was selected for the study since they are also believed to have relevant information regarded the problem under investigation.

3.5 Source of Data

3.5.1 Primary Data

Primary data was gathered from respondents at Information Network Security Agency who would assume to give first-hand information on the subject under study.

Secondary data was found from different sources like; Annual reports, Journal articles, internet, magazines, and books relating to the subject of the study and this was consulted at length to extract the information that required to support the findings from the study respondents.

3.6 Instruments of data collection

The study employed three methods during the process of data collection and this was as follows;

- Questionnaires: The researcher administered questionnaires to selected employees and management of Information Network Security Agency as one means of data collection. The relevance of this was that the questionnaires were convenient and less time consuming. With management staff who would not have time for an appointment, an email of the questionnaire was sent to them which would easily be filled.
- Semi-structured Interview: Semi-structured interview was also drafted with a set of questions that the researcher asked during an interview and these were structured in nature.

The researcher personally recorded the provided responses as per the study respondents during the process of carrying out an interview. This tool was used to collect information from respondents selected from Information Network Security Agency.

3.7 Reliability Test

Reliability is defined as be fundamentally concerned with issues of consistency of measures. (Bryman and Bell, 2003). According to Hair, et al., (2006), if α is greater than 0.7, it means that it has high reliability and if α is smaller than 0.3, then it implies that there is low reliability. To meet consistency reliability of the instrument, the questionnaire was distributed to 86 employees of INSA and Cronbach's alpha was found to be for performance measure 0.801, the variables is above 0.7. Table 2 presents the consistency of measures based on statistics tool.

Table 2 Reliability test

Case Processing Summary		
	N	%
Valid	86	100.0
Cases Excluded ^a	0	.0
Total	86	100.0

For Performance measure

Reliability Statistics

Cronbach's Alpha	N of Items
.801	17

3.8 Method of Data analysis and Presentation

3.8.1 Data Analysis

After collecting all the necessary data, these data was coded and edited, analyzed and rephrased to eliminate errors and ensure consistency. It involved categorizing, discussing, classifying and summarizing of the responses to each question in coding frames, basing on the various responses. This was intended to ease the tabulation work. It also helped to remove unwanted responses which would be considered insignificant. Data collected from the respondents with the use of study instruments was classified into meaningful categories. This enabled the researcher to

bring out essential patterns from the data that would organize the presentation. Data was entered into a computer and analyzed with the use of statistical packages for social science (SPSS). Finally, a research report was written from the analyzed data in which conclusions and recommendations were made.

3.8.2 Procedure of Data Collection

After the sample was determined, first contact was made with the General Manager of INSA. Then with the necessary permission, the researcher contacted a list of employees including department managers, researcher, core operational workers and support staffs. In the second round activity, the questionnaires were distributed to the respondents as well as interviews were conducted with the respondents.

3.8.3 Data Processing

Data processing includes coding and editing all the responses collected from the respondent which was edited with the view of checking for completeness and accuracy to ensure that data is accurate and consistent. Coding was done after editing which was done manually by the use of computer through word processing and Excel.

3.8.4 Data Presentation

The researcher presented data got from the primary and secondary source using statistical package for social science (SPSS2000) software and the result was presented in tables for easy interpretation.

3.9 Ethical Consideration

Before the research was conducted on INSA, the researcher informed the participants of the study about the objectives of the study, and was consciously consider ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents. A researcher must consider these points because the law of ethics on research condemns conducting a research without the consensus of the respondents for the above listed reasons.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In order to achieve the main objective of the research a total of 92 questionnaires were prepared and distributed to the selected employees of INSA. Out of these questionnaires 86 responses were valid with complete answer. Therefore, only 86 questionnaires were used for further analysis.

This chapter presents the data presentation, interpretation and analysis of the study. The first section is all about the background of the respondents. The chapter further presents responses concerning the study objectives which include; findings on how organizations motivate their employees, to find out the role of motivation on the employee performance in an organization of INSA and to find relationship between motivation and employee performance in an organization /INSA/.

4.1. Background of the respondents

The demographic characteristics of the respondents includes: Gender, Age, Marital status, Level of education, Service year and Occupational status in relation to their views and perceptions about the effectiveness of motivation and organizational performance in the organization.

With regard to background characteristics of the respondents, a number of variables were investigated. The researcher regarded investigating the background variables about the respondents a necessary undertaking because it helped him to know the extent to which the respondents' possess acquaintance with the study area as well as the variables under study. The study involved respondents of varying characteristics which enabled the researcher to get sufficient information on the study variables as follows.

