

**St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTERS OF BUSINESS ADMINISTRATION PROGRAM**



**THE PRACTICES AND CHALLENGES OF INTRINSIC
MOTIVATION AT COMMERCIAL BANK OF ETHIOPIA**

**BY
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**January, 2017
Addis Ababa, Ethiopia**

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**THE PRACTICES AND CHALLENGES OF INTRINSIC MOTIVATION
AT COMMERCIAL BANK OF ETHIOPIA**

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN BUSINESS
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Statement of Declaration

I Michael Tibebu declare that this research, titled “The practice and Challenges of Intrinsic Motivation at Commercial Bank of Ethiopia” is my original work and has not been presented for any other program or university. I also assure that all sources of materials used in undertaking this thesis have been duly acknowledged.

Michael Tibebu

Signature

Date

Statement of Certification

Here with I state that Michael Tibebe has carried out this research work on the topic entitled “The Practice and Challenges of intrinsic Motivation at Commercial Bank of Ethiopia a case of” under my supervision This work is original in nature and has not presented for a degree in any university and it is sufficient for submission for the partial fulfillment for the award of masters of degree in business administration.

Shoa Jemal (Asst. Prof.) _____

Signature

Date

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Michael Tibebu

Acronyms

CBE.....Commercial Bank of Ethiopia

HRD.....Human Resource Department

SPSSStatistical Package for Social Science

WAADWest Addis Ababa District

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ABSTRACT

Banking industry is one of the greatest sectors in many countries that contribute significantly to the economic growth of the country. One of the most important challenges facing managers is the creation of motivated employee to achieve organizational goals. Employee's commitment and dedication is vital for the organization's profitability and sustainability. This study examined to assess the practice and challenges of intrinsic motivation at commercial bank of Ethiopia. This study used questionnaire, and document review as instrument of data collection. Stratified sampling method was used to select samples from the target population (employees who are working west Addis Ababa districts city branches) and uses convenience sampling to distribute questioners. The study employed quantitative survey research design to gather data from a total of 319 employees of the commercial bank of Ethiopia. In order to assess the existing motivational practice of the commercial bank of Ethiopia, the study emphasized on the issues concerning intrinsic motivation practices in terms of how promotion and recognition is applicable, how employee's achievement is appropriate in CBE, how job satisfaction relevant and work itself is suitable for employees. After the required data are collected descriptive (i.e. frequency, percentage) analysis were used to analyse the data using SPSS version 20. The results of this study revealed that most of the motivational practice of the bank is not appropriate well. Moreover, the overall motivational practice of the commercial bank of Ethiopia, are not effective as it should be. However this is due to the gaps that are seen in each motivational practice and these in return decrease the effectiveness of employee's performance. In order to have an effective employees' motivation, the commercial bank of Ethiopia should have to conduct each and every motivational process and practice properly.

Key words: *Intrinsic Motivation, Commercial Bank of Ethiopia, employee's motivation,*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Action is the beginning of everything in business. The core of all the activities in business in human activity, and in any human activity, nothing of any consequence happens until an individual wants to act. What individual can accomplish depends to a considerable extent on how and why one wants to act. The will to work is something different from the power or capacity to work. One can buy man's time, his physical efforts, but not his enthusiasm, initiative or loyalty. Thus, enthusiasm or willingness to work can be created by motivation. There is saying, "You can lead a horse to water but you cannot make him drink." The elements in this proverb are "you", "horse", "lead"; and "water." The element, which is missing, is the thirst, need, or desire for water. In the context of man, the need and 'desire' are all the more difficult as human being is more complex than a horse. Managers have been trying for long to lead the individuals without allowing the individual to aspire or to satisfy his own needs in order to achieve self-realization, which can fill the gap. Motivation inspires the person with zeal to work for the accomplishment of organizational objectives. Effective motivation succeeds not only in having an order accepted but also in gaining determination to see that it is fulfilled efficiently and effectively. In motivating and being motivated at least two individuals are involved and the object here has been to study the individual who is motivating and the one being motivated in different roles. (Nirmal Singh, 2005).

Employee motivation is one of the major issues faced by every organization. Understanding what motivates employees is one of the key challenges for managers (*Chun, 2008*). Managers should learn how to create environments that motivate their workers, either directly or indirectly. As motivation ultimately becomes behavior, it is important for managers to have a clear understanding of its nature because individual employees will respond differently to different 'motivators'. Indeed, a motivator for one employee may actually demotivate another employee. (Cited in Biniyam Hailu, 2012)

According to (Rosemary Thomson, 2002) Motivation can be influenced by personal or situational factors and it can change with changes in personal, social, or other factors Especially in the service industry motivation of employees is a major determinant of organizational performance as the service industry requires direct contact of employees and customers. Creating an environment that motivates employees to function as effectively as possible is paramount to delivering service quality. Reducing customer defects and retaining customers is crucial to service organization survivability.

In different journals and research sources it's possible to find a number of studies conducted in the area of employee motivation but most of them focused on the relationship between reward and employee's motivation, it is difficult to find on the practice and challenges of intrinsic motivation. Therefore, the major purpose of this study is to fill this research gap by focusing on the practice and challenges of intrinsic motivation.

The major objective of the study is to explore intrinsic motivational practices in the banking industry and see its challenge by considering Commercial Bank of Ethiopia. The researcher applied relevant theories in the subject area and checked whether the same holds in specific situations.

1.2 Definition of Terms

This part has an operational definition of key terms as used in the study.

Motivation: - motivation is defined as the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need. Although, in general, motivation refers to effort exerted toward any goal. (Robbins Stephen p. 2012).

Intrinsic Motivation: - came from a person's internal desire to do something, motivated by such things as interest, challenges, and personal satisfaction. (ibid)

Extrinsic Motivation: - comes from outside the person and include such things as pay, bonuses, and other tangible rewards. . (ibid)

Recognition:-refers to acknowledgment of an individual's contribution showing appreciation and to reward individuals for an accomplishment of task. . (Mee-Edoiye, M 2002).

Promotion:-refers to opportunities that the organization offers for advancement. (ibid)

Employee work motivation: - refers to the driving force by which employees try to deliver their service. . (ibid)

Satisfaction:- a fulfillment of a need or desire. . (ibid)

1.3 Statement of the Problem

Employees play a vital role in shaping the perception of customers towards any company through their actions and behavior. Companies spend large amounts of money to create customer loyalty but often ignore the critical aspect of enhancing employee motivation in order to achieve their financial and non-financial goals. In the conditions of intense competition that companies operate in today, employees can play a very important role in winning customers' hearts and minds.

Even if satisfying employees need by implementing motivational techniques is very challenging for managers, having well trained, committed and motivated workforce is a crucial requirement to create and maintain organizational value and deal successfully with global challenges.

The work nature of service industries is a human business. It's all about selecting people who are properly suited to excel in a customer service environment and then improve the skill level of those workers to help meet new market demands and lead to continuous improvement of a service organization's performance. As the banking industry is a major service industry, which plays a vital role in the economic development of any nation, it needs to have well motivated and committed employees so that it is possible to achieve its stretched goals and objectives.

The researcher, as an employee of Commercial Bank of Ethiopia (CBE) for more than Four years, observed a wide array of problems especially in the customer service environment. Most customer service officers are not interested on their job and majority of them think that they are not a good fit for the job they are doing. Because of this, they fail to deliver fast and accurate customer service with full respect for the customer, and obviously, this is followed by high levels

of customer complaint, which is a great obstacle towards achieving the banks strategic goals and initiatives.

Even if before two years, the bank has made attractive salary revision and introduced new benefit packages like fuel and housing allowances, which are aimed to motivate employees extrinsically for higher levels of performance. However, authorities in the bank are claiming that the new salary and benefit adjustments are not helping the bank to motivate its employees as per the expectations made in advance. After considering all the above issues the researcher thought that the Commercial Bank of Ethiopia has a problems related with employee motivation.

In our country, there are large numbers of employees working in the public sector. However, majority of the employee are not motivated. Therefore, this study is aimed to contribute for this gap by studying the practice and challenges of intrinsic motivation by selecting commercial bank of Ethiopia as evidences of the study.

1.4 Research Questions

The major objective of the study is to show the practices and challenges of intrinsic motivation by considering customer service employees of Commercial Bank of Ethiopia as the major subjects of the study. Accordingly an attempt to be made to provide answer to the following basic research questions.

- ❖ What level of satisfaction do employees have on promotion practice of the bank?
- ❖ What level of satisfaction do employees have on recognition practice of the bank?
- ❖ What is the impact of achievement on employee's commitment?
- ❖ What is the impact of job satisfaction on employee's commitment?
- ❖ How work itself related with employee's commitment?

1.5 Objectives of the Study

The study has both general and specific objectives.

1.5.1 The General Objective

The general objective of this study was to investigate the practice and challenges of selected intrinsic motivational practices by qualitatively and quantitatively testing the variables such as promotion, recognition, achievement, job satisfaction, and work itself.

1.5.2 Specific Objectives

More specifically the study was aimed to:-

- Investigate how promotion is motivating employee in CBE.
- Examine how recognition is motivating employee in CBE.
- Inspect how achievement is motivating employee in CBE.
- Study whether there is a job satisfaction in CBE.
- Investigate how work itself is motivating employees of CBE.

1.6 Significance of the Study

As per the researcher's observation, currently most service companies are suffering from high levels of customer complaints which is a great obstacle in the companies attempt of achieving its strategic goals and initiatives. Though this high level of customer complaint can be attributed to different factors like the technology and facilities employed to deliver the service, employee level of motivation and dedication plays a paramount role in making customer's weather stay or move to competitors. Therefore, service companies will be benefited if they implement and practice appropriate motivational techniques to motivate those employees.

In this regard, the study would be useful in:

- ❖ This study is expect to give new insight and information to others researchers who want to make further investigation in this area
- ❖ It gives some information about the motivation practice in Commercial Bank of Ethiopia.
- ❖ Showing the deviation from the theory and suggest possible remedies for the problems identified while conducting the entire research project.
- ❖ Indicating the use of appropriate motivational practices

1.7 Scope of the Study

The basic reason of this delimitation is to make the research topic manageable from the research point of view.

The researcher believes that the study would be a completed study if it covers all the customer service employees of the Bank, and if it is possible to cover all variables of intrinsic and extrinsic motivation. However, due to time and financial resource constraints the researcher forced to delimit the study in to the following areas:

- A. Even if the Commercial bank of Ethiopia are very huge institutions with having different branches spread throughout and outside the nation, the researcher focused on those branches which are operating only in the capital city of Addis Ababa, under west Addis Ababa district .
- B. Generally, there are two types of motivational practice intrinsic and extrinsic. However, for this research the researcher is only focuses on the selected intrinsic motivational practice (Promotion, recognition, achievement, job satisfaction, and work itself.

1.8 Organization of the Study

The study comprises five chapters. The first chapter attempts to present a general introduction of the study, views the problem statement, objective, scope, significance, as well as limitation of the study were presented. The second chapter has a brief theoretical review of intrinsic motivation and empirical studies undertaken by others. The Third chapter contains the research methodology applied for gathering data in order answer the research questions for this study. And it includes the research design, sampling size and sampling techniques, target population, sampling size determination, sampling design, procedures of data collection, methods of data analysis, reliability, and finally ethical consideration. The fourth chapter deals with data presentation, interpretation and analysis of the study. The last chapter comprises three sections, which include summery of findings, conclusion, and recommendations.

CHAPTER TWO

Review of Related Literatures

This portion mainly reviews the related literature written by different authors and researchers aiming to show different scholars pose their insights in relation to the study. As well as empirical review, studied by different researchers regarding to motivation, and the conceptual framework of intrinsic motivation.

2.1 Theoretical Literature

This chapter mainly emphasize on the theoretical and empirical literature part of the study undertaken. On the first part of the chapter, I tried to see the theoretical base for the concept of employee motivation. Under this definition and various theories related with the concerned topics were discovered.

2.1.2 Definition of Motivation

According to (Di Cesar and Sadri, 2003) Motivation is the force that ignites, directs and maintains our behavior. The definition has three key components. The first is ignition, is the initial feeling of interest that a person has towards achieving a set goal. The second is direction, is the set of actions that people will take in order to achieve their goal. Direction is influenced by what an individual most desires to do. The third is maintenance of the behavior until the goal is achieved. Maintenance equates to how much an individual is willing to stay in that directed when difficulties arises.

Motivation is an art targeted to getting people work willingly, and an art of inducing one to behave in a particular manner to achieve a task. Mee-Edoiye and Andawei (2002) viewed motivation as a human engineering approach being triggered by the individual needs. Flippo (1982) defined motivation as a psychological process initiated by the emergence of needs involving a goal directed action and behavior aimed at satisfying a particular desire. It is inducement given to workers higher output. Motivated behavior has three basic

According to Greenberg and Baron (2000:190) the definition could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual(s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behavior tasks. The last part deals with maintaining behavior clearly defining how long people have to persist at attempting to meet their goals.

2.1.3 Types of Motivation

Researchers try to show us there are two sources of motivation; these are internal and external sources, which are identified as the intrinsic and extrinsic motivators. But according to Senyucel (2009), in his book, *Managing the Human recourse in the 21th century*” pointed out the concepts between intrinsic, Extrinsic, and social motivator and depicted that there is an ongoing disagreement depending on its context at work. Nevertheless, a separation has to be made in order to explain the different types of motivators. Cited in (Asrat Nigusse, 2014)

2.1.3.1 Intrinsic Motivators

As per the views of senyucel (2009), intrinsic motivators as the ones that concern the individuals and originates from the nature of work itself such as job satisfaction, personal development, acknowledgment from managers or an interest in a task or a project at work. These are largely psychological and arise as the relationship between the employee and the task is usually self-applied. (ibid)

2.1.3.2 Extrinsic Motivator:-

These motivators are the ones that are beyond individual's control and they are tangible such as pay increase, bonuses, fringe benefit and other material goods. This is from work environment external to the task itself and is usually applied by others than the person being motivated. Cited in (ibid)

2.1.4 Characteristics of Motivation

According to yogendra and mamta (2013) Motivation is an internal feeling. Needs are feeling in the mind of a person that he lacks certain things. Such feelings affect the behavior of the person. Person in totality and not in parts is motivated. Also a feeling of need is a continuous process and creates continuity in human behavior. Motivation is the product of anticipated values from an action and the perceived probability that these values will be achieved by the action.

The anticipated value is called valance and is defined as the strength of a person's preference for one outcome in relation to others .The perceived probability is called expectancy and it is defined as the strength of belief that a particular act will be followed by a particular outcome.

Thus: - $Motivation = Valance \times Expectancy$ (ibid).

2.1.5 Importance of Motivation:

2.1.5.1 High Performance Level:

Motivated employees put higher performance as compared to other employees. The high performance is necessary for an organization being successful and this performance comes by motivation.

2.1.5.2 Low Employee Turnover and Absenteeism:

Motivated employees stay in the organization and their absenteeism is low.

2.1.5.3 Acceptance of Organizational Change:

Organizations are created in the society. Because of changes in technology, value system etc. organization has to incorporate those changes to cope up with the requirements of time. There is tendency to resist when these changes are incorporated, But motivated employees accept, introduce and implement these changes keeping organization on the right track to program.(ibid)

2.1.6 Model of Motivation

Although few human activities occur without motivation, nearly all conscious behavior is motivated or caused. A manager's job is to identify employee's drives and needs and to channel their behavior toward task performance.

The role of motivation in performance is shown in the following diagram showing the model of motivation:

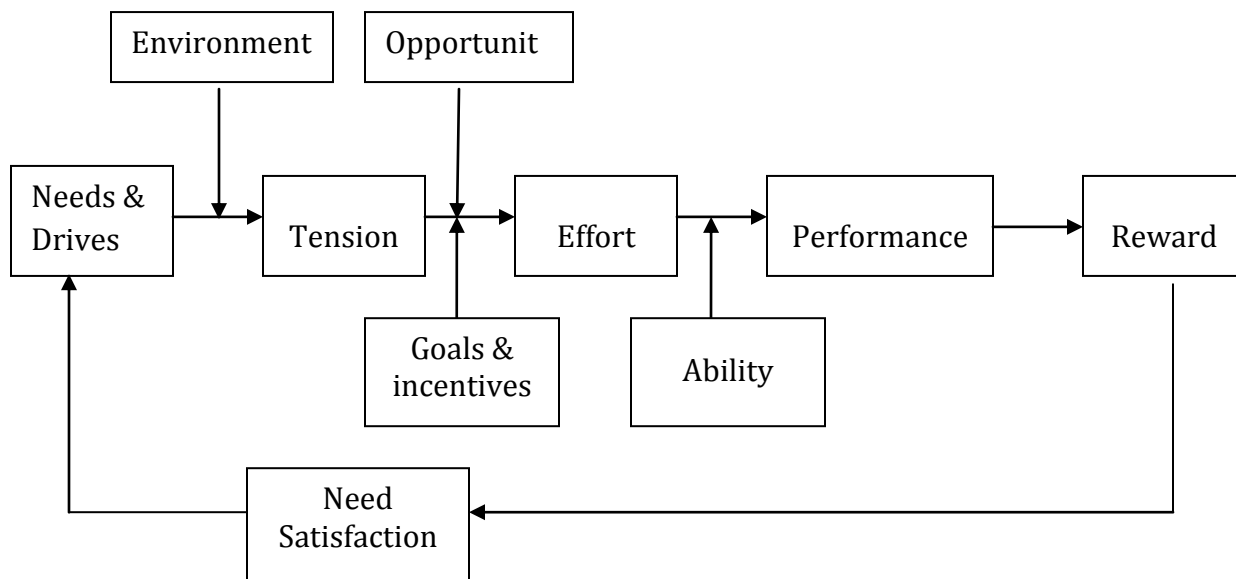


Fig 2.1: Model of Motivation

Internal needs and drives create tension that are modified by one's environment (Yogendra singh. Mamta Pandey .2010)

2.1.7. Herzberg's Two Factors Theory

In 1959 Herzberg and his co-workers had performed an in depth analysis of sources of satisfaction and dissatisfaction among 200 engineers and accountants in the Pittsburgh area. A conventional approach to the problems would call for experiment to measure over all job satisfaction on a scale, and then relate these scores to various factors making up or surrounding the individual's jobs. Herzberg chose a somewhat different ' semi-structured' interview approach, in which he and his co-workers asked a few general questions and then pursued items as they saw fit, without attempting to force the response into any preconceived scalar format (Behling, et al, 1968).

Stephen et al, (1986) elaborated that Herzberg asked the respondents to identify any "critical incidents " which had led to satisfaction or dissatisfaction on the job. If the first incident recalled concerned a satisfying experience, the respondent was then asked to relate one which had led to dissatisfaction. If the first incident had been dissatisfying he was asked recall a satisfying one. All of the incidents (a number of the interviewees came up with three or four during the course of interview) were discussed and the respondents were asked to rate how strongly their feeling towards their jobs had been affected by each one. The various ideas, which appeared in the transcripts of the interviews, were then subjected to a post hoc classification, from which 14 factors emerged: (ibid).

1. Recognition
2. Achievement
3. Possibility of growth
4. Advancement
5. Salary
6. Interpersonal relations
7. Supervision- technical
8. Responsibility
9. Company policy and administration
10. Working conditions
11. Work itself

12. Factors in personal life

13. Status

14. Job security

These factors were used as the basis of several analysis of the response, the most important of which, for the development of Herzberg's theory, concerned the relative frequency with which they appeared in incidents leading to satisfaction and in those leading to Dissatisfaction. Achievement, recognition, the work itself, responsibility, opportunity, for growth, and advancement all things intrinsic to the job itself were mentioned in large proportion of the satisfying incidents, but in only a few of the dissatisfying ones. Company policy and administration, quality of supervision, salary, interpersonal relations with the supervisor, and working conditions- factors extrinsic to the work itself- appeared mostly in dissatisfying incidents (Behling, et al, 1968).

According to Herzberg (1967), intrinsic elements of the job are related to the actual content of work, such as recognition, achievement and responsibility. These were referred to as 'motivational' factors and are significant elements in job satisfaction. By contrast, Herzberg described extrinsic factors as elements associated with the work environment, such as working conditions, salary, class size, staff assessment and supervisory practices, and benefits. These were referred to as 'Extrinsic' or 'hygiene' factors, which are related to job dissatisfaction. are not on the same continuum. As a result, he argued that motivational factors can cause satisfaction or no satisfaction, while hygiene factors cause dissatisfaction when absent, and no dissatisfaction when present. Such theories are, of course, somewhat tenuously founded in Maslow's theory of a hierarchy of needs as applied to work situations, with lower order needs requiring satisfaction before higher-level needs emerge and determine motivation.

According to Plunkett and Attner, (1986) as cited in Okeola (2009) hygiene factors are the primary causes of unhappiness on the job. They are extrinsic to the job that is, they do not related directly to a person's work, to its real nature. These are part of a job's environment it is context, not its content. When an employer fails to provide these factors in sufficient quality to its employees, job dissatisfaction will be the result. When they are provide in sufficient quality, they will not necessarily act as motivation-stimuli for growth and greater effort. They will only lead to workers to experience no job dissatisfaction. The factors include:

- Salary-adequate wages, salaries and fringe benefits
- Job security company grievance procedures and seniority privileges.
- Working conditions adequate heat, light, ventilation, and hours of work.
- Status- privilege, job titles, and other symbols of rank and position.
- Company policies the policy of the organization and the fairness in administering those policies.
- Quality of technical supervision whether or not the employee is able to receive answers for job related questions.
- Quality of interpersonal relationships among peers, supervisors, and subordinates social opportunities as well as the development of comfortable operating relationships.(ibid)

Motivational (intrinsic) factors are the primary causes of job satisfaction. They are intrinsic to the job because they relate directly to the real nature (job content) of the work people perform. When an employer fails to provide these factors in sufficient quality to employees, they will experience no job satisfaction. When they are provide in sufficient quality, they affect and provide job satisfaction and high performance. People require different kinds and degree of motivation factors. What will be stimulating to one may not be to another. To individuals who desire them, motivation factors with the right amount of quality act as stimuli for psychological and personal growth. These factors include: (Herzberg, 1959).

- ❖ Achievement: - opportunity for accomplishment and for contributing something of value when presented with a challenge.
- ❖ Recognition: - Acknowledgment that contributions have been worth the effort and that the effort has been noted and appreciated.
- ❖ Responsibility: - actuation of new duties and responsibilities, either through the expansion of work or by delegation.
- ❖ Advancement:-opportunity to improve one's organizational position as a result of job performance.
- ❖ The work itself :-opportunity for self-expansion, personal satisfaction, and challenge
- ❖ Possibility of growth: - opportunity to increase knowledge and develop through job experience.

2.1.8. Flexible Working Hours

Many organizations already operate embryonic flexible working hours but few have looked into all the opportunities, which are available. Flexibility in work arrangements is attractive to employees and can contribute significantly to job satisfaction. The organization can benefit from lower absenteeism, better timekeeping, reduced staff turnover, higher working commitment and improve performance; employees see the advantages of more leisure time, less time spent commuting at peak times, increased responsibility and the ability to schedule work and personal life to the individual's satisfaction. (Rosemary Thomson, 2002)

2.1.9 The Role of Promotion in Employee's Motivation

According to Hannagan (2005:332) a part from improvements in pay and conditions of work, the most immediate incentives available to employees are opportunity for promotion. If organization has trained its staff adequately and ensured that employees, work experiences are sufficiently wide, internal promotion should be feasible. Thus, external recruitment will be necessarily for specialist positions, or when no one within the organization possesses appropriate qualifications for a post, or the organization needs or wants to increase the diversity of its staff at all levels. Prospects of promotion often represent significant motivators (van ham et al., 1986) (cited in Natnael Fikadu 2014)

The criteria used in selecting individuals for promotion may be based on ability or seniority. Ability related systems accelerate the careers of staffs that are exceptionally competent, whereas seniority based procedures have the advantages of ensuring steady progression for all employees; and knowledge that promotion is reasonably assured can improve morale throughout the organization. Promotion follows logically from training, performance appraisal, management development and management by objective. (ibid)

According to Yogendra Singh and Mamta Pandey, (2013) everyone aspires for growth and development in life. Promotions satisfy various physiological, social and psychological needs of people. Management should therefore create opportunities of promotion and development. Management must also arrange for promotion training and education to enable employees to get promotions. Promotions generate loyalty, discipline, initiative, Courtesy Corporation and overall hopes and aspirations in the behavior of the employees and they are motivated.

Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baltoni, 2005). The leaders and the employees help one another to attain high levels of morality and motivation. Trust represents the perception of one individual about others and his willingness to act based on a speech or to comply with a decision. Therefore, trust is an important factor for an organization that wants to be successful, as it has the ability to enhance employees' motivation and foster interpersonal communication. Irrespective of the degree of technical automation, the level of motivation and effectiveness of the staff influence attaining high levels of productivity. Therefore, developing and implementing employee-training programs is a necessary strategy to motivate workers. In addition, a good communication between the managers and the workforce can instigate motivation, as the degree of ambiguity decreases.

2.2 Empirical Review

Chew and chan (2008) as cited in Kobra (2014) in a research studding the impact of human resource practices and staff organizational commitment found that human resources management practices (attracting and recruiting , training, job opportunity development) are opportunities for staff organizational commitment and service reward and compensation had a positive relationship with organizational commitment. Wright and Kehoe, (2007) in a study human resource management practice and staff organizational commitment showed that human resource practice (reward, service compensation, promotion policies, job opportunities) had a positive and meaningful relationship with staff organizational commitment.

According to Herzberg's two-factor theory (Herzberg et al., 1967), there are two distinct sets of factors for job satisfaction and job performance in organizations. One set, labeled "satisfiers" or "motivators", results in satisfaction when adequately Business student satisfaction fulfilled. The other set, labeled as "dissatisfies" or "hygiene factors", causes dissatisfaction when deficient. The motivators are typically intrinsic factors: they are part of job content and are largely administered by the employee or (in this case) the Student. The hygiene factors are extrinsic factors and are under the control of the Supervisor or someone other than the employee or student. The important point here is that Herzberg's theory did not define satisfaction and dissatisfaction as being at opposite ends of the same continuum. The opposite of satisfaction is not dissatisfaction, but no satisfaction. The opposite of dissatisfaction is not satisfaction, but no dissatisfaction. The extrinsic factors affect job satisfaction and if not adequately fulfilled can cause dissatisfaction, even if the motivating factors themselves are addressed satisfactorily. In applying Herzberg's theory to this study, faculty performance and classes are directly related to the outcome from a college experience and may be considered motivators or satisfiers (e.g. growth and achievement). On the other hand, the performance of advising staff may be considered similar to hygiene factors or dissatisfies that may cause dissatisfaction but not satisfaction (i.e. an environmental factor). While the absence of good advising staff performance may lead to dissatisfaction, its presence may not lead to satisfaction, since students may not see it as directly related to the expected outcomes from a college experience, and usually faculty provides similar academic/career advising. For example, fair and equitable rules and policies are expected at a higher educational institution. It is only in the absence of fairness that the student experiences dissatisfaction.

According to Muogbo (2013), in his study 'The impact of employee motivation on organizational performance of selected firms in Nigeria' showed that the existence of relationships between motivation and organizational performance. His study reveals that extrