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SCHOOL OF GRADUATE STUDY

**THE INFULENCE OF EMPLOYEES MOTIVATION
ON PERFORMANCE: THE CASE OF 'MOHA SOFT DRINK'
COMPANY IN ADDIS ABABA**

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May, 2017

ADDIS ABABA ETHIOPIA

Declaration

I, the undersigned, declare that this study entitled “The Influence of employees’ motivation on performance in the case of MOHA Soft Drink S.C Nifasilk plant “is my original work and has not been presented for a degree in any other university, and that all sources of material used for the study have been duly acknowledged.

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

Advisor

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St. Mary's University Collage, Addis Ababa

May 2017

**St. MARY'S UNIVERSITY
SCHOOL OF GRADUTE STUDIES**

**“The Influence of Employees Motivation on Performance
In
The Case of MOHA Soft Drink S.C Nifasilik Plant”**

By: Shimeles Shewangizaw

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List of Abbreviations

IV	– independent Variable
DV	– dependent Variable
EP	– employees' performance
MBO	– management by objective
EP	– employee performance
PDM	_ participation on decision making
WE	– working environment
CA	–career advancement
FM	–financial motivation

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Abstract

Currently, Human Resource Management is becoming more indispensable, because employees and their knowledge are the most important aspect that affect productivity of the organizations. Motivation is one of the most important tools of Human Resource Management. Organizations are designing motivation systems in order to encourage employees to perform as well as to attract and retain potential candidates. The main purpose of this study was to assess the influence of employees' motivation on performance in MOHA soft drink S.C. A quantitative case study methodology was used to questionnaires were distributed to the sample of 272 respondents for MOHA soft drink S.C Nifasilk plant. The study made use of data from primary and secondary sources which were collected using questionnaire administered to 272 employees of selected company plant of personnel record annual reports of the selected plant. The personnel records and annual reports of selected plant were secondary data. The data analysis was carried out using the statistical package for social science (SPSS), whereby the person product moment correlation coefficient was tested in the study. The findings indicated that working environment and employees' participation on decision making were important factors for employees of the company. Moreover, the study recommends that in order to motivate and show consideration to its employees, the management should work on stablishing motivational tools and create systems.

CHAPTER ONE

1. INTRODUCTION

Managers within companies or organizations are primarily responsible to ensure the tasks or job is done through employees in the right way. To achieve this, these managers must ensure that they have a competent personnel department for the recruitment of the best employees that are capable to do the job. For the company to optimize employees performance there is need for the employees to be sufficiently motivated. Therefore, motivation in theory and practice becomes a difficult subject touching on several disciplines. Although a lot of scholarly research has been written on motivation, this subject is not clearly understood and more often than not poorly practiced. On this score, to best understand how motivations can influence on employee's performance one must understand human nature. In as much as motivation influence on employee performance, there is need to blend the appropriate motivational tools with effective management and leadership to achieve this goal.

Notwithstanding the fact that motivation is very important to determine employers ability so do other factors such as the resources given to an employee to do his or her job. Therefore, successful employees' performance can arise from a variety of motives. For instance, two people doing similar jobs may both be successful for different reasons, one salesperson may be motivated by the commission earned on sales, while the other may be more concerned about meeting sales targets. This creates a very small difference in the subject matter, because motivation to enhance performance varies from person to person and from company to company. These are the challenges of managers are confronted with in designing appropriate motivation tools that will be able to meet with the expected performance within the company. Therefore, arouses more critical academic thinking within the subject area. In this light a lot of academic literatures from scholars and practicing managers have ensured to resolve this intriguing academic domain on how motivation can enhance performance. The companies established on their vision, which is that to gain maximum profit from the productions of good and services.

Most of the companies the same vision to attainable their interest first, in the second, to protect and facilitate their workers by providing good working environment and health conditions.

1.1. BACKGROUND OF THE STYDY

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly computation between business companies, regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations.

Human resource or employees of any organization are the most central, part so they need to be influenced and persuaded towards tasks fulfillment.

Motivation, as a process, started with a need in human being which creates a vacuum in a person, in an attempt to fill the vacuum an internal driving force is generated which starts and sustains a chain of action and reaction. It is at that point that the vacuum is also filled.

Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So we can say that human resources are the very important or most competitive assets of any organization that cannot be exchangeable.

Human resources or human assets mean the workers or the employee of any organization. So the motivation is main factor that affect the human resources of the organization, the organization should be motivating their employees for the best performance or for achieving the organizational goals, in fact motivation is the best tool for best performance and to create a high productivity.

Today there are many discussions about motivation and the relationship of employees' efficiency and the organizational efficiencies.

Motivation will lead to the fact that workers or employees of the organization will seriously do his duties and responsibilities Azar and Shafighi (2013) Attractive Salaries or pays also a Valuable tool and play an important role to increase

Employers' performance and also increase the productivity of an organization Muogbo U.S, (2013). With this background information, Nabuife (2009) define motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end.

This first aspect of motivation we choose to describe as internal motivation, because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegates needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations one of the biggest problems facing manager in the organizations is how best to get employees committed to their work and put in their best towards the accomplishment of organizations goals and objectives.

Motivation is concerned with why people do what they do? It answers such questions as why do managers or worker go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the work place. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization. Employees differ not only in their ability to work but also in their will to do so (motivation). To motivate is to induce, persuade, stimulate, even compel, an employees to act in a manner which fulfilled the objectives of an organization.

The motivation of employees depends on the strength of their motives. Motives are need, wants, desire, or impulses within the individual and these determine human behavior. Therefore, motivation is the process of arousing behavior, sustaining behavior progress, and channeling behavior into a specific curse of action. Thus, motives (needs, desire) induce employees to act. Motivation therefore, is the inner state that energies people, channels and sustains human behavior. Since it has been established that all

behavior except involving responses are goals directed, manager can apply motivational theories of management in their attempt to direct the job behavior of employees towards the goal of their establishment.

For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. A very few organization believe that the human personnel and employees of any organization have its main assets to which can lead them to success or if not focused well to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of use this instrument the organization can't progress or achieve success.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization shadier et al. (2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore in that direction.

Rutherford (1990) reported that motivation formulates an organization more successful because provoked employee 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) Getting employee to do their best work even in strenuous circumstances is one of the employees most stable and greasy challenge and this can be made possible through motivating them. The focus of this study is to enlighten that how an organization through its employees can achieve success with motivation on productivity. The purpose of the study is to analyze the influence of employees' motivation on performance and organizational productivity.

The study has two sub-objectives; firstly the factors that increase motivation of employees are to be determined. Secondly the influence of employees' motivation on performance in the company gains profit. The researcher selects one company / MOHA Soft Drink Company in Addis Ababa/ which other researcher was work on turnover and absenteeism effect on the productivity of the different companies. Then a researcher was seen some gap of managers or researchers not focused on human capital, only he was

mentioned productivity and profit. They miss main cause of Human power motivation beside of turnover and absenteeism affect the productivity. Because how to uses the system to lead their employees.

1.1.1. Background of the organization

Mohammed Hussein Al-Amuodi (MOHA) soft drinks industry Share Company was formed and registered under the commercial code of Ethiopia on May 15, 1996 E.C. This company was formed after the acquisition of four Pepsi Cola plants, located at Addis Ababa (Gotera). Currently MOHA has many permanent and contractual employees.

1.2. STATEMENT OF THE PROBLEM

To enhance employees' performance, Motivation is the most important tool. However, if attention is not given, it has many effects on the company performance. Therefore, this research focuses on the consequences of motivation and the way it affects on employees' performance. This implies that the company faces problems such as working environment, employees' dissatisfaction, turnover, frequent absenteeism, and taking sick leave. In other hand when motivation system is inadequate, educated person and experienced employees are likely to leave and replaced by non-experienced workers. This affects the company productivity and decreases of its profit, and causes loss of goodwill and market share. Most of them indicate employees' retains problem of the company under the study. Motivating employees is the most responsibility of human resource department. The study aims to analyze how to enhance employees' performance by applying the motivational factors as an instrument to retain employees. The study will help the Human Resource department to address the company's problems and solve by planning motivational policies and procedures to avoid unfair human resource management system.

Therefore, this research focused to address the organization and employees motivational condition in the company level, and to find out some point of employees' motivational factors in the company, In addition it helps to see the practical situation how to use the

handling of motivational factors of employees. Also, it will enable to find out increase the employees performance by applying motivational instruments. This study therefore, was designed to investigate the influence of employees' motivation on performance In MOHA Soft Drink Company.

1.3. RESEARCH QUESTION

- 1) How to determine the level of overall employees' performance in MOHA?
- 2) What are the motivational factors that influence employees' performance in MOHA?
- 3) Which socio- demographic factors influence performance in MOHA?

1.4. OBJECTIVES OF THE STYDY

The main objective of this study is to analyze motivational factors that influence the employees' performance in MOHA Soft Drink Addis Ababa.

1.4.1. Specific objectives are:

- 1) To examine the level of overall employees performance in MOHA in Addis Ababa.
- 2) To examine the motivational factors that influences the performance of employees in MOHA.
- 3) To examine Scio-demographic factors that influence performance in MOHA.

1.5. SIGNIFICANCE OF THE STUDY

The research proposal is finding and suggestions will enable for effective management of employees towards achieving organizational goals. The study will enable manager or owners of MOHA Soft Drink Company in Addis Ababa, how productivity can be improved through effective and efficient motivation. It will also be of benefit for policy makers in various forms of business organization. It will be of immense guide to future researchers who intends to exploit and understand further concepts of motivation as a managerial tool to enhance productivity in any industry.

1.6. DELIMITATIONS AND LIMINATIONS

Owing to the nature of the subject area, i.e., excessive confidentiality, and because of the companies' competitive advantage, the researcher focuses only in Addis Ababa branch by the cause of shortage time and finance to cover the cost of the study.

1.7. OROGANIZATION OF THE STUDY

The study consists of five Parts. The first Part consists of the background to the study, statement of the problem, Scope of the study, Objective of the study and significance of the study and lastly the organization of the study. Part two deals with Review related literature of concepts relevant to the study. In Part three, the methodology adopted to conduct the research was stated. This Part deals with issues such as the research design, instrument and data collection tools and data analysis. Part four deals analyzing and presentation of the study. Part five deals with Conclusion and Recommendations.

Key words: - Performance, Motivation, Productivity, Organizational environment, Career Advancement, Financial, and employees' participation in decision making.

CHAPTER TWO

2. REVIEW RELATED LITERATURE

This chapter focused on definitions of relevant terms, types of motivation, techniques of motivation, determinants of job performance, theories of motivation, empirical literature reviews, research gap, conceptual framework, factors for motivation, strategies for motivation, and relationship between employees' motivation and job performance.

2.1. Theoretical Review

2.1.1. Definitions Motivation

The term motive usually is explained as desires, needs, emotions or impulses that make someone do something following this definition, motivation is the state of being incited to action. When we take into consideration work environment it becomes clear that work motivation refers to motivation within a work setting. Typically, it refers to employees' motivation to perform, stay and commit in a company, cooperate, lead or support a leader, help customers and so forth. Obviously, this definition from International Encyclopedia of Organizational Studies Bailey & Clegg (2008) is just an example from a mass of work motivation definitions which can be found in almost every paper about this topic. Some authors define what motivation is by explaining where it comes from in this approach work motivation has been defined as "a psychological process resulting from the reciprocal interaction between the individual and the environment that affects a person's choices, effort, and persistence" Latham & Ernst (2006), in other definitions work motivation is associated with the goal attainment. People are motivated to do something if they believe it is likely that it will bring desired result.

People who are well motivated take action that they expect will achieve their clearly defined goals Armstrong(2007), Kanfer (1990),as cited in Bjork Lund (2001), stressed that motivation is a phenomenon which cannot be directly observed. The only way to infer motivational processes is to analyze streams of behavior caused by environmental or inherited factors which can be observed through their effects on abilities, beliefs,

knowledge and personality.

In other words motivation is usually described as an invisible force that pushes people to behave in a certain way. For the purpose of this thesis definition by the researcher will be used as it seems to define motivation both in a comprehensive and explicit way. Pinder used work of Jones (1995), Locke, Shaw, Saari, and Latham (1981), Steers and Porter (1979), and Vroom (1964) to formulate following definition (1998, p.11) : “Work motivation is a set of energetic forces that originate both within as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration”.

Pinder (1998), believes that presented definition has some features that make it better than others. Firstly, it is not general as many other definitions, it presents motivation in a close relation to work and careers. His definition is intended to apply behavior such as joining or leaving company, being punctual, respecting or not supervisor’s orders, inventing better ways to performing a job and accepting relocation to another place. According to Pinder one of the key elements that are important in defining motivation is a concept of force. It not only makes the definition consistent with other authors work but also allows motivation level to be weak or strong depending on circumstances. The idea of force suggests that motivation is related to an effort. Pinder believes that effort is a consequence and indicator of motivation rather than the same phenomena. He points out that his definition does not present hedonism as a primary force in work motivation. However, it does not exclude it either. There are three more important elements of Pinder’s work motivation definition: intensity, direction and duration. Author describes the intensity dimension using two terms created by Brehm and Self (1989), potential motivation and potential arousal. The first of those two terms is created by expectations that performance of behavior will affect final outcome.

The second term is dependent on magnitude of potential motivation and occurs only to the extent that particular behavior is difficult. In Pinder’s opinion intensity is not affected by the potential available and is defined as the transient size of motivational arousal in a particular point of time. The direction can be understood by considering

towards which goals the energy of motivation is directed.

Finally, the duration suggests that goal achieving might be a possible outcome of on job behavior. As the last but also very important feature of the definition of the researcher mentions the fact that motivation is presented as a hypothetical construct which cannot be measured or seen directly but is treated as an existing psychological process.

In other hand, Motivation theory is concerned with what determines goal directed behavior. It is about, how behavior is initiated by needs and by expectations on the achievement of goals which will satisfy those needs, how the achievement of goals and /or feedback on their achievement reinforces successful behavior and how belief in one's ability to carry out a specific task will actuate behavior which is expected to achieve the successful performance of that task Armstrong et al., (2004).

According to Hoy and Miskel (1987), employees' motivation is the complex forces drives, needs, tension states or other mechanism that starts and maintains voluntary activity directed towards the achievement of personal goals. Mullin (1996), refers motivation to the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence) toward a particular goal or direction. Motivation is a decision making process, through which the individual chooses the desired outcomes and sets in motion the behavior appropriate to them. Motivation can therefore be thought of as the degree to which an individual wants and chooses to engage in certain behavior Matoka (2011), That is the success of the company and retaining of employees and reducing of turnover and absenteeism, however increasing employee's performance and productivity.

2.1.1.1 Theories of Motivation

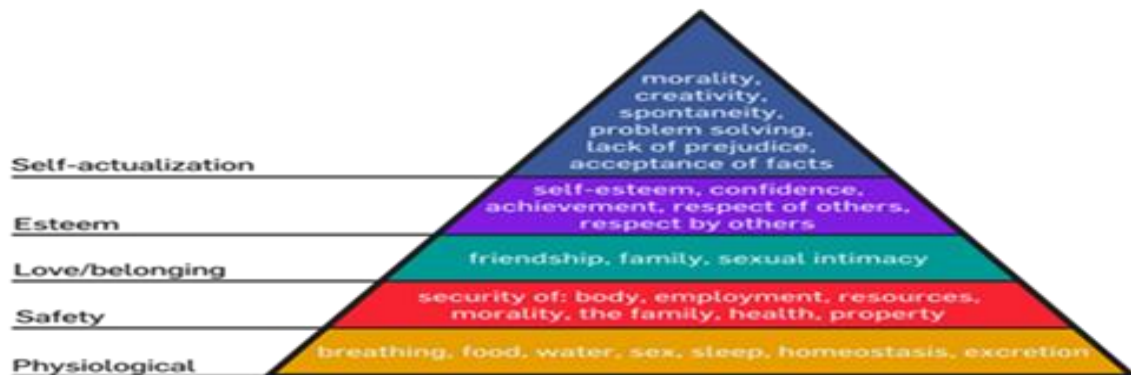
Theories of motivation stress different factors that contribute to job satisfaction. Both intrinsic and extrinsic motivated behaviors reflect the various theories that can be adopted in an attempt to understand motivation behavior. Maslow's (1946), and

Herzberg (1968), are content theorists who stress on the satisfaction of needs. Maslow (1946), and Herzberg (1968), theory focuses on the question of what arouses, sustains and regulates goal directed behavior that is what particular things motivate people. There is the assumption that everyone responds in much the same way to motivating pressures and that there is, therefore one best way to motivate everybody and it focuses on the needs of an individual.

Vroom (1969), Porter and Lawler (1968), who are process theorists emphasize on the process of motivation and importance of rewards. The process theory on the other hand changes the emphasis from needs as in content theory to the goals and processes by which workers are motivated. They attempt to explain and describe how people start, sustain and direct behavior aimed at the satisfaction of needs or the elimination or reduction of inner tension. It focuses on the rewards of the individual. Armstrong (2007), stated that Taylor's theory of motivation to work is related to rewards and penalties which are directly connected to performance.

- **Content theories of motivation**

They are group of theories about work motivation that focuses on employees needs as the sources of motivation. A need is a requirement for survival and well-being and motivation of a person depends on the strength of their needs. Maslow's (1946), suggested that human needs are arranged in a series of levels, a hierarchy of importance, usually displayed in the form of a pyramid as shown in Figure 2.1.



1. FIGURE 2.1 MASLOW'S HIERARCHY

The lower-level needs (physiological, safety and social) are at first predominant: people's behavior is directed towards satisfying these needs. Once the lower-level needs are met, people direct their behavior toward satisfying their need for self-esteem and self-actualization (the ultimate motivator). Physiological needs i.e. a person's needs for food, drink, shelter, sex and other physical requirements. Safety needs i.e. a person's needs for security and protection from physical and emotional harm, as well as assurance that physical needs will continue to be met. Social needs i.e. a person's needs for affection, belongingness, acceptance, and friendship. Esteem needs i.e. a person's needs for internal esteem factors, such as self-respect, autonomy, and external esteem factors, such as status, recognition and attention. Self-actualization i.e. a person's needs for growth, achieving one's potential, and self-fulfillment, the drive to become what one is capable of becoming. Wahba & Bridwell, (1976), found little evidence for the ranking of needs that Maslow described or for the existence of a definite hierarchy at all. Hofstede (1984), described the order in which the hierarchy is arranged (with self-actualization as the highest need) as being ethnocentric.

Herzberg (1968), proposed another well-known approach which is also known as motivator and hygiene. This theory implies that there are two different sets of factors, hygiene and motivators or satisfiers,

Which affect individual motivation and job satisfaction Ott (1989), Herzberg (1968), discovered that there were certain factors associated with job satisfaction (motivation factors) which are those factors that are related to the content of one's job and are necessary to maintain a reasonable level of motivation among employees, such as the nature of the work itself, the possibility for growth, responsibility, advancement, recognition and status.

A completely different set of factors are associated with dissatisfaction which are referred to as hygiene or maintenance factors. For instance, inadequate monthly salary to employees could cause dissatisfaction at work when hygiene factors are absent, for example, when good relations with supervisors and peers, good pay and working conditions, job security and among others are absent Herzberg et al. (1959), Ott

(1989), However, a high salary would not necessarily cause job satisfaction. Herzberg (1968), work challenged the central thesis of Taylorism that job satisfaction was one-dimensional, ranging along a continuum from satisfaction to dissatisfaction. Instead, Herzberg (1968), found motivation to be two-dimensional.

Herzberg's (1968,) theory has been labelled as the two-factor theory. Moreover, the hygiene factors, if correct, did not cause any dissatisfaction, neither did they motivate workers. However, when they were not right, they led to dissatisfaction and exerted negative impact. Thus, supervisors ought to look for the motivators. When management provides employees with the motivators such as recognition, acceptance and responsibility, job satisfaction is obtained and motivation is high. If such factors are not right, job satisfaction and therefore motivation will be lacking.

Hackman and Oldham (1976), noted that the theory does not allow for individual differences, such as particular personality traits, which would affect individuals' unique responses to motivating or hygiene factors. Mullins (2006), agrees that the motivation-hygiene theory by Herzberg has extended Maslow's hierarchy of need theory and is more directly applicable to the work situation. Herzberg's theory suggests that if management is to provide positive motivation then attention must be given not only to hygiene factors, but also to the motivating factors.

McClelland (1988), suggests the need to satisfy basic human needs: achievement, power and affiliation. Employees are said to accomplish the most when they a need for high achievement. Employees with the strong need for achievement tend to set goals that are moderately difficult, to set out feedback on their performance, and to generally preoccupy with accomplishment. Employees differ in the extent to which they experience need for achievement, affiliation and power. The theory is not preoccupied in specifying a hierarchical relationship among the needs but first three motives correspond roughly to Maslow's self- actualization, esteem and love needs.

Many attempts have been made to classify needs because of the long standing debate as to how many categories of needs exist. Some claim there are only two needs while others say there are seven (7) and Existence, Relatedness, and Growth theory is a well-

known simplification. Alderfer (1972), reorganizes Maslow’s needs hierarchy into three levels: Existence (Physiological and safety), Relatedness (social) and Growth (esteem and self- actualization). Alderfer (1972), maintains the higher and the lower order needs who agree with Maslow (1946), that satisfied needs motivate individuals. Therefore, based on Maslow (1946), work managers or leaders are expected to meet the lower- level needs of their employees so that they will not dominate the employee’s motivational process. Management should get to know the people’s needs and to meet them as a means of increasing performance. Unlike Maslow (1946), theory, the results of Alderfer (1972), work suggest that lower-level needs do not have to be satisfied before a higher-level need emerges as a motivating influence. Existence, Relatedness, and Growth Theory states that an individual is motivated to satisfy one or more basic sets of needs. Therefore if a person’s needs at a particular level are blocked then attention should be focused on the satisfaction of needs at the other levels (Mullins, 2006).

Table 2.1 Linking Maslow’s, Alderfer’s and Herzberg’s Theories of Motivation

Maslow’s Hierarchy of Needs	Alderfer’s ERG Theory	Herzberg’s Two Factor Theory
PHYSIOLOGICAL	EXISTENCE	HYGIENE FACTORS
SAFETY		
LOVE		
ESTEEM	RELATEDNESS	MOTIVATORS
SELF ACTUALISATION	GROWTH	

Source: Theories of Motivation

- **Process theories of motivation**

They are group of theories about work motivation that attempt to identify the relationships among the dynamic variables which make up motivation and actions required to influence behavior and actions. The three known theories are: equity, expectancy and goal-setting theory.

Adams (1965) formulated the equity approach as an appropriate way to effective supervision and the equity approach is another important means of ensuring motivation of workers. Workers tend to believe in it if the organizational reward system is fair. This theory assumes that people want to be treated fairly and they tend to compare contributions and rewards to those received by others. The equity theory states that people need to perceive equal outcomes for perceived equal circumstances Ott (1989), the principles for this theory are that if workers discover that the company does not properly reward them, they will feel dissatisfied and their morale will be lower. The outcome is that they will not work hard anymore or they may choose to depart from the current company. If the workers believe that they are adequately rewarded for what they do, they will maintain the same level of output and performance.

On the other hand, if workers perceive the rewards as more than they consider fair, then they will most likely work even harder in the organization.

Victor Vroom (1969), in Ott (1989), came out with expectancy theory, which states that an employee will be motivated to exert a high level of effort when he/she believes that effort will lead to a good performance appraisal, and followed by organization rewards such as, bonus, salary increment or promotion which later satisfy personal goals. Simply put, it means that people are motivated by calculating how much they can get from something, how likely their actions will cause them to get it and how much others in similar circumstances have received Ott, (1989), The theory is based on three concepts and is also known as valence, instrumentality and expectancy theory.

The expectancy approach focuses on three relationships. Effort-performance Linkage is the probability perceived by an individual that exerting a given amount of effort would

lead to performance. Performance-reward linkage is the degree to which the individual believes that increase in performance will lead to a certain outcome.

Valence is the importance that an individual places on the potential outcome or reward that can be achieved on the job. This considers the goals and needs of the individual, for example, people will always perceive that recognition and reward offered by bosses are more valuable and better.

Porter and Lawler (1968), in Huczynski and Buchanan (2001), have developed Vroom's expectancy theory into a more comprehensive theory of work motivation. According to their theory, the effort expended on task will depend on the value of rewards for performing the job well and the expectation that the rewards will follow. In this model, what Vroom called "instrumentality" is simply labelled "the expectations that performance will lead to rewards' Again, what Vroom called "the effort-performance link" depends on individual perceptions, abilities and traits and role of perception? It also means the degree to which the individual feels that what they are required to do is consistent with the perception of their role. Thus, performance may suffer if one does something, which is not consistent with the job and expertise.

The integrative approach of the theory takes into account job satisfaction, which is based on perceptions of intrinsic and extrinsic rewards and also incorporates equity theory. Satisfaction, thus, influences the perceived value of rewards and has a feedback effect.

Locke (1968), introduced the goal setting approach and believes that the intentions to work towards a goal are major sources of work motivation. Basically, the specific goals increase work performance and that is to say that the specific hard goals produce a higher level of output than does the generalized goal of just "do the best". The specific goal itself acts as an internal stimulus and hence provides the motivation force to people. Employees will do better when they get feedback on how well they are progressing toward their goals because feedback helps to identify any discrepancies between what they have done and what they want to do. Thus, feedback acts to guide behavior, therefore, the goal setting theory pre-supposes that an individual is

committed to the goal, and is determined not to lower or abandon the goal. On goal-setting theory application, management by objectives (MBO) is one way of doing it.

However, goal setting theory has implications for the design and conduct of staff appraisal system and management by objectives (MBO) methods focus on the achievement of agreed or negotiated performance targets. Some other theories are learning theories which state that managers can increase employee motivation and performance by the way they link the outcomes that employees receive to the performance of desired behaviors' in the organization and goal attainments.

Thus, learning theory focuses on the linkage between performance and outcomes in the Motivational equation. Hannagan (2002), suggested that at present goal-setting is one of the most influential theories of work motivation applicable to all cultures.

- **The reinforcement theory of motivation**

The reinforcement theories by Skinner (1953), are actually the antithesis of cognitive theories in the sense that the theories do not relate with human thought process.

According to Skinner (1953), reinforcement theory, our behavior can be explained by consequences in the environment, and therefore, it is not necessary to look for cognitive explanations. Instead, the theory relies heavily on a concept called the law of effect that states behaviors having pleasant or positive consequences are more likely to be repeated and behaviors having unpleasant or negative consequences are less likely to be repeated. Cole (2003), argue that, under strict reinforcement theory, an individuals' own understandings, emotions, needs and expectations do not enter into motivation, which is purely about the consequences of behavior. However, modification of the theory (e.g. social learning theory) do allow for the effect of individuals' perceptions of the rewards/ punishments obtained by others as a contributor to motivation.

2.1.2. MOTIVATIONAL FACTORS

2.1.2.1. Factors affecting Employees' Motivation

No one works for free, nor should they. Employees want to earn reasonable salary and payment, and the employer desire their workers to feel that is what they are getting Houran.J.

Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value Sara et al.(2004), It has the supremacy to magnetize, maintain and motivate individuals towards higher performance.

According to “Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the workers to attain greater productivity” Adeyinka et al, (2007). Researcher has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee. Rewards are management tools that hopefully contribute to firms’ effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees’ Reena et al.(2009).

To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on Adeyinka et al. (2007),

Leadership is about getting things done with 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). Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a Win - Win connection among organizations and employees, which is considered an ideal environment in numerous organizations and their employees.

Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs Yazdani, B.O. et al. (2011),

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 outside the organization Hassan et al (2010), No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensable strategy for motivating workers.

One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others Adeyinka et, al (2007).

2.1.2.1.1 Career advancement

Normally entails a clearly marked path of progression through the ranks of an organization. It is based on merit without regard for race, gender, age or ethnicity.

Deserving cases become eligible for advancement. When employees get to know that each one of them has an equal chance of making it to the top, it becomes easy for them to put in their best. Graham and Bennet (1995), agree and note that the prospect of career advancement might in itself motivate employees to work hard.

Baguma and Rwabwera (2006), also confirm that employees aspire to progress steadily in organizations for which they work. Under normal circumstances, career advancement would involve the existence of alternative career paths based on the individual employees and organizational needs. As Capelli and Hamori (2005), point out lack of advancement, for any reason, damages a manager's chances of making it to the top.

Promotion is always a dream of an employee in any organization. Some workers succeeds in fulfillment of their dream whereas the others do not the reason behind this success or failure is their performance.

Heads of organization, should promote their employees grades on the basis of their performance making the right evaluation. This only provides them with satisfaction but also encourage a healthy competition among the workers benefiting the organization and making it distinguished among competitors Ricks et al. (1995).

2.1.2.1.2 Financial Motivation

Financial rewards, especially achievement bonuses and incentives awarded immediately after the event, are clearly symbols of recognition to which tangible benefits, and this is an important way in which mutually reinforcing processes of financial and non-financial rewards can operate. Most of the team recognition plans fall into celebrating organizational objectives habitually an event, designed to acknowledge the successful performed of important company goals.

Recognition, either informal (oral) or formal (written remarks and events) has been the most effective way to strengthen required for performance within an organization.

However, when recognition is acting in isolation of compensation and equity reward its frequently loses much of its appeal.

Salary increment is also a factor influencing employee motivation. Once an employee salary has been increased, life's become much easier in the sense that you will be able to accomplish with the increment. Salary increment gives employees a sense of being recognized for his/her effort and so he/she will be automatically reflecting that in his or her performance.

2.1.2.1.2.1 Extrinsic motivation.

This is refers to what is done to and for people to motivate them. It arises when management provides such rewards as increased pay, praise or promotions (Armstrong, 2006).

Extrinsic motivation is a behavior that is influenced by external rewards. Praise or positive feedback, money, and the absence of punishment are examples of extrinsic motivation (Deci, 1980).

2.1.2.1.2.2 Intrinsic Motivation.

This is derived from the content of the job. It can be described as the process of motivation by the work itself in so far as it satisfies people's needs or at least leads people's to expect that their goals will be achieved. Intrinsic motivation is self-generated in that people seek the type of work that satisfies them.

The factors affecting intrinsic motivation include responsibility (feeling of the work is important and having control over one's own resources, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement Armstrong(2006).

2.1.2.1.3 Working Environment

- **Job Security**

If an employee is sure of his/her present job, he will be having inner peace that will restrict you from wondering and you will be able to develop more interest in the performance of the job. Also it was found that there was no consistent trend between the findings of this study and similar studies using blue-collar workers, except in ranking of adequate earnings and job security.

Teamwork is important due to the problem-solving synergy gained from multiple minds working on a solution. By using teamwork, team members pool their collective ideas together to generate unique ideas for dealing with problems. However, teamwork is the backbone of effective communication within a company.

When employees work as individuals or independently on projects, they may not readily share knowledge or new information.

Teamwork promotes conversation between employees regarding the task at hand, possibly preventing employees from working in opposite directions.

Cohesion is also an important by product of teamwork within a company. This cohesion could be the result of increased chemistry, trust or both from working on projects as a team. Moreover, when employees work together as a team within a company, every employee learns from one another. This knowledge is not limited to the personal experiences of coworkers; employees from different departments may learn information from each other regarding the limitations and possibilities of those departments. In other hand the organization facilitate the working environment from hazard situation.

Appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, and inspiration. Importance attached to their job, Safe working conditions, training and information availability and communication to perform actions.

2.1.2.1.4 Participation in decision making

Westhuizen (2010:11), provides a more comprehensive definition of employee participation in decision making a totality of forms, that is direct (personal or by the employee) or indirect (through the representatives of the employees) by which individuals, groups, collectives secure their interests or contribute to the decision making process.

The importance of this definition lies in the fact that, it clearly brings out the two forms of employee participation in decision making, namely direct (by employees themselves), and indirect (through their representatives). Elele and Fields (2010:370), classify employee participation in decision making into:

- ❖ Direct employee participation with management; and
- ❖ Representative employee participation in decision making through a Trade Union (TU) or staff association.

It can be deduced that employee participation in decision making can either be direct (by the employee themselves) or indirect via their representatives (Trade Unions or staff associations such as WPFs).

Research conducted by Perry, Mesch and Paarlberg (2006:509), show that participation is linked to decision making, since participation leads to better decisions. This is because participation improves information and knowledge sharing, which are necessary for high quality decision making. The employees are part of the organization asset. Direct or indirect way they influence on the company objectives and goals'. When the business company creating new work style and organizational structure, to invite and involve the workers before deciding or announcing the policy. Participation of employees' in decision making the company easily attains their mission.

2.1.3 Employees Performance

According to Aguinis (2009), performance is about behavior or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Campbell (1990), also defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences.

There are several variables that determine performance. These variables could be classified as general determinants of performance. For instance, one's qualification can go a long way to enhance his performance.

When one goes through education, development and training to acquire a certain level of qualification, it will enhance his working ability all other things being equal. Also, experience is a great asset that can improve an employees' performance. The longer the number of years' experience, the higher the level of performance all other things being equal. Again, quality and style of supervision is a key factor.

The use of democratic and autocratic styles of supervision will have varying degree of results given different behaviors' of employees, the working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees.

The use of protective gadgets and clean working environment could reduce the hazards employees are exposed to at the workplace; the single most important determinant of performance is compensation package. In the absence of compensation, performance levels would be very low compensation could be financial or non-financial may have different levels of motivation and consequently its influence on performance; factors such as tools and equipment can enhance one's performance.

Imagine the use of computers, combine harvesters, irrigation system and teaching aids in

the production system. Technology has made it possible to have certain tools and equipment that enhance productive activities, and other determinants of performance include support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment Aguinis, (2009).

Campbell (1990), and Aguinis (2009), have provided their version of performance determinants to complement the general determinants. They suggested that individual differences on performance are a function of three main determinants, declarative knowledge, procedural knowledge, and motivation.

Declarative knowledge refers to knowledge about facts, principles, and objects among others. It represents the knowledge of a given task's requirements. Procedural Knowledge is having certain skills in knowing what to do and how to do it. That is, the employee requires certain technical skills to be able to accomplish a task. Procedural knowledge also relates to one's intelligence level and physical ability. The third predictor of performance is motivation, the driving force behind every human activity.

Motivation, which refers to "a combined effect from three choice behavior - choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort" (Campbell, 1990).

All three determinants of performance must be present for performance to reach high levels. If any of the determinants has a value of zero (0), then performance also has a value of zero (0). Thus, $\text{Performance} = \text{Declarative knowledge} \times \text{Procedural knowledge} \times \text{Motivation}$.

According to Daniel et al. (2002), job performance can be defined in terms of whether employees' behaviors contribute to organizational goals.

Performance can be seen as an individual, group, or Organizational task performance. Organizations have a vital need to understand how to improve employees performance,

and therefore they try to find an explanation as to why employees fail to perform Muchinsky (1993).

Employee performance can be defined as an employee ability to accomplish tasks assigned to him or her in an organizational context Arverty & Murphy (1998),

Motowildo et al. (1997), says that performance is behavior with an evaluative aspect. This definition is consistent with the dominant methods used to measure job performance, namely performance ratings from supervisors and peers Newman et al. (2004), One further element of performance is that the behaviors must be relevant to the goals of the organization Campbell et al. (1993), There are numerous causes that affect the level of performance. Korman (1971), considers internal determinants as very important factors that affect job performance. Interval determinants are divided into two main aspects. The first aspect is the skills and abilities for a given job that the employee has. The second aspect is the role perceptions or the requirements for a job as an influence on work performance.

This means that if one perceives his/her job role accurately, he/she would be considered as an adequate performer. Conversely, the one who does not perceive the requirements of the job would be considered as ineffective Korman, (1971).

In addition to the internal factors that affect employee performance, other factors that relate more to the external environment determine the adequate performance of the employees. Work conditions are an example of the external environmental factor that influences the level of performance. Another reason that influences performance can be communication. Sometimes managers fail to communicate specifically what employees need to improve and why, which can lead to decreased performance. Motivation is necessary for performance. It makes workers to perform well and put more effort to work. Motivation reduces the rate of absenteeism and encourages stability/ loyalty with an organization. It's make people to adapt to organizational changes Salemi (1997).

2.1.3.1 Determinants of Job Performance

Job performance is a critical antecedent of performance management. A job consists of a number of interrelated tasks, duties, and responsibilities which a job holder needs to carry out, whereas performance is a behavior or action that is relevant for the organizations goals and that can be measured in terms of the level of proficiency or contribution to goals that is represented by a particular or set of actions John Campbell (1988), This implies that job performance involves certain functional as well as behavioral competencies.

2.1.3.2 The factors tend to impact job performance are as follows:

2.1.3.2.1 Knowledge

Knowledge is the acquaintance with facts, truth or principles, as from study or investigation. Knowledge provides a tool to an employee to carry out tasks and activities in the organizational context. However, knowledge can be categorized as either declarative knowledge which is concerned with what an employee knows, or procedural knowledge that refers to what an employee can do A. Kohli (2008), Motivation of the employees A mere possession of knowledge or the ability to perform a given job cannot guarantee job performance, if the employee lacks the motivation to perform.

Only motivated employees will make a concerted effort to perform. Individual employees may be motivated either based on individual factors like recognition and driving needs, or organizational factors for example enabling culture, feedback environment, existence of effective performance management leaderships support and encouragement A.S. Kohli (2008).

2.1.3.2.2 Feedback .

Employees tend to perform well at their jobs if they are provided with feedback that is meaningful and constructive. Such feedback helps employees identify areas of improvement and they tend to work harder to overcome the performance gaps.

Existence of feedback oriented workplace environment is crucial to improve performance of employees on an ongoing basis A.S. Kohli (2008).

2.1.3.2.3 Leadership.

Leadership has a profound influence on the employees morale and motivation and organizational culture Many times, top leaders had to leave their organizations, not because they did not have the job knowledge or skills, but failure to set right the organizational culture. Effective leaders tend to solicit employees involvement in steering their organization forward.

They encourage suggestion, trust them, encourage taking risk and elicit full mental participation of their employees in improving organizational performance. A.S. Kohli (2008),

2.1.3.2.4 Personality

Personality is the key dimension of behavior, and behavior is a foundation performance of employees. However, personality is shaped by various endogenous and exogenous factors. Indeed, personality influences the behavior and impacts employees' job performance A.S.Kohli (2008).

Finally, From the above discussion, motivation the drive behind effort to satisfy needs can come from within or from external force (career advancement, Financial, working environment, Participation in decision making, and employees performance) respectively. The need theorists, focuses on the question of what arouses, sustains and regulates goal directed behavior that is what particular things motivate people and the process theorists, also emphasize on the process of motivation and importance of rewards. Performance and determinants of performance were discussed.

2.1.3.3 The effects of motivation on employees' performance

The motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972), and McClelland (1988), have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their

maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance. These authors Koch (1990), Stuart (1992), all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback.

Positive feedback follows the principles advocated in Reinforcement Theory, which states that behavior is contingent on reinforcement.

Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal hand written notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home Knippen and Green (1990), Theories such as equity has some important implications for ways of motivating people by not underpay, overpay and presenting information about outcomes in a thorough and socially sensitive manner. It states that, companies that attempt to save money by reducing employees' salaries may find that employees respond in many different ways to even the score, those that overpay some employees as a useful motivational technique to increase performance may later realize that when you overpay one employee, you are underpaying all the others. When the majority of the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and widespread dissatisfaction.

Hence, the conclusion is that managers should strive to treat all employees equitably; and This suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes). Osei (2011), also agrees with the equity theory that, one of the fundamental issues that is sensitive and critical which can make or unmake any organization is wage or salary determination. Justice, fairness and equity in salary determination, to a large

extent, put to rest all the traumas any individual or any organization may experience, and that is highly motivation and enough to assess the optimal usage of time and energy.

Also, theory such expectancy has several important implications for ways of motivating employees by clarify people's expectancies that their effort will lead to performance, that is by training employees to do their jobs more efficiently and so achieve higher levels of performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviors' will lead to what rewards. It is possible for employees to be paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses.

Locke (1968), goal setting theory believes that you can achieve effective performance goals by assigning specific goals; difficult but acceptable performance goals; and providing feedback concerning goal attainment. He further indicated that giving praises.

Management by Objectives (MBO) and job-design increases employees' performance. Praise is a motivator (not hygiene) because it meets employees' needs for esteem, self-actualization, growth and achievement. It is most powerful, less expensive, and simplest, yet the most underused motivational technique. To motivate people to high-levels of performance, objectives should be difficult but achievable, observable and measurable, specific, with a target date, participative set when possible and accepted by employees. Employee who meet their objectives should be rewarded through recognition, praise, pay raises, promotions etc. Many organizations now link pay to meeting goals Lussier (2005), and the way the first step in organization design is job design - the process by which managers decide how to divide tasks into specific jobs, for example, McDonald station Jones et al. (2000).

2.2. Empirical Literature Review

Rewards that an individual receives are very much a part of the understanding of motivation. Research has suggested that rewards now cause satisfaction of the

employee to be affected, which directly influences the performance of the employee. In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al. (1959) and it shows some support for the influence of motivators on job performance. In another study carried out by Centers and Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivators.

They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, motivators or intrinsic job factors were more valued, while at lower occupational levels Hygiene factors or extrinsic job factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them.

Another study carried out, which is of importance to this research, is that of Wood (1974). He investigated the correlation between various workers attitudes and job motivation and job performance using 290 skilled and semi-skilled male and female paper workers. The study revealed that highly involved employees who were among intrinsically oriented towards their job did not manifest satisfaction commensurate with company evaluations of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation. Also in a related study, Kulkarni (1983), compared the relative importance of ten factors such as pay, security, etc. which are extrinsic to the job, and other intrinsic factors like recognition, self-esteem, responsibility etc...., among 80 white collar employees. And it was hypothesized that higher value will be placed on intrinsic rather than extrinsic job factors. Data was obtained through personal interview in which individuals were asked to rank each factor.

The result did not uphold the hypothesis and it shows two extrinsic factors adequate earnings and job security as the most important.

Also it was found that there was no consistent trend between the findings of this study and similar studies using blue-collar workers, except in ranking of adequate earnings and job security.

The above are empirical works carried out by different researchers in the areas of rewards and performance. However, the question is what magnitude of performance variation can rewards both extrinsic and intrinsic induces taking into consideration the argument and counter argument on the consequences of typing reward to performance.

According to Maurer (2001), rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement June et al.(2006) Kallimullah Khan conducted a study in which he examined the relationship between rewards and employees motivation in commercial banks in Pakistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation Kallimullah et al. (2010), an empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation Rizwan et al. (2001).

An empirical study was conducted by Reena Ali to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that there is a statistically significant($r=0.92$, $p<0.01$) direct and positive relation between recognition and employee work motivation Reena et al. (2009).

2.3. Conceptual framework

As indicated in figure 3.1 in the conceptual framework the two variables are interrelated and there is no way you can separate them. Dependent variables are variables that

researcher will measure in order to establish change or impact created on them.

From the conceptual frame work above, Career advancement (recognition is the most important and effective Incentives for improved performance). According to Ricks et al. (1995), recognizing self- motivated, self-managed and highly productive individual will encourage and help the continuation and development of the above features in the employees which will resultant set for an example for others to follow.

However, recognition is the appreciation of performance by the organization of an act done by the team member. Recognition has two essential goals: firstly is to encourage the employees or team to repeat or continue the behavior and secondly is to encourage other employees to do the same. Praise, however should be given judiciously it must be genuine related to real achievements.

2.3.1 Conceptual framework Factors

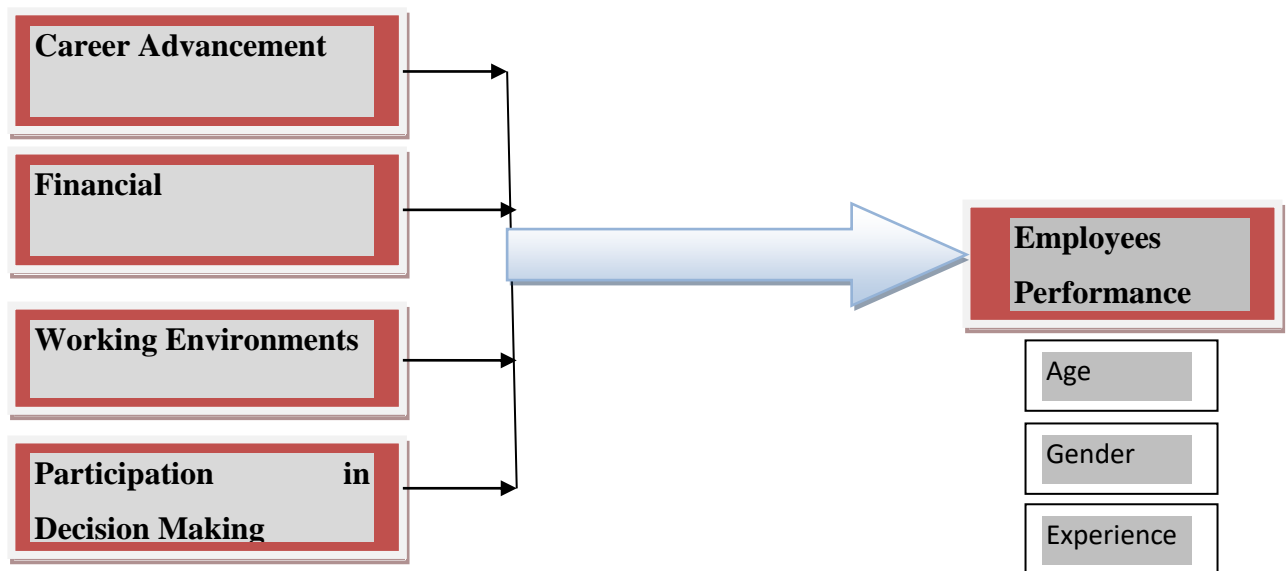


Figure 2.2 conceptual frameworks (Own Literature review)

CHAPTER THREE

3. RESEARCH METHODOLOGY

The process used to collect information and data for the purpose of making decision on the study.

3.1 Research Design

The descriptive survey was chosen considering the purpose of the study, the research questions and the magnitude of the target population. Descriptive survey according to Saunders et al. (2007) is a research for which the purpose is to produce an accurate representation of persons, events or situations. It has an advantage of producing good amount of responses from a wide range of people, and it can also be used with greater confidence with regards to particular questions of special interest or values to a researcher. However, the method has some weaknesses such as time consuming to ensure that sample is representative, designing and piloting data collection instrument and trying to ensure a good response rate. Also, there is a limit to the number of questions that any questionnaire can contain for respondents. In spite of these weaknesses, the descriptive survey design was considered the most appropriate for the study.

3.2 Research strategy

The research strategy is the way in which the research objectives are questioned. Creswell (2009). The three known strategies; quantitative, qualitative research and mixed methodology.

3.2.1 Quantitative research:-

According to Creswell (2009), quantitative research is a research strategy that emphasizes quantification in the collection and analysis of data. It also entails a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of theories, has incorporated the practices and norms of the natural scientific model and

positivism in particular, and embodies a view of social reality as an external, objective reality.

3.2.2 Qualitative research: -

on the other hand is a research strategy that usually emphasizes words rather than quantification in the collection analysis of data Creswell (2009), It predominantly emphasizes an inductive approach to the relationship between theory and research, in which the emphasis is placed on the generation of theories; has rejected the practices and norms of the natural scientific model and positivism in particular in preference for an emphasis on the ways in which individuals interpret their social world; and embodies a view of social reality as a constantly shifting emergent property of individuals' creation.

3.2.3 Mixed methods research: -

Is the type of research strategy in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration. To this end the mixed method research was chosen to obtain information on the impact of employees' motivation on performance.

3.3 POPULATION OF THE STUDY

It was impossible to distribute and collect the data from the entire population of employees. So the researcher selected sample and distributed questionnaire to those 272 selected employees from the total 850 employees in different level of staffs, in MOHA Addis Ababa.

3.4 SAMPLE AND SAMPLING TECHNIQUE

Sample is a portion of a population that is of interest to the researcher. The reasons for sampling are: - economy, time savings, availability and accessibility of data, and accuracy.

Sampling it is very important to make a careful choice of our sample, since a wrong choice would lead to incorrect result of our research. Sample should include inputs from a variety of organizations and mostly from business where they have a proper HR department.

We should make use of simple random sampling where such respondents would be choose from population of organization size of 272 and more employees and whereas the motivation factors and employees' performance.

In this study, stratified random sampling technique was used to select the sample size. A total of two hundred seventy two (272) participants, which comprises senior staff, supervisors and blue cloth workers, were selected for the purpose of this study.

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

Where: n = sample size,

N= population universe and a= the confidence level

The formula adopted a confidence level of 95% and the margin of error is therefore 5% which is acceptable in social science research. The break down for each of the group is calculated as follows:

$$n = \frac{850}{1 + 850(0.05)^2} = 272$$

The sample distribution as follows:

Table 3.2 Sample distribution

Department	Sample selected		
	Male	Female	Total
General manager office	1	2	3
Human resource	12	23	35
Finance	5	5	10
Purchase	7	4	11
Technique	14	2	16
Sales	35	3	33
Production	28	74	102
Quality control and food safety	7	9	16
Vehicle maintenance	7	1	8
Carbon dioxide plant and cooler	5	1	6
Market promotion center	14	3	17
Total	135	127	272

Source: Researcher's own survey, 2017

3.5 OPERATIONALIZATION AND MEASUREMENT OF VARIABLES

Operationalization is the process of strictly defining variables in to measurable factors. That measures under the dependent variables and independent variables factors on the company level.

Table 3.3 Operationalization Distribution

No	Variables	Definitions of variables	Measurement	Expectation (+/-)
Dependent variables				
1	Age	18-above 60 years		+
2	Gender	Male and Female	Dummy Male(1) Female(2)	+
3	Experience	1-50years	Ordinal	+
4	Educational status	Knowledge and Skill	Ordinal	+
Independent variables				

1	Career Advancement	Promotion, recognition, and training	Likert Scale(Strong disagree=1 Strong agree =5)	+
2	Financial	Salary, fringe benefits, wage, and recognition	Likert Scale(Strong disagree=1 Strong agree =5)	+
3	Working Environment	healthy of work place and team work communication and leadership style	Likert Scale(Strong disagree=1 Strong agree=5)	+
4	Employees participation in decision making	Direct and indirect participation	Likert Scale(Strong disagree=1 Strong agree =5).	+

Source: literature review

3.6 METHOD OF DATA COLLECTION

Data collections for the study were collected through primary and secondary source of data.

3.6.1 PRIMARY SOURCE OF DATA COLLECTION

The primary source of data collection for this study was through a structure questionnaire was a research instrument that extracts or obtains data and information from the respondents. The questionnaire consists of two sections. The first section the employees profile and the second, the detail and supporting for the research.

Primary data were collected using questionnaires and interview. A content analysis technique was employed to analyses and interprets the qualitative data (interviews). The quantitative data was however analyses using Statistical Package for Social Sciences 20 (SPSS).

3.6.2 SECONDARY SOURCE OF DATA COLLECTION

Secondary source of data refers to data that are derived from another source. This includes textbooks, journals, bulletins, monographs and from documentation etc. This data was used to complement the primary data.

3.7 Data Analysis and interpretation

Once the data is collected by the way of interviews and Questionnaires such data has to be analyzed to come to the conclusion of effectiveness and influence of employees motivation on performance and its contribution to achieving a competitive edge. Statistical tools like SSPS, linear and multiple regressions will be used to derive the relationship between the dependent and independent variables, which influence motivation on employees' performance.

3.7.1 Modelling

At the end of the entire data collection process and plausible checks were conducted and inconsistent data was cleared appropriately. Quantitative and qualitative methods were employed in the analysis of the data.

Quantitative analysis is the use of tables or diagrams that show the frequency of occurrence and using statistics such as indices to enable comparisons, through establishing statistical relationships between variables to complex statistical modelling.

The results were then analyzed and converted into tables and percentages. Data for the various research questions were analyzed using percentages obtained to show the distribution of opinions and perceptions of respondents. The statistical summaries of the result were presented in the form of percentage and tables. The data gathered from respondents was analyzed by using SPSS 20 software (Statistical Package of Social Science). The reliability and validity of the information was ensured by pre testing the tools before actual gathering of data

To obtain data free from errors the researcher supervised closely the data collection and examined the completeness, comprehensibility, consistency and reliability. Coding was done carefully to avoid errors in coding and for this purpose the reliability of coders was thoroughly checked.

Data analysis was done to obtain frequency a result for variables, correlations was done to obtain correlation results between selected predictor variables and dependent

variables. The research further used multiple regression analysis in order to analyze impact of independent variables on dependent variables. The multiple regression model used was as shown below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

Where Y= was Employees Performance (dependent variable)

α = was constant

X= is other factors affecting Performance

β = was the regression coefficient which may be positively or negatively affecting dependent and independent variables.

ε = error

$$EP = \alpha + \beta_1 MF + \beta_2 MCA + \beta_3 MDM + \beta_4 MWE + \beta_5 G + \beta_6 A + \varepsilon$$

Where (EP) Employees performance = ($\beta_1 F$) financial motivation, ($\beta_2 CA$) career advancement, ($\beta_3 DM$) decision making, ($\beta_4 WE$) working Environment, ($\beta_5 G$) gender, ($\beta_6 A$) age.

The performance factor was determined by various indicators. The study considered Age, Gender, decision making, finance, career advancement, working environment. Comparing the performance, Decision making, Age, Gender and Working environment, Regression analysis was used to determine relationship between the dependent and independent variables .It showed the dependence of variables on the independent variable.

3.8 Data collection procedure

Before embarking on the data collection, the researcher made preliminary contacts with the other stakeholders to explain the rationale for the exercise. The department supervisors who were the research assistants also did the same with all the respondents.

The respondents were told that, the exercise was for academic purposes and that confidentially was assured and no one would fall a victim because of any adverse findings in connection with their professional duties.

This was done in order to motivate them to give their responses without reservation. To ensure maximum response rate, the researcher fixed a time for the collection of all completed questionnaires and interview guide and on some occasions, interviews and questionnaires are filled by the respondents. 20 days was devoted to the exercise. MOHA Soft Drink Company has two plants in Addis Ababa, Nifasilk plant. Respondents got 38 questionnaires each.

3.9 Multi-col linearity test

Ordinary regression for this study, the researcher was checked this assumption with tolerance and VIF statistics.

Andy (2006) suggests that a tolerance value less than 0.1 almost certainly indicates a serious collinearity problem. (Liu 2010) also suggests that a VIF value greater than 10 is because for concern and in these research data the values are below 10 for all predictors. It seems from these values that there is not an issue of collinearity between the Independent and dependent variables. This means that the derived model is likely to be unchanged by small changes in the measured variables.

Table 3.4 Coefficients

Model	Collinearity Statistics		
	Tolerance	VIF	
1			
	Financial motivation	.454	2.202
	Gender	.917	1.091
	Age	.914	1.094
	Career advancement	.399	2.507
	Decision making	.423	2.366
	Working environment	.414	2.416

Dependent Variable: Mean Performance

Source: Researcher's own survey Data analysis, 2017

The above table, in the case of multicollinearity test for each independent variable, the VIF result, which is (2.507, 2.202, 2.366, 2.416, 1.091, and 1.094), fell between gender and finance that referred the test was good. From this we can concluded that there was no multicollinearity.

3.10 Validity and Reliability

Validity is the degree to which a measure accurately represents what it is supposed to. It is concerned with how well the concept is defined by the measures. Therefore this study tried to addresses validity through the review of literature and adapting instruments used in previous research.

On the other hand Reliability is concerned with the internal consistency of the items. Hair et al. (2007) defined reliability as the extents to which a variable or a set of variable is consistent in what it is extended to measure. As the current study uses multiple items in all variables, internal consistency analysis was carried out through Cronbach alpha reliability tests.

Duffy, Duffy, and Kilbourne (2001) asserted, Cronbach's α measure the consistency with which participants answers items within a scale. Duffy et al. (2001) further stated, a high α (greater than .60) indicates that the items within a scale are measuring the same Construct. SPSS version 20 used to produce the values for Cronbach's α . The results of the reliability analysis are presented in below table. Based on the results of the reliability analysis, one can conclude that the items are internal consistence.

Table 3.5. Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.812	0.793	7

Source: Researcher's own survey Data analysis, 2017

Table 3.5.1 Reliability Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Gender	18.7646	13.754	.192	.083	.832
Age	18.5776	13.250	.162	.091	.847
Finance	16.9612	10.351	.712	.547	.758
Career advancement	17.1858	9.692	.722	.602	.753
Decision making	16.9370	10.138	.688	.592	.761
Working environment	16.7805	9.656	.774	.613	.743
Performance	16.2894	11.217	.573	.360	.784

Source: Researcher's own survey Data analysis, 2017

3.11 Ethical Considerations

There are certain ethical protocols that have been followed by the researcher. The first is soliciting explicit consent from the respondents. This ensures that their participation to the study is not out of their own volition. The researcher also ensured that the respondents were aware of the objectives of the research and their contribution to its completion.

One other ethical measure exercised by researcher is treating the respondents with respect and courtesy (Leary2004). This was done so that the respondents were at ease and more likely to give honest responses to the questionnaire. There were also ethical measures that have been followed in the data analysis. To ensure the integrity of data, the researcher checked the accuracy of encoding of the survey responses. This was carried out to ensure that the statistics generated from the study are truthful and verifiable (Leary2004).

CHAPTER FOUR

4 RESULTS AND DISCUSSION

4.1 Introduction

As discussed in previous chapters this study attempted to examine the Relationship between the levels of overall employees' performance. The motivational factors influences on the employees' performance (age, gender, finance, working environment, career advancement, and decision making). Therefore, the findings of the study were presented and analyzed in this chapter.

The questionnaire were developed in five scales ranging where 5 represents strongly agree, 4 agree, 3 Neutral, 2 disagree, and 1 strongly disagrees. These five scales are treated as ordinal scale to conduct statistical analysis

Harry and Deborah (2012) stated that Likert scale data, can analyzed at the interval measurement scale. Likert scale items are created by calculating a composite score (sum or mean) from four or more type Likert-type items; the composite score for Likert scales can be analyzed at the interval measurement scale.

Descriptive and inferential statistics recommended for ordinal scale items include the mean for central tendency and standard deviations for variability. They stated that data analysis procedures used for interval scale items would include the Pearson and regression procedures. The questionnaire was developed as Likert scale, therefore Likert items were calculated (sum or mean) for statistical analysis. Therefore the questionnaire developed for this study was Likert scale in nature.

In order to assess the relationship between employees' performance age, gender, finance, working environment, career advancement, and decision making, Correlation and regression analysis were conducted for scale typed questionnaire.

A total of 272 questionnaires were distributed to employees and 262 (96%) questionnaire were obtained valid and used for analysis. The collected data were presented and analyzed

using SPSS 20 software version.

The study used correlation analysis to measure the degree of association between different variables under consideration .Regression Analysis was also used to test the effect of independent variable on dependent variable.

4.2 Socio- Demographic factors that influence employees performance

The Socio - demographic profile of the respondents was presented in this section. The personal profile of the respondents is analyzed as per their gender, age, levels of educational achievements, and years of service in the organization. Descriptive statistics was performed on the demographic variables as a means of describing the respondents.

Table 4.1 Socio-Demographic Background of respondents

Back ground	Distribution	Frequency	Percentage
Work experience	Less than 1 year	31	11.8
	1 to 3 years	60	22.9
	4 to 6 years	57	21.8
	Above 6 years	114	43.5
Age	18-30	124	47.3
	31-45	108	41.2
	46-55	22	8.4
	56-60	8	3.1
Gender	Male	135	51.5
	Female	127	48.5
Level of	Up to 8 th grade	16	6.1
	8-12 grade	118	45.0
	Vocational diploma & certificate	41	15.6
	College diploma	39	14.3
	Degree and above	48	18,9

Source: s Researcher's own survey Data analysis, 2017

As table 4.1, indicate, the Socio-demographic profile of the respondents shows that,

most of the respondents are Male i.e. 51.5% and female 48.5%. The age of the majority of the respondents found the age between 18 to 30 ages 47.3%, group followed by respondents 31 to 45 ages 41.2%. Therefore, most of the current sample employees of the MOHA S.C Nifasilik plant are less than age of 50 and considerably young, others respondents age 46 to 55 age 8.4% and 56 to 60 age 3.1%. Most of the respondents are 8 to 12 grade indicating 45%, and degree and above holders of respondents 18.9% and majority has been working experience in MOHA above 6 years.

4.2.1 Gender

The result of one ways ANOVA analysis of variables indicate on table 4.2 that there was difference between males' and females' regarding performance, therefore, as this finding indicate the male and female have difference perception on performance. Insignificant value .072 is ($p > 0.05$) greater than 0.05. F value= (1,260) = 3.273. It means that different gender group has same positive influence on performance.

4.2.2 Working experience

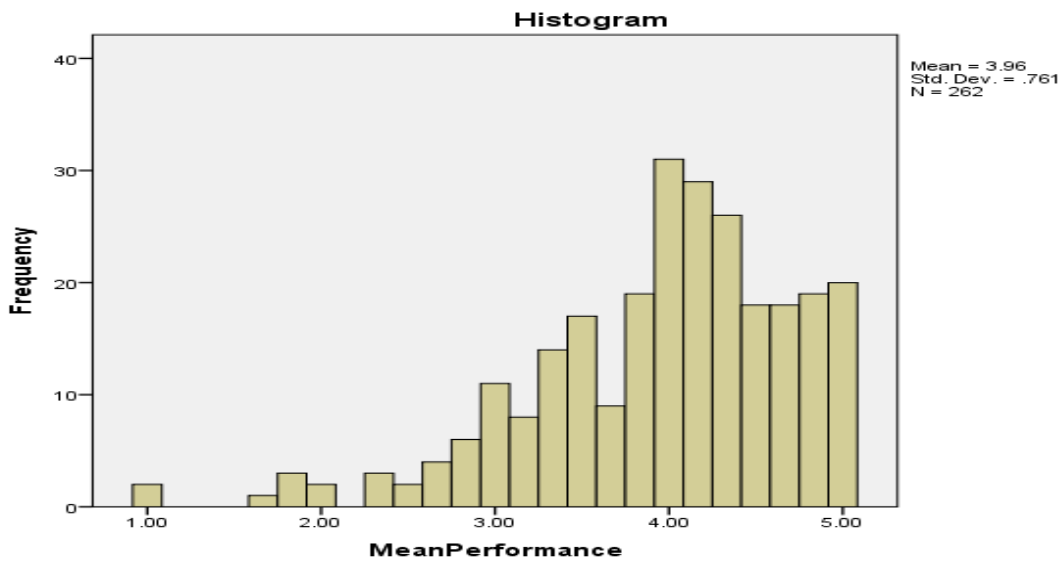
Table 4.4 indicate A one way analysis of variance was conducted to investigate whether the respondents reported a difference in perceived employees' performance on the basis of numbers of Years of services with the company. the subject divide into four groups according to the number of years' service with the organization(group 1, less than one years, group 2, 1 to 3 years, group 3, 4 to 6 years, and group 4, above 6 years). The results indicated that there is a difference between service years in group on employees' performance influencing by motivation factors. The insignificance value .322 ($p > 0.05$) that is greater than 0.05. It means that the group of working experience has different influence on employees' performance.

4.2.3 Age

Table 4.5 A one way between group analysis of variance was conducted to investigate whether the respondents reported a difference in perceived socio- demographic and employees' performance on the basis of age group of employees. The subject were divided into four, group 1, 18-30, group 2, 31- 45, group 3, 46- 55 and group 4, 56-

60.the research result of the ANOVA are presented in table 4.3. The result indicated that there was a statically significant difference at the.062 ($p < .1$) levels in employees' performance influencing by socio- demographic. It means those different age groups have not the same influence on employees' performance. This means that age has not same positive influence on employees' performance.

Figure 4.1, Level of employees performance in MOHA



Source: Researcher's own survey Data analysis, 2017

The figure 4.1 shows, to identify the mean of employees performance is 3.96 and standard deviation 0.76. The histogram mean of employees' performance score is most result closed to high and the employee of the MOHA soft drink company increasing their performance by motivational factors. The Likert range 1 to 5, which result indicates (from lower performance up to higher performance).

4.3 The level of overall employees performance in MOHA S.C

The sample distribution shows as that the respondents' response on the selected six motivational factors that influence on employee's performance (age, gender, finance motivation, working environment, career advancement, and decision making). As shown on table 4.3.

Table 4.3 shows; the highest score was employees' performance (3.96), then next to this working environment (3.47), participation on decision making (3.31) that the

implications indicates the strong agree and , financial motivation (3.29), agree and career advancement (3.06) neutral and age (1.67) and gender (1.48)strong disagree on employees performance. It means that working environment and decision making has more influencing employees' performance the case of MOHA on this study result.

Accordingly Campbell (1990), outcomes are the result of an individual's performance, but they are also the result of others influences. On this conclusion the researcher result of mean indicates working environment and decision making (3.47 and 3.31) high contribution for employees performance increased. In the case of career advancement (3.06) that implies the result on neutral. That is the company working trend and culture was shown weak.

Table 4.3 Mean and standard deviation independent variables

	N	Mean	Std. Deviation
Gender	262	1.48	0.501
Age	262	1.67	0.758
Financial motivation	262	3.2882	0.81020
Career advancement	262	3.0636	0.92675
Decision making	262	3.3123	0.87177
Working environment	262	3.4688	0.88852
Employees performance	262	3.9599	0.76103

Source: Researcher's own survey Data analysis, 2017

4.4 The motivational factors that influences the performance of employees

The researcher used to answer the factors that influence employees performance that are financial motivation, career advancement, participation on decision making and working environment independent variables and uses additional control variable are gender, age Now uses measuring tools as below.

4.5 Correlation Analysis

According to Marczak, Demote and Festnger (2005) correlation are perhaps the most basic and most useful measure of association between two or more variables expressed on small numbers called correlation coefficient (r). A correlation provides information about the decision of the relation (either positive or negative) the most common correlation coefficient is Pearson r. Correlations is the measure of the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated.

Whereas a value closer to 0 indicates that there is little or no linear relationship. As described by Andy (2006), the correlation is a commonly used measure of the size of an effect. Values of:

± 0.1 represent a small effect, ± 0.3 is medium effect and ± 0.5 is large effect.

In this research, correlation analysis conducted in the light of each research objective and research questions developed. The relationship between employees' performance and influence of motivation was investigated using correlation analysis. This provided correlation coefficients which indicate the strength and direction of relationship. The p-value also indicated the probability of this relationship significant.

Table 4.6 correlation of Dependent and independent variables

	1	2	3	4	5	6	7
1-Gender	1						
2-Age	-.044 .483	1					
3-Finance	.183** .003	.195**	1				
4-Career advancement	.206** .001	.107 .083	.669** .000	1			
5- Decision making	.123* .047	.047 .453	.581** .000	.693** .000	1		
6-Working environment	.241** .000	.213** .001	.657** .000	.635** .000	.661** .000	1	
7-Performance	.112 .072	.163** .008	.447** .000	.465** .000	.517** .000	.559** .000	1
	262	262	262	262	262	262	262

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

Source: Researcher's own survey Data analysis, 2017

The above table 4.6 indicates that the weak positive relationship between employees' performance and age $r=.163^{**}$ $p(2\text{-tailed}) < 0.01$. the correlation of variable was direct, which performance increase with age. These result age of employees on a good condition increased performance.

Hertzberg theory of motivator and hygiene factors states that support the result of this study, performance of employees and Age in MOHA Soft Drink S.C.

In the table 4.6 shows positive relationship between gender and Decision making $r=.123^*$ $p(2\text{-tailed}) <0.05$. The correlation of variable was weak relationship between gender and decision making. The managers should focus on the result indicated in organization to create strategic plan and development program participate employees, and give equal opportunities between males and females.

In the above table 4.6 shows strong positive relationship between decision making and performance employees $r =.517^{**}$ $p (2\text{-tailed}) <.01$. The correlation of variable was direct which means participation on decision making increase employees' performance increases. The result support expectancy theory of the research states that there is a significant relationship between decision making and employee's performance.

Table 4.6 indicate moderate positive relationship between Finance and employees' performance $r =.447^{**}$ $p (2\text{-tailed}) <.01$. The correlation was financial motivation increases (financial factors) directly employees' performance increases. The result support employees' performance affecting by the factors of motivation. Accordingly, to "Frederick Taylor and his scientific management associate described money as the most fundamental factors in motivating the workers to attain greater productivity"

Table 4.6 shows moderate positive relationship between career advancement and employees performance $r=.465^{**}$ $p (2\text{tailed}) <.01$. The correlation was career advancement increase directly employees' performances increase. The result support employees' performance affecting by the factors of employees' motivation. Bennet (1995), agree and note that the prospect of career advancement might in itself motivate employees to work hard.

Table 4.6 shows strong and positively relationship between working environment and employees performance $r=.559^{**}$ $p= (2\text{-tailed}) <.01$. The correlation was working environment increase directly employees' performance increases. The result support motivational techniques influence on employees' performance.

4.6 Regression Analysis

The regression analysis was conducted to know by how much the independent variable explains the dependent variables. It is also used by how much each independent variable explains the dependent variable that is employees' performance. Predicting the level of employees' performance from the six components namely career advancement, Financial, decision making, working environment, gender, and age.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

$$= 1.945 + .052ca + .045F + .2dm + .278 we + -.021G + .067A + e$$

Table 4.7 result of regression coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.945	.205		9.475	.000
Career advancement	.052	.065	.063	.798	.426
Finance	.045	.070	.048	.641	.522
Decision making	.200	.067	.229	2.976	.003
Working environment	.278	.067	.325	4.172	.000
Gender	-.021	.080	-.014	-.263	.793
Age	.067	.053	.067	1.269	.205

Source: Researcher's own survey Data analysis, 2017

We combine all six measures of performance to obtain an employees Performance measure. Then Regression analysis was done in order to estimate the relationship between employees' performance and independent variables. This independent variable includes career advancement, financial motivation, and practice on decision making, working environment, gender and Age.

Table 4.7 shows that out of six variables only two variables were statistically significant.

These variables are with the unstandardized coefficient of 0.200($p=0.003$) $p<0.05$, Meaning that decision making significant affect employees performance and which has the unstandardized coefficient of 0.278($p=0.000$) $p<0.05$, meaning that working environment significant affect employees' performance. In the study of Kulkarni (1983), the two motivational factors significant relationship employees' performance

Also, the Table 4.7 shows that the remaining variables didn't show any significant effect employees performance on this study. (Age has the unstandardized coefficient of 0.067 ($p=0.205$) $p>0.05$, gender has the unstandardized coefficient of -0.021 ($p=0.793$) $p>0.05$, that means negatively, finance has the unstandardized coefficient of 0.045 ($p=0.522$) $p>0.05$ and career advancement has the standardized coefficient of 0.052($p=0.426$) $p>0.05$).

4.6.1 The motivational factor of working environment influencing on Employees' Performance

The Working environment has influence on employees' performance in the organization since it provides good feelings for employees at their work area. Research stats that, the working environment has three goals such as excellence in the organizational terms; meet the needs of customers and employees. Working environment is extrinsic factors that help to enhance employees' performance. These include the physical layout, arrangement of the office equipment, and machineries etc. that can provide good feeling to employees in the organization.

Regarding this, the study observed the effects of working environment on employees' performance based on three core factors such as having good arrangement of machineries' have a clear air circulation around the office to employees and customers.

Table 4.8 Model Summary of working environment on employees' performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.312	.310	.63235

i. Predictors: (Constant), Working environment

Source: Researcher's own survey Data analysis, 2017

Table 4.8 shows to measure the level of the influence of working environment on employees' performance, the regression model summary in table 4.13 indicated the coefficient correlation (R) with value .559 which was strong relationship between the predictors and dependent variables (employees' performance). R-square referred the variance of predictors and the dependent variables. Based on this the result, it had value of .310 (31%) change of dependent variable for every 1% change of the predictors.

Table 4.9 disclosed the ANOVA table which suggested the predictors could outline the dependent variables in terms of F value (1,260) = 118.038, and p value <.05 which means statistically significant relation between dependent variables and predictors.

4.6.2 Participation on Decision making influencing of employees performance

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 ^a	.267	.265	.65267

a. Predictors: (Constant), Decision making

Source: Researcher's own survey Data analysis, 2017

Table 4.10 indicated the model summary predictor (independent variable) and dependent variable (employees' performance); this shows the correlation (R) between the predictor and dependent variables was medium with value of .517(51.7%). Next to this the variance implication of independent variable on the dependent variable represented by R square with value of .267(26.7%); this means 1% variation of the independent variable could cause 51.7% change on dependent variable.

Table 4.11 ANOVA the influence of Decision making on employees performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.410	1	40.410	94.865	.000 ^b
	Residual	110.753	260	.426		
	Total	151.163	261			

a. Dependent Variable: Performance

b. Predictors: (Constant), Participation on Decision making

Source: Researcher's own survey Data analysis, 2017

Table 4.11 reflect the ANOVA table of multiple regression analysis which indicated how the model of this dependent variable explained by the independent variable in terms of F-statistic with value of F (1,260) = 94.87 and p- value =<0.05. This means the model is statistically significant.

4.6.3 The motivational factors of career advancement influencing on employees' performance

Accordingly, Baguma and Rwabwera (2006), also confirm that employees aspire to progress steadily in organizations for which they work. Under normal circumstances, career advancement would involve the existence of alternative career paths based on the individual employees and organizational needs. As Capelli and Hamori (2005), point out lack of advancement, for any reason, damages a manager's chances of making it to the top.

Promotion is always a dream of an employee in any organization. Some workers

succeed in fulfillment of their dream whereas the others do not the reason behind this success or failure is their performance. Heads of organization, should promote their employees' grades on the basis of their performance making the right evaluation. This only provides them with satisfaction but also encourage a healthy competition among the workers benefiting the organization and making it distinguished among competitors Ricks et al. (1995).

Table 4.12 Model Summary for the influencing of career advancement

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.465 ^a	.216	.213		.67519

a. Predictors: (Constant), Career advancement

Source: Researcher's own survey Data analysis, 2017

Table 4.12 shows model summary indicated the correlation (R) between the independent and dependent variables was moderate with value of .465(46.5%). Next to this the variance implication of independent variable on the dependent variable represented by R square with value of .216(21.6%). This means 1% variation of the IV could 21.6% changes on DV.

Table 4.13 reflected the regression analysis which indicated how the model of DV explained by IV in terms of F-statistic with value of $F = (1,260) = 71.584$ and p-value = $0.000 < .05$. This means the model is statistically insignificant.

In the case of the result of correlation of this two variables and adjusted R square (.213) are taken in to consideration. Therefore, it is possible to state that 21% of career advancement is explained by employees' performance.

Table 4.13 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.634	1	32.634	71.584	.000 ^b
	Residual	118.529	260	.456		
	Total	151.163	261			

a. Dependent Variable: Performance

b. Predictors: (Constant), Career advancement

Table 4.14 reflected the ANOVA table of the regression analysis which indicated how the model of dependent variable explained by independent variable in terms of F-statistics with value of $F = (1,260) = 64.939$ and $p\text{-value} = 0.000 < .05$. This means the model is statistically significant.

Table 4.14 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.210	1	30.210	64.939	.000 ^b
	Residual	120.953	260	.465		
	Total	151.163	261			

a. Dependent Variable: Performance

b. Predictors: (Constant), Finance

4.7 Discussion

4.7.1 Discussion related with on financial motivation and career advancement

The investigated that was conducts revealed that there were totally 6 questions used to understand the financial motivation factors of the company. The overall mean score of this particular variable for financial factors was 3.29 and career advancement was 3.06, therefore, we can conclude in regarding to this 46.4% of the respondents were neutral.

In order to sustain and increasing the employees' performance in MOHA company should shape and improve the motivational factors, that formal and informal, financial and non-financial (reward, recognition training and promotion) system, that the company gain continuous competitive advantage, by the output of employees. The means of respondent on financial and career advancement motivation indicates 3.29 and 3.06 that imply of the respondents near to 3 that mean neutral on this direction the managers' group work very hardly.

4.7.2 Discussion related with on working environment

Appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration and job security. Importance attached to their job, Safe working conditions, training and information availability and communication to perform actions.

According to the feeling of employees with regarding to the working environment overall respondents' responses strong agree that indicate the managers' groups should be perfectly work on the company environment.

4.7.3 Discussion related with on participation on decision making

Research conducted by Perry, Mensch and PA Arlberg (2006:509), show that participation is linked to decision making, since participation leads to better decisions. This is because participation improves information and knowledge sharing, which are necessary for high quality decision making. The employees are part of the organization human asset. Direct or indirect influence on the company objectives and goals' this finding indicates employees' participation the most important and effectively done on practically.

CHAPTER FIVE

5 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The study investigated determinant factors influencing employees' performance in selected on MOHA soft drinks S.C Nifasilk plant Addis Ababa. The study was conducted through a samplings survey using General manager office, HRM, Finance, Purchasing, Technique, Sales, production, quality control, vehicle maintenance, marketing promotion, and Carbon Dioxide plant department. Data collection was made in the month of February 2017 by the use of questionnaire, interview and document analysis techniques. Data that was collected was analyzed through percentage, frequency, correlation and regression. In this chapter attempt is made to present draw conclusion and make recommendation. The summary is presented along research objectives. The general objective is to analyze motivational factors that influence the employees' performance in MOHA Soft Drink S.C Addis Ababa. Specific objective of the study to examine the level of overall employees' performance, to examine the motivational factors that influence the performance of employees and to examine socio- demographic factors that influence performance in MOHA S.C Addis Ababa,

5.2 Summary of Major Findings

The factors the present study was to explain factors that had influencing on employees' performance in terms of selected factors such as, financial motivation, career advancement, working environment, and participation on decision making, control variables age and gender. These were independent variables which analyzed use SPSS 20 software tools by deploying a method of correlation, regression analysis, which assisted the researcher strongly to measure independent variables impact on dependent variables. Based on the Data collected, the study attempted to answer the following basic questions.

- How to determine the level of overall employees' performance in MOHA?
- What are the motivational factors that influence employees' performance in

MOHA?

- Which socio-demographic factors influence performance in MOHA?

5.3 Conclusion

Working environment, Decision making financial and career advancement are supposed to be the most important factors affecting the overall employees' performance in the company of MOHA S.C. The main purpose of this thesis is to analyze the factors affecting employees' motivation on performance in MOHA. Soft drink S.C.

Based on the result of the study, the following conclusions were drawn. Generally, six possible factors were identified which was believed that they influence the employees performance, Financial motivation, working environment, decision making, career advancement gender and age. Both bivariate and regression test was performed. However, only four of the variables (working environment, decision making, financial and career advancement) were found statistically significant as influential factor on both tests.

According to the result the relationship between working environment and employees performance is strong positively (table 4.7). Therefore, from the result there is positive relationship between working environment and employees' performance. The importance of working environment in this case should estimate the consciences that the output of employees on productivity.

According to the result there is strong and positive relationship between participation on decision making and employees' performance. Thus, when perceived participation in decision making was good, employees performance increased.(table 4.7)decision making strong influence employees performance.

According to the result there is Moderate and positive relationship between financial, and career advancement with employees' performance. Thus, when financial and career advancement improved by policy and rule the employees' performance increased. (Table 4.7).

5.4 Recommendations

The aim of this study was to identify the possible factors that influence employees' performance in MOHA soft drink S.C in Addis Ababa Nifaslik plant. Through the results it was inferred that the factor influence employees performance were very well explained and in order to make business better great care and attention should be given to the employees.

For the purpose of data analysis the researcher employed both descriptive and inferential statistical analysis. The researcher has played the most important roles in making up the working environment of a working place.

- The immediate responder person in the company should approach to a positive work environment makes for employees feel good about coming to work, and this provide the motivation to sustain them throughout day by creating a positive safe and healthy environment for employees. You can increases morale, improve your employees work life balance and in turn positive impact your business.
- Managers should make a system to employees participate on decision making on company development and creating strategy plan contribute their parts. When you give opportunities to participate your employees in different decision time the company gains competitive advantage on others competitors. In this finding employees participate on decision making by two ways (direct and indirect). The company keeping the right of employees. The more advantage is gains, because on the market demand and customers satisfaction increase.

5.5 Implication for Future Study

This study attended to examine the factors that the influence of employees motivation on performance. Therefore, additional studies needed to be under taken to examine employees' performance patterns in other company with larger samples, nerveless the researcher would argue that these findings proved and additional insight into employees' perceived performance within MOHA soft drink S.C.

Result of this study should inspire strategy development for management particularly in participation on decision making and working environment.

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INDEX

INDEX A: QUESTIONNAIRES (CLOSED-ENDED QUESTIONS)

APPENDIX A: St. Mary's University School of Graduate Studies

MBA(PM) Program

Dear Respondents

This questionnaire is prepared for the purpose and successful completion of the study entitled on **The Influence of Employee Motivation on performance in Moha Soft drinks Share Company at Nifaslik plant**. The study is prepared in partial fulfillment of the requirement for master in project management (MBAPM).

The purpose of this study is to determine the most significant motivational factors of employees in the Moha Soft Drinks Industries Share Company in order to improve motivational factors for employees in this Organization.

Please answer all of the questions. Your response is very important for the analysis of this study.

NB the researcher is aware of the fact that the information is being required in a specific manner and solely utilized for the purpose of this study only and so that confidentiality is guaranteed.

Thank you in advance for your cooperation

Shimeles Shewangizaw

INDEX B: Employee's Motivation Survey Questionnaires

1. Demographic characteristics of the respondents

1.1. Gender:

- A. Male B. Female

1.2. Age:

- A. 18-30 B. 31-45 C. 46-55 D. 56-60 E. 60 and above

1.3. Position:

- A. Management B. Non-Management C. Supervision D. Technical expert
E. support giving

1.4. Educational status

- A. up to 8th B. 9th -12th C. Vocational diploma & Certificate
D. College diploma E. 1st degree and above

1.5. For how long have you worked in the Organization?

- A. Less than 1 year B. 1 to 3 years C. 4 to 6 years D. More than 6 years

2. Working condition and nature of the job

2.1. The working conditions of your organization:

- A. Very Attractive B. Attractive C. Neutral D. Unattractive E. Very unattractive

2.2. How do you see the nature of the work in your organization?

- A. Very challenging B. Challenging C. Neutral D. Less Challenging
E. Not challenging

2.3. What are the motivational packages applied in the organization?

- A. Financial B. Non-financial C. Financial & Non-Financial D. None

What is your level of agreement with the following statements regarding the condition of applying motivational tools in your organization?

Please show your level of agreement (from scale of 1 to 5) where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree

N	Descriptions	S	D	N	A	S
3	Financial	D	2	3	4	A
1	Your pay compared with your contribution in organization	1	2	3	4	5
2	The level of salary pays and periodic salary increment in your Organization	1	2	3	4	5
	Your satisfaction regarding financial rewards	1	2	3	4	5
4	Your motivation to work in your organization until Retirement	1	2	3	4	5
5	Your remuneration is competitive compared with other organizations	1	2	3	4	5
6	Salary and wages paid to employee in your organization affect their performance	1	2	3	4	5
4	Career Advancement	S	D	N	A	S
.		D	2	3	4	A
1	In the organization employees enhancing training related to work		2	3	4	5
2	Opportunities exist for career advancement	1	2	3	4	5
3	The opportunities that you have further education, to do more things for advancement/improvement in your organization	1	2	3	4	5
4	This organization provides me with skills and knowledge that will benefit my future career	1	2	3	4	5
5	Hard worker employees are recognized in the company	1	2	3	4	5
6	Good leadership/management training available.	1	2	3	4	5
5	Participations on decision making	S	D	N	A	S
		D	2	3	4	A
1	In the organization employees have direct participation on decision making.	1	2	3	4	5
2	A trade union represent the employees on management decision on development and strategies plan in the company	1	2	3	4	5
3	Your recognition in decision making and level of delegation authority concerning your job in the organization	1	2	3	4	5
4	Most people here know how their work contributes to this organization's mission	1	2	3	4	5
5	I develop logical and creative solution to problems	1	2	3	4	5
6	Total quality management reduces cost and increase productivity	1	2	3	4	5

6	Working Environment	S D	D 2	N 3	A 4	S A 5
1	Your satisfaction about your job security	1	2	3	4	5
2	The respect and fair treatment you received from your supervisors and the HR department	1	2	3	4	5
3	Your supervisors interest and way of understanding your personal problem	1	2	3	4	5
4	The ways of information flow on personal policies, working practices and procedures in your organization	1	2	3	4	5
5	The feedback you got about your job performance in your Organization	1	2	3	4	5
6	Does the office building space influence to stay in the office and work comfortably	1	2	3	4	5
7	Employees Performance	S D	D 2	N 3	A 4	S A 5
1	There is a good handling of customer complaints/ objection by me	1	2	3	4	5
2	I am providing our customers services within the time specified by the organization	1	2	3	4	5
3	I do all efforts to maximize our customers satisfaction	1	2	3	4	5
4	There is a positive feedback from customers regarding my service.	1	2	3	4	5
5	I have reached my target successfully in the last two years.	1	2	3	4	5
6	I feel I have a good contribution to the successful achievement of my organization in the last two years.	1	2	3	4	5

NB: If you have any further explanation or idea, please specify on the space

provided.....

INDEX C: ጥያቄ

ቀድሞት ማረጋገጫ የኒቨርሲቲ የድህረ ምረቃ ተቋም

የተከበሩት ተሳታፊዎች

እነዚህ ጥያቄዎች የተዘጋጁት በቀድሞት ማረጋገጫ የኒቨርሲቲ የድህረ ምረቃ ንግድም ስኬታዎች የቆዩትን የክፍተኛ ትምህርት ሰማጠናቀቅ የሚጠበቅብኝን ጥናት ሰማዘጋጃት በርስሱን የተያዘው የሥራ ማበረታቻ በሥራ ተሳታፊነት ላይ ያለው ተጽእኖ ሰጥኖት እድገት ያለውን ስኬታዎችን በሞሃ ስራ ስሜቶች እንደሚታዩ ንፍቅጥ ፍብረት ላይ ጥናት ሰማካሊድ ነው።

የጥናቱ ዋና ዓላማ በሞሃ ስራ ስሜቶች እንደሚታዩ የሥራ ማበረታቻ ስኬታዎች እና የሥራ ተሳታፊነት ሁኔታን ጥናት ሰማካሊድ ነው።

ጥናቱን ሰማካሊድ የስርዓት ምሳሌ በጣም ጠቃሚ ስለሆነ እባክዎትን ሁሉንም ጥያቄዎች ይመልሱልን ስለ በስክብርት እጠይቃለሁ።

ማስታወሻ:- ደህ መረጃ የተሰጠው ከላይ ስተጠቀሰው የመመሪያ ጥናት ስገልግሎት ብቻ የሚውል ሲሆን ሚስጥርነቱ እጅግ በጣም የተጠበቀ ነው።

- ሥም መዳፍ ስያህረትም

ስለ መረጃም ትብብር በቀድሞት ስሜቶች ስሜቶች

ሽመልስ ሽሞንግዳው

1. የመረጃ ሰጪዎች ዝርዝር ሁኔታ

1.1 ጾታ

A- ወንድ B- ሴት

1.2 ስድሜ

A-18 - 30 B- 31 - 45 C- 46 - 55 D- 56 - 60 E- 60 በላይ

1.3 የስራ ደረጃ

A- ስራ/ሥራ B- ስለተሞላ C- ስለተሞላ D- ድጋፍ ሰጪ E- ሴት

1.4 የትምህርት ደረጃ

A- ከ8ኛ ክፍል በታች B- ከ9-12 C- የሙያ ስርተፊኬት/ዲግሪ

D- የኮሌጅ ዲግሪ E- ድጋፍ ከዚያ በላይ

1.5 በድርጅቱ ምን ያክል ጊዜ ስርተፋል

A- ከ1ዓመት በታች B- ከ1-3ዓመት C- ከ4-6ዓመት D- ከ6ዓመት በላይ

2. የስራ ሁኔታ እና የስራ ደረጃ

2.1 የድርጅቱ የስራ ሁኔታ

A- በጣም ማራኪ B- ማራኪ C- ተመጣጣኝ D- የማይመዘኑ

E- በጣም የማይመዘኑ

2.2 የድርጅቱን የስራ ሁኔታ ስንዴት ያዩታል

A- በጣም ክብደት ያሰጠው B- ክብደት ያሰጠው C- ተመጣጣኝ

D- ትንሽ ክብደት ያሰጠው E- በጣም ቀላል/ክብደት የሰጠው

2.3 በድርጅቱ ስለተካሄዱ ያሉ የማበረታቻ ስድስቶች

A- ገንዘብ ነክ የሆነ B- ገንዘብ ነክ ያልሆነ C- ገንዘብ ነክ የሆነና ገንዘብ ነክ ያልሆነ

D- የሰሞ

የማበረታቻ ዘዴዎችን ስጦተኝነት የሚቀጥቡት ጥያቄዎች ሳይ የስርዓት የስምምነት ደረጃ ምን ይመስላል

ተ.ቁ 3.	የገንዘብ ማበረታቻ	በጣም ስለስማማም 1	ስለስማማም 2	መካከለኛ 3	ስለማይሰሉ 4	በጣም ስለማይሰሉ 5
1	ድርጅቱ የሚከፍሱት የክፍያ መጠን ከሚያበረክቱት ስጦተዎቹ ጋር ሲነዳዳር ጥሩ ነው	1	2	3	4	5
2	በድርጅቱ ስራ-ተኞች የሚያደርገው ወቅቱን የጠበቀ የደመወዝ ጭማሪ እና የደመወዝ	1	2	3	4	5
3	ድርጅቱ በሚያደርገሱት የገንዘብ ማበረታቻ	1	2	3	4	5
4	የጠረታ ስራዎች ስለከደረሰ ድረስ በድርጅቱ ስለሰሩ ስጦቶች ፍላጎት ስሉት	1	2	3	4	5
5	የሚከፍሱት ክፍያ ከሌሎች ድርጅቶች ስራ-ተኞች የተሻለ ነው ብለው ያስባሉ	1	2	3	4	5
6	በድርጅቱ ሰሚሰሩ ስራ-ተኞች የሚከፈሉ ደመወዝ ወይም ሌሎች ክፍያዎች በስራ-ተኞች	1	2	3	4	5
4.	የስራ ማሻሻያ	በጣም ስለስማማም	ስለስማማም	መካከለኛ	ስለማይሰሉ	በጣም ስለማይሰሉ
1	ከስራ ጋር በተያያዘ ድርጅቱ የስራ-ተኞች የስራ ክስት ሰማሳደግ የሚሰጠው ስልጠናን እንዲት	1	2	3	4	5
2	የስራ ማሻሻያ ትክክለኛ የሆኑ ስጋጣሚዎች	1	2	3	4	5
3	በድርጅቱ ውስጥ ያለው የተጨማሪ የትምህርት ስራ ስለሆነ እና ስራ-ተኞችን ለማስፋት የተስያዘ	1	2	3	4	5
4	ሰው ሀብቱ ስራ ላይ ድርጅቱ ስራ-ተኞችን ስለጠና ስለረጋገጠ	1	2	3	4	5
5	በድርጅቱ ውስጥ ሰሚሰሩ ጠንካራ ስራ-ተኞች ስራ-ተኞች ይሰጣሉ	1	2	3	4	5
6	በድርጅቱ ውስጥ የስራ-ተኞች የመሰባሰብ ስራ-ተኞች ስለጠናዎችን ይሰጣሉ	1	2	3	4	5
5	በውሳኔ ስጦት መሳተፍ	በጣም ስለስማማም	ስለስማማም	መካከለኛ	ስለማይሰሉ	በጣም ስለማይሰሉ
1	በቀጥታ የድርጅቱ ስራ-ተኞች በውሳኔ ስጦት ስለሰጠዎቹ ይሳተፋሉ	1	2	3	4	5
2	የስራ-ተኞች ማህበረ ሰብዓል የድርጅቱ መርሃ ግብር ስርዓት ስለሆነ ስራ-ተኞችን በመጠኑ ይሳተፋሉ	1	2	3	4	5
3	በድርጅቱ የተመዘገቡትን ስራ ሰማክናውን ያሉት የኃላፊነት ስጦትን እና ውሳኔ ስጦትም ሆኑት	1	2	3	4	5
4	ስራ ስለድርጅቱ ዓላማ ስምን ያሉት ስራ-ተኞች የሚያበረክተው ስጦተዎቹ ሲሰጡ	1	2	3	4	5

5	ሰገጠሙ ችግሮች መፍቱ የሆኑ ስላሙኝና ስዲስ ሃሳብ ስቀርባለሁ በሰው ያምናሉ	1	2	3	4	5
6	ምርታማነትን ለመጨመር ወጪን ለመቀነስ ጥራት ያለው ስመራር ስሰፈሳጊነት	1	2	3	4	5
6. የስራ ቦታ ምቹነት						
		በጣም ስለስማማም	ስለስማማም	መካከለኛ	ስለስማማለሁ	በጣም ስለስማማለሁ
1	የስራ ሞስትናና ያሉት ስርዓታት ሁኔታ	1	2	3	4	5
2	ከሰው ሃይል ስለተዳደረ ስና ከቀርብ ስለቃም ሚዛናዊና ተቀባይነት ያለው ድጋፍ ስንዴት	1	2	3	4	5
3	የቀርብ ስለቃም የገለገልን ችግሮችን ለማወቅና ለመረዳት የሚያሳዩት ፍላጎት ስንዴት ደገለገል	1	2	3	4	5
4	የፕሮሶኒን ገሰሰ የስራ ስምምድ ስና የደንበኞች ፍላጎት ለማወቅ የድርጅቱ ቀጥተኛ የመረጃ	1	2	3	4	5
5	በድርጅቱ ለሚከናወኑ የስራ ተነሳሽነት በመመሰከት የሚሰጥ የስራ ግምገማ ሚዛናዊነት	1	2	3	4	5
6	የቢሮዎች ስቀማማጥ የስራ ቦታ ስራን በስግብ ለማሳሰጥ የሚጋብዝ ደመስሎታል	1	2	3	4	5
7. የስራ ተነሳሽነት የስራ ተነሳሽነት						
		በጣም ስለስማማም	ስለስማማም	መካከለኛ	ስለስማማለሁ	በጣም ስለስማማለሁ
1	የደንበኞችን ቅሬታ በጥሩ ሁኔታ ስለተናገረሁ	1	2	3	4	5
2	ደንበኞች በወቅቱ ስለፈሳጊውን ስገልግሎት በድርጅቱ ውስጥ ስንዴያገኙ ስደርጋለሁ	1	2	3	4	5
3	የደንበኞችን ፍላጎት ለማርካት የተቻለኝን ሁሉ ስደርጋለሁ	1	2	3	4	5
4	በስራ ስገልግሎት ደንበኞች መልካም ምሳሽ ስላቸው	1	2	3	4	5
5	ሳለፍት ሁለት ስመታት ያቀድኩትን ሙሉ በሙሉ ስላክቻለሁ	1	2	3	4	5
6	ሳለፍት ሁለት ስመታት ስድርጅቱ ስኬታማነት የበኩሉን ድርጅት ስደበረከትኩ ደስማማለሁ	1	2	3	4	5

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Table 4. 5 ANOVA Age influence employees performance

			Sum of Squares	df	Mean Square	F	Sig.
Performance * Age	Between Groups (Combined)		4.234	3	1.411	2.478	.062
	Within Groups		146.929	258	.569		
	Total		151.163	261			

Correlations Table 4.6

		Gender	Age	Finance	Career Advancement	Decision making	Working environment	Performance
Gender	Pearson C	1	-.044	.183**	.206**	.123*	.241**	.112
	Sig.		.483	.003	.001	.047	.000	.072
	N	262	262	262	262	262	262	262
Age	Pearson	-.044	1	.195**	.107	.047	.213**	.163**
	Sig.	.483		.001	.083	.453	.001	.008
	N	262	262	262	262	262	262	262
Finance	Pearson	.183**	.195**	1	.669**	.581**	.657**	.447**
	Sig.	.003	.001		.000	.000	.000	.000
	N	262	262	262	262	262	262	262
Career advancement	Pearson	.206**	.107	.669**	1	.693**	.635**	.465**
	Sig.	.001	.083	.000		.000	.000	.000
	N	262	262	262	262	262	262	262
Decision making	Pearson	.123*	.047	.581**	.693**	1	.661**	.517**
	Sig.	.047	.453	.000	.000		.000	.000
	N	262	262	262	262	262	262	262
Working environment	Pearson	.241**	.213**	.657**	.635**	.661**	1	.559**
	Sig.	.000	.001	.000	.000	.000		.000
	N	262	262	262	262	262	262	262
Performance	Pearson	.112	.163**	.447**	.465**	.517**	.559**	1
	Sig.	.072	.008	.000	.000	.000	.000	
	N	262	262	262	262	262	262	262

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

Table 4.2 ANOVA Gender influence of employees performance

		Sum of Squares	df	Mean Square	F	Sig.
Mean Performance * Gender	Between Groups(Combined)	1.879	1	1.879	3.273	.072
	Within Groups	149.283	260	.574		
	Total	151.163	261			

Source: Researcher's own survey Data analysis, 2017

Table 4.4 ANOVA ^a the working environment influence of employees performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.199	1	47.199	118.038	.000 ^b
	Residual	103.964	260	.400		
	Total	151.163	261			

a. Dependent Variable: employees Performance

: Predictors: (Constant), Working environment

Source: Researcher's own survey Data analysis, 2017