4.1. Background Information on the Respondents

Table 3: Differences of respondent

Nature of Respondents		Frequency	Valid Percent	Cumulative Percent
1	Gender			
	Male	56	65.00	65.00
	Female	30	35.00	100.0
	Total	86	100	
2	Age			
	20-30	48	55.80	55.80
	31-40	32	37.20	93.00
	41-50	05	05.80	98.80
	51& above	01	01.20	100.0
	Total	86	100	
3	Marital Status			
	Single	53	61.00	61.00
	Married	32	37.00	98.00
	Widowed	00	00.00	98.00
	Separated	01	02.00	100
	Total	86	100	
4	Level of Education			
	College Diploma	12	14.00	14.00
	First Degree	46	53.40	67.40
	Master's Degree	15	17.40	84.80
	PhD	01	01.20	86.00
	Others	12	14.00	100
	Total	86	100	
5	Work Experience			
	1-2 year back	18	21.00	21.00
	3-4 year back	30	35.00	56.00
	4-5 year back	18	21.00	77.00
	6 and above	20	23.00	100
	Total	86	100.0	
6	Title/Position/			
	Top Level manager	02	02.20	02.20
	Middle Level manager	08	08.70	10.90
	Researcher	26	30.00	40.90
	Core operational Worker	32	37.10	79.00
	Support staff	18	21.00	100
	Total	82	100	

Source: Primary Data 2015

4.1.1 Sex of the respondents

The following table shows the number and percentage of males and female respondents of the organization.

Table 4: Gender difference of respondents

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	30	34.9	34.9	34.9
	Male	56	65.1	65.1	100.0
	Total	86	100.0	100.0	

Source: Primary Data 2015

According to the study findings 30(34.9%) of the respondents were females and the rest 56 (65.1%) of the respondents were males. This shows that there were more males in compare with females. The reason might be the attraction of male to such work environment.

4.1.2 Age of the respondents

The researcher also looked at the age of the respondents so as to link it with motivation and employees' performance in organizations as the table below shows.

Table 5:Age of respondents

Age range		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	48	55.8	55.8	55.8
	31-40	32	37.2	37.2	93.0
	41-50	5	5.8	5.8	98.8
	51 and above	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

Source: Primary data 2015

The above finding indicates that majority of the respondents were in the age categories of 20 –30 and 31-40 years with 48(55.8%) and 32(37.2%) respectively. This was attributed to the fact that people in these age brackets joined at beginner levels; these were mainly researchers and core operation workers were ambitious to work and in the end they work in the organization until they are well experienced. Others especially those in the age bracket of 41-50 and 51 and above with

5(5.8%) and 1(1.2%) respectively with longer organizational alignment are likely to have gained good work and cultural experience therefore they are likely to report higher levels of work performance.

As mentioned above, older employees who are well experienced, have longer organizational tenure showed higher levels of work performance. These findings replicate some results reported in the management literature. Baruch (1999) and Liden *et al.* (2006) for example, found no relationship between age and performance. However, Ferris (2004) argued that junior level employees' age and performance are negatively related, while senior level employees' age is positively related to performance.

4.1.3 Marital status of the respondents

The study also looked at the marital status of the respondents so that the researcher could link it with motivation and employee performance in organizations as the table shows above;

Table 6: Marital status of respondents

Marital status		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	52	60.5	60.5	60.5
	married	32	37.2	37.2	97.7
	separate	2	2.3	2.3	100.0
	Total	86	100.0	100.0	

Source: Primary Data 2015

The above table, indicates that majority of the study respondents; 52(60.5%) were single and these were followed by respondents who were married as reported by 32(37.2%) of the respondents and these were youngsters and working for earned money, to gain work experience on their profession and job satisfaction. To this, they just worked in the Information Network Security Agency because, it was the best working environment for them after graduation and finally 2(1.3%) of the study respondents reported to fall under the category of Separated/divorced. The marital distribution of the respondents implied that most of the people participating in organization were stable with their work interest as they cannot easily disappear from their areas of operation.

4.1.4 Educational level of the respondents

The researcher also looked at the level of education of the respondents where by the researcher wanted to find its link with motivation and employee performance in organizations.

Table 7: level of education of the respondents

Level of education		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	others	12	14.0	14.0	14.0
	college diploma	13	15.1	15.1	29.1
	first degree	45	52.3	52.3	81.4
	master's degree	15	17.4	17.4	98.8
	PHD	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

Source: Primary Data 2015

According to the study findings, majority of the respondents had attained Degree and Master's Degree with 61 (54.5%) and 18(16.1%) Respectively, 15(13.4%) of the respondents had a certificate, 13 (15.1%) College Diploma, and the rest 2(1.8%) had PHD degree. Based on the interview most of the respondents of the organization believed that they were fair paid in relation to civil servant salary scale as INSA is a civil service organization.

The reason behind higher level of motivation with higher level of education can be explained by two reasons. Firstly, employees who are well educated are likely to receive fair organizational benefits and different work exposures, and sometimes high work load, than less educated employees and/or younger people do. Secondly, the longer tenure employees tend to show higher levels of organizational commitment than shorter tenure employees, because they have been associated with their organizations for some time and, thus, may have ascended to better positions, or simply have enjoyed working there. This supports the common argument in the management literature that motivated employees are normally committed to their organizations (Mowday *et al*, 2002).

4.1.5 Service year of the respondents

According to the study findings, all of the respondents are served at the organization for one year and above. As the organization established in short time respondents stay in the organization in

1-2year, 3-4year,5-6 year and 6 and above with 17(19.8%) , 28 (32.6%) and 19(22.1%) then 22 (25.6%) of respondent.

Table 8: Service year of respondents

Work Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2year	17	19.8	19.8	19.8
	3-4 year	28	32.6	32.6	52.3
	5-6 year	19	22.1	22.1	74.4
	6 and above year	22	25.6	25.6	100.0
	Total	86	100.0	100.0	

Source: Primary Data 2015

4.1.6 Position of respondent by their Title

Table 9: Position of respondents by their title

Job title		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	top level manager	2	2.3%	2.3%	2.3%
	middle level manager	8	9.3%	9.3%	11.6%
	researcher	26	30.2%	30.2%	41.9%
	core operational worker	34	39.5%	39.5%	81.4%
	support stuff	16	18.6%	18.6%	100.0
	Total	86	100.0	100.0	

Source: Primary Data 2015

From the study findings, 2(2.3%) of the respondents was Top management, 8(9.3%) of the respondents were middle level management, 26(30.2%) of the respondents were researcher and 34(39.5%) of the respondents were core operation workers while 16(18.6%) of the respondents were support staff.

4.2. How Information Network Security Agency motivate their employees

One of the study objectives sought of indicating the ways of motivation used at INSA. To achieve this objective, data was collected and according to the study findings the following information was reported by the respondents of INSA employees.

4.2.1 Is Information Network Security Agency motivating its workers?

One of the objectives of the study was to identify how organizations motivate their employees in INSA and the revealed findings were established as follows.

Table 10: Is Information Network Security Agency was motivating its employees

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	3	3.5	3.5	3.5
	Yes	80	93.0	93.0	96.5
	not sure	3	3.5	3.5	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2015

As illustrated in table 10, most of the respondents said that Information Network Security Agency was motivating its employees with 80(93%). The same respondents were able to reveal that the organization was motivating its employees in number of ways including provision of allowance, Appreciation of work well done; Interesting work; fair salary; Job security, Good working condition, Personal loyalty to employees, Feeling of being in on things, Promotion and growth in the organization, training and development among other ways.

However, 3(3.5%) of the respondent said that the organization was not promoting its employees while the same number of the respondents indicated that they were not sure of whether INSA was motivating its employees.

After establishing whether the organization was motivating its workers, it was imperative by the study to understand the factors influencing employees' motivation in an organization and according to the study findings, the following were revealed as in table 10.

Table 11: Factors influencing employee motivation in INSA

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Management style/supervision issue	16	18.6	18.6	18.6
	Promotion based on performance	13	15.1	15.1	33.7
	Encourage team work	5	5.8	5.8	39.5
	Working environment	14	16.3	16.3	55.8
	Salary and compensation	20	23.3	23.3	79.1
	Others (e.g. Promotion, timely appraisal, output etc.)	18	20.9	20.9	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2015

As indicated by table 11, most of the respondents 20(23.3%) agreed that increased salary and compensation as factors influencing employee motivation in an organization. Whereas, 18(20.9%) of the respondents like promotion, timely appraisal, keeping employees and maintaining them at work, 16(18.6%) were influencing employees motivation with management style, 14(16.3%) of the respondents believed that working environment of the organization were influencing employees motivation respectively followed by the respondents responses 5(5.8%) of them answered that employees motivation is influenced by encouraging team work.

4.2.2 Forms of motivation offered to employees' at INSA

Respondents from the study were also required to indicate the forms of motivation that INSA was providing to its employees, and the findings from the respondents revealed the following as indicated in table 12.

Table 12: Forms of motivation offered to employees' at INSA

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Appreciation of work well done	37	43.0	43.0	43.0
	Interesting work and fair salary	20	23.3	23.3	66.3
	Provision of some allowances & Personal loyalty to employees	14	16.3	16.3	82.6
	Job security , Training and good working conditions	7	8.1	8.1	90.7
	Provision of leave days, Promotion and growth in the organization training and development	8	9.3	9.3	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2015

Table 12 shows that majority of the respondents' responses 37(43.0%) revealed appreciation of work well done among the forms of motivation that was offered to employees' at INSA. Appreciation of work well done; this can be achieved through giving employees feedback recognition, reward and promotion. The need for appreciation for a job well done from the management can be more important than the need for a pay rise for today's employees (Nelson, 2003).

Findings from the study indicate that Interesting work & fair wages with 20(23.3%); management can motivate employee through interesting work (Sharma, 2006). Work can be interesting when jobs are well designed and when specific goals are specified. Good wages; organization attempt to increase employee motivation performance by linking incentive pay to increase in performance (Dubois 2000). In studies of motivation compensation has always been and certainly skills in an important motivator but not the only one. Money its self cannot guarantee productivity among employees (Hughes, 2003)

The finding from the study revealed that followed by Provision of some allowances Personal loyalty to employees with 14(16.3%), Personal loyalty to employees; the instability of employers view towards the employment relationship (Pletter, 1998). Motivating employees through loyalty can be done by sharing information and celebrating success, which gives the employees a sense of ownership celebration, can help to bring employees and the organization closed together, hence improving the relationship (cooper, 2005).

Promotion and growth in the organization training and development, Feeling of being in on things, provision of leave days is done at INSA in a way of motivating employees of the organization. Promotion and growth in the company training and development help growth and development. Both the employees and the organization benefits not just in the present but also in the future (Tsui&wa 2005).Feeling of being in on things. This can be done through empowerment encouraging decision making among employees. Empowerment is so important because a company needs its employee's knowledge, experience and skills and their commitment to the company (Johnson & Redmond, 1998).

Responses as compared to the least number of the respondents responses totaling 7(8.1%) who revealed that Job security, Training and good working conditions, then training of workers, Job security , and good working conditions and this constituted 7(8.1%) of the respondents at the organization , Job security. Organization lay off employee down size DE job and re-engineer to save cost and to be competitive companies can increase employee motivation by giving certain levels of job security (Sorita et.al 2005). Good working condition. Working conditions are a primary concern of management as they can determine employees performance and productivity (Southern hand & can well, 2004).

The study also revealed whether forms of motivation offered to INSA employees were motivating. To this, respondents from the study indicated the following as follows;

Table 13: Indicates whether the forms of motivation offered to INSA employees were motivating

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	6	7.0	7.0	7.0
	Yes	50	58.1	58.1	65.1
	Somehow	30	34.9	34.9	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2012

Findings as in table 13 above, show that most of the respondents in the category of those who reported that INSA was motivating its employees as majority of the respondents indicated that the forms of motivation provided by the organization were motivating them as constituted 50(58.1%) out of 86 respondents, this was followed by the respondents who indicated that the forms of motivation offered were somehow motivating them with 30(34.9%) the rest of the respondents 6(7.0%) were is not believe that the forms of motivation provided by the organization were motivating them.

4.3. The role of motivation on the employee performance in an organization (INSA)

The second study objective sought to establish the role of motivation on the employee performance in an organization. Findings from the study field indicated differing views regarding the same as revealed below.

4.3.1 The role of employee motivation towards organizational performance

One of the research objectives was set to assess the role of employee motivation towards organizational performance. With regard to the above objective, respondents were able to provide differing views as follows.

4.3.1.1 Whether the forms of motivation provided by INSA help employees to perform well

The above aspect was also covered by the study during the process of data collection and according to the respondents the following were revealed as in table 14.

Table 14: Forms of motivation provided by INSA help employees to perform well

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	3	3.5	3.5	3.5
	yes	47	54.7	54.7	58.1
	some how	36	41.9	41.9	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2015

As illustrated in table 14 above, most of the respondents were able cite that the forms of motivation provided by Information Network Security Agency help employees to perform well as was reported by 47(54.7%) of the covered respondents unlike the other respondents 36(41.9%) who cited that the motivation forms provided by the organization was somehow motivating employees to perform their tasks well as illustrated in the table 13.

Qualitative results during an interview with some of the study respondents however revealed that the organization’s employees were performing well according to the organization’s expectations. This is because, respondents reported of some organization’s clients still demanding the organization’s services and most of the employees attend to them accordingly. This was further evidenced by one of the respondents who said that “*Some of the project workers in this organization had facilitated all necessary materials and transportation during field work*”. These results are an indication that employees in the organization are motivated to improve their performance.

Respondents from the study were also asked to indicate whether motivation plays a role in helping employees in organizations to perform their work. Findings from the respondents indicated the following as in table 16.

Table 15: Motivation plays a role in helping employees in INSA to perform their work

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	3	3.5	3.5	3.5
	yes	83	96.5	96.5	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2015

According to the study findings as in table 15, the biggest number of the respondents 83(96.5%) were able to say that motivation plays a role in helping employees in organizations to perform their work. However, only 3(3.5%) of the respondents said that motivation does not play a role in helping employees in organizations to perform their work. These same respondents indicated that motivation sometimes demoralizes employees at their work places as they could not explain why they provided such reasoning and if it is not applied based on performance.

The above findings, basing on the majority of the study respondents it can be concluded that motivation plays a significant towards organizations performance since it helps employees in organizations to perform their work as was indicated by 83(96.5%) of the covered respondents during the process of data collection.

4.3.1.2How the forms of motivation provided to employees help them to perform well.

The study on further establishment wanted to understand how the forms of motivation provided by organizations to employees help them to perform well. Responses from the respondents indicated the following as in table 16.

Table 16: Forms of motivation provided to employees help them to perform well

	Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Encourage team work	37	43.0	43.0	43.0
	Improve on workers' morale	20	23.3	23.3	66.3
	employees to employers relationship	14	16.3	16.3	82.6
	Solve personal problems	7	8.1	8.1	90.7
	Encouraging performance of work efficiently and effectively	8	9.3	9.3	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2015

According to the study findings as in table 16, most of the respondents 37(43.0%) cited that the forms of motivation provided to employees help them to perform well by encourage team work, then 20(23.3%) Improve on workers' morale14(16.3%) maintaining employees to employers

relationship, then 8(9.3%) revealed encouraging performance of work efficiently and effectively among the ways how motivation help employees to perform well and this was followed by 7(8.1%) of the respondents who indicated solving of personal problems at their work places to perform better for improved organizations performance.

The above study findings indicate that motivation of employees has a role towards organizational performance especially organizations like INSA.

4.3.1.3 Measures for improving employee motivation in organizations

The study was also set to suggest measures for improving employee motivation in the organization and the study respondents when asked if there are measures of improving employee motivation in the organization, all cited that there are measures as revealed in table 17.

Table 17: There are measures for improving employee motivation in INSA

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	1	1.2	1.2	1.2
	yes	83	96.5	96.5	97.7
	Not Sure	2	2.3	2.3	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2015

Table 17 shows that there are measures for improving employee motivation in the organization as cited by 84(96.5%) of the study respondents are said there is measures for improving employee motivation in organization, and 2(2.3%) of the respondents said that they are not sure whether the organization have measures for improving employee motivation in organization, the rest 1(1.2%) of respondent said there is no measure for improving employee motivation in organization. During the study, the indicated measures as per respondents were as presented in table 18.

Table 18: Measures for improving employee motivation in INSA

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Equal opportunities to all workers	22	25.6	25.6	25.6
	Good working environment	16	18.6	18.6	44.2
	Job security	8	9.3	9.3	53.5
	Employees' involvement in decision making	18	20.9	20.9	74.4
	Appreciation of workers efforts	14	16.3	16.3	90.7
	Others	5	5.8	5.8	96.5
	No measurement	1	1.2	1.2	97.7
	Not sure	2	2.3	2.3	100.0
	Total	86	100.0	100.0	

Source: Primary Data, 2015

As shown in table 18, majority of the respondents reported provision of equal opportunities to all workers as was revealed by 22(25.6%), followed by employees' involvement in decision making in the organization among the measures for improving employee motivation as cited by 18(20.9%) and this was then followed by 16(18.6%) of the respondents who indicated good working environment, then appreciation of workers efforts with 14(16.3%) , followed by the respondents who indicated job security at the place of work with 08(9.3%) then others(like promotion, provision of allowances such as food, transport, medical, study leaves among other tools of motivation), as was indicated by 05(05.8%) of the respondents covered by the study while a small number of the study respondents 02(2.3%) and 01(1.2%) indicated that they are not sure and believe there is no measures for improving employee motivation.

Clark (2007) for example, called for fostering the work motivation of individuals and teams as it has a direct impact on their performance. He argued: Solid evidence supports claims that motivational programs can increase the quality and quantity of performance from 20 to 40 percent. Motivation can solve three types of performance problems: 1) people are refusing to change; and/or 2) allowing themselves to be distracted and not persist at a key task; and/or 3) treating a novel task as familiar, making mistakes but not investing mental effort and taking responsibility because of overconfidence.

In addition to the descriptive results the views of the respondents, qualitative results also indicated that employee motivation in organization can be improved through a number of ways including capacity building, monitoring and evaluation, encouraging delegation of duties, awarding of best performers, stress management events as well as recognition of workers. Respondents during an interview revealed that periodically monitoring and evaluating employees during the time of performing their work create fear of being demotion from position and salary.

4.4 The relationship between motivation and performance of INSA.

The above aspect was also covered by the study and according to the research findings different views as per respondents were revealed regarding relationship between motivation and performance of INSA as follows:-

Table 19: Is there a relationship between motivation and performance of organization

Response		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	no	3	3.5	3.5	3.5
	yes	83	96.5	96.5	100.0
	Total	86	100.0	100.0	

Source: Primary data, 2015.

Calculated Chi square (X_o^2) = 96.50

Degree of freedom = 1 Tabulation Chi square ($X_t^2_{=0.05, 1}$)= 3.50

($X_o^2 = 96.5 > X_t^2_{0.05, 1} = 3.50$)

From the results above majority of the respondents said that there is a relationship between motivation and performance of the organization (INSA) and this comprised of 83(96.5%) of the employees respondents while only three of respondents said that there is no relationship between motivation and performance of an organization (INSA) as this was cited by 03(3.5%).

On testing the results from the findings, chi square calculated (X_o^2) was 96.50 while chi square tabulated (X_c^2) was 3.50 at 1 level degree of freedom from 5% level of significance. Since chi square observed was greater than chi-square tabulated, it made the findings statistically significant. Therefore basing on the findings from most of the respondents, this lead to the

conclusion that there is a relationship between motivation and performance of organization like INSA.

Argument that well motivated employees are generally good performers (Mowday *et al*,2000); Katz, 2010). Employees who are satisfied with their motivation climate are likely to rate their performance highly, because they feel that, following the creation of a positive motivation environment, the organization will expect them to be good performers. The relationship between motivation and performance reported in this study is consistent with the classic motivational framework offered by some scholars. Katz 2010) for example, asserted that organizations need to motivate their members to (1) join and remain in the organization, (2) perform their assigned duties dependably, and (3) exhibit “innovative and spontaneous behaviors”. Likewise, Speen 2003) suggested that employees’ performance could be optimized by using motivational programs. He asserted: People work better and get more done in an environment where they are appreciated and incentive programs help create that atmosphere. In fact, when an employer uses motivational programs, employees feel that the organization is concerned for their welfare and wants to recognize their accomplishments.

Organizations can optimize employee performance by engaging in a continuing, organized program of (promotion, motivation, communication and recognition)...with an incentive or motivation program, can also attempt to obtain some level of additional performance in exchange for some extra compensation (reward).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter of the study deals at length with addressing the objectives of the study as: to find out how organizations motivate their employees, to find out the role of motivation on the employee performance in an organization and to find relationship between motivation and employee performance in an organization (INSA).The section further summarizes the main findings of the study by making conclusions, and recommendations.

5.1 Summary of Major Findings

5.1.1 Objective one: To find out how organizations motivate their employees.

The study findings showed that the ways of motivation used at Information Network Security Agency. Respondents revealed INSA was motivating its workers with 80 (93%). The same respondents were able to reveal that the organization was motivating its employees in number of ways including provision of allowance, , Appreciation of work well done; Interesting work; fair salary; Job security, Good working condition, Personal loyalty to employees, Feeling of being in on things, Promotion and growth in the organization training and development among other ways.

Findings from the study of respondents further revealed increased production as factors influencing employee motivation in an organization. However, the other like promotion, timely appraisal, keeping employees and maintaining them at work, management style, working environment among the factors influencing employee motivation in an organization, increase on performance and forms of allowances, encouraging team work were also reported among the factors influencing employee motivation in an organization.

These findings can be related with J.S. Chandan who argued that there are four types of motivation such as, positive motivation which involves proper recognition of employees efforts and appreciation of employees contributions towards the organizational goal, negative or fear motivation which is based upon force, fear and threats, intrinsic motivation which is concerned with the state of self-actualization and, satisfaction of accomplishing something worth and

extrinsic motivation which is induced by external factors that are primarily financial in nature. These external motivators include; higher pay, fringe benefits like retirement plans, stock options, profit sharing schemes, health and medical insurance, maternity leave among others (J.S. Chandan 1987).

5.1.2 Objective two: To find out the role of motivation on the employee performance in INSA

Furthermore, findings established that motivation plays a significant towards organizational performance since it helps employees in organizations to perform their work as was indicated by most of the respondents 37(43.0%) cited that the forms of motivation provided to employees help them to perform well by encourage team work, then 20 (23.3%) Improve on workers' morale 14 (16.3%) maintaining employees to employers relationship, then 8(9.3%) revealed encouraging performance of work efficiently and effectively among the ways how motivation help employees to perform well and this was followed by 7(8.1%) of the respondents who indicated solving of personal problems at their work places to perform better for improved organizations performance.

The results can be compared with information that high motivation is the key to success in any endeavor. It may come from within a person (intrinsic motivation) or from external influences (extrinsic motivation). For example, intrinsic motivation is derived from engaging in exercise for its own sake, for the satisfaction and the sheer enjoyment it brings, and for no external reasons. Those who are intrinsically motivated give up less easily and generally achieve higher levels of fitness than those who are solely motivated by external rewards such as praise, money, and trophies, McCoy (1992).

But, McCoy (1992), argued that high motivation is the key to success in any endeavor. It may come from within a person (intrinsic motivation) or from external influences (extrinsic motivation).

The study findings revealed that provision of equal opportunities to all workers in organizations, employees' involvement in decision making, good working environment, appreciation of workers efforts, job security at the place of work, employees compensation, promotion, provision of

allowances such as food for night shift employees, transport, medical service, annual and other leaves among other tools motivation are common measures of improving employee motivation in the organizations

5.1.3: Objective three: To find relationship between motivation and employee performance in INSA

Based on the findings most of the respondents agreed that there is a relationship between motivation and employee performance of INSA and this was established by 83(96.5%) of the study respondents while only 03 (3.5%) of respondents said that there is no relationship between motivation and performance. On testing the results from the findings, chi square calculated (X_o^2) was 96.50 while chi square tabulated (X_c^2) was 3.50 at 1 level degree of freedom from 5% level of significance. Since chi square observed was greater than chi-square tabulated, it made the findings statistically significant. Therefore basing on the findings from most of the respondents, this lead to conclude that there is a relationship between motivation and employee performance INSA.

5.2 Conclusions

According to the study, it can be concluded that employee's motivation has direct impact on employee performance. A highly motivated employee invests his/her best efforts in carrying out each and every element of his / her duties and responsibilities. Enhanced job performances of the employee will add value to the organization itself and to the employee's productivity. The empirical results of this study show that the motivation of the employee has advantages to the employee and the organization and the organization will keep the loyalty of the employee at the high peak. Also the employee will trust his / her organization, supervisor and top management. Form these observations of facts it is very clear that organizations can survive and grow by taking care of their employees. In the free market economy under today's globalization only organizations which pursue high-performance focused on their employees can survive and grow rapidly and safely.

The second objective of this thesis was to study how employees in an organization /INSA/ are motivated. The finding indicates that the employees are motivated for many reasons some of which are helping them in an organization to perform their work as assigned, to maintain

employees to employers relationship, to encourage employees performance efficiently and effectively, to help employees solve their personal problems, to encourage team work as well as improving on the employees morale at their work places and to perform better for improved organizational performance.

In our study, we found out that recognition and empowerment play an essential part in enhancing employee motivation towards organizational tasks. By appreciating the employees for their work and giving them participation in decision making, the employees are satisfied with their job and organizational environment. Thus, their enthusiasm and motivation towards accomplishment of tasks increases. The research study has shown that management can make use of different tactics, strategies and policies to motivate employees in work settings, but different tactics, strategies and policies would have a different motivational impact on diverse people. A motivation strategy may possibly have the power of enhancing motivation in one way and diminishing it in others. To make sure the success of motivational tools, it is important to consider the uniqueness of the situation and the diversity of the respondents. It is the job of management to consider different alternatives according to situation. This study highlights various aspects necessary for motivating employees to improve their performance.

Finally, It is concluded that there is direct and positive relationship between rewards and employee work motivation. It means that reward is directly proportion to employee work motivation. The change in rewards offered to employees changes the work motivation and performance of employees. Better the rewards, the higher the levels of motivation and greater levels of employee. Formally most employees were satisfied if their basic needs were met. In today's world, employees want more, since an employee has become a major focus for manager to do this effectively, manager must keep their employees motivated, so that valuable employees stay in the company and perform at their best.

5.3 Recommendations

Based on the study findings, the following recommendations are highlighted:

- ✓ There should a greater balance between employees' needs and organizational needs. It is the duty of all stake holders to ensure that this is achieved as it'll reduce employees' selfishness at their places of work and increases INSA's productivity.
- ✓ On job and regular training should be given to managers to improve their management skill so as to effectively and appropriately tackle employees' diverse needs which contribute towards reducing the rate of labor turn over in the organization.
- ✓ According to most respondents, the rewards received from INSA were appropriate to their needs. The promotion process for reward was fair and the recognition was so formal that we strongly suggest this recognition should continue.
- ✓ We recommend that recognitions should be awarded to deserving employees in no time. The prompt rewarding of employees may motivate them and improve their performance.
- ✓ The intended reward should be awarded in a kind of ceremony to an employee and announced appropriately to motivate others. The lack of communication was seen as main barrier in employee's motivation.

All responsible parties should involve in materializing the recommendations stated above to ensure that the organization provides basic requirements to their employees and eventually enable them to work hard for improved performance.

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APPENDICES

Appendix A: Respondent's Questionnaire

(EMPLOYEES OF INFORMATION NETWORK SECURITY AGENCY)

I am **TSEHAYE GIDAY**, a student of Saint Marry University offering Master's in Business Administration. I am carrying out my research on "**the relationship between motivation and Employee Performance of an organization a case study of Information Network Security Agency**". I kindly request you to provide me the necessary information having been chosen to be one of the respondents to enable me complete my research project successfully.

THANK YOU IN ADVANCE FOR YOUR COOPERATION

SECTION A: BACKGROUND INFORMATION OF THE RESPONDENTS

1. Gender

a) Female b) Male

2. Age

a) 21 -30 b) 31-40

c) 41-50 d) 51& above

3. Marital Status

(a) Single b) Married

(c) Divorced /separated d) Widowed

4.Level of Education.

a) Diploma b) Degree

e) Master Degree d) PHD

c) Others

5What is your title?

a) Core operational worker b) Researcher

c) Support Staff d) Top Manager

e) Middle level Manager

6. When did you join INSA?

a) 1-2 year back c) 5-6 year back

b) 3-4 year back d) above 6 year

SECTION B: How Information Network Security Agency motivates its employees.

7. Does the Agency motivate its employees?

- (a) Yes
- (b) No
- (c) Some how

If yes, to the above question, how does the organization/Agency/ motivate its employees

8. Do you think motivation of employees in an organization is important?

- (a) Yes
- (b) No

Give reason/s

9. Do workers in this organization work according to the organization's expectation?

- (a) Yes
- (b) No

Why do you think so?

10. "Motivation of employees improves their performance"

- (a) I agree with the statement
- (b) I disagree with the statement

SECTION C: RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE PERFORMANCE OF ORGANISATION

11. Do you think motivation influence the organization's performance?

(a) Yes (b) No

Why do you think so?

12. What is the effect of motivation on the employee performance of an organization?

(a) Negative

(b) Positive

Why?

13. "Motivation of employees improves on the performance of an organization"

(a) I agree with the statement

(b) I disagree with the statement

THANK YOU FOR YOUR COOPERATION

APPENDIX B

Semi-Structured Interview

St. Mary University

School of Graduate Studies

MBA Programme

Dear Respondents,

This Semi-structured interview is designed to collect data's on the topic '*Assessing The Relationship Between Motivation and Employee Performance in INSA*'. The purpose of the study is for the partial fulfillment of the requirement of MBA program. For the successful accomplishment of the study, the response of employees of the organization will have pivotal role by being used as valuable input for the study. I assure you that the information to be shared by you will be used only for academic purpose and kept confidential. So, you are kindly requested to genuinely react the interview questions.

Thank you in advance for your cooperation!

1. Does your company use consistent motivational practice?
2. What type of motivational factors was influence you?
3. Do you think that forms of motivation provided by INSA helps you to perform well?
4. Do you believe that, motivation plays a role in helping employees in their work?
5. In which forms of motivation do you motivate?
6. Is there clear and transparent way of motivation inINSA?
7. Does all the way to motivate employees in your organization are guide by INSA directives?
8. Are there any continues assessment to measure the performance of employees?
9. Are there measures for improving employee motivation in your organization?

10. How do you explain the relationship between motivation and employee performance in your organization?

THANK YOU FOR YOUR COOPERATION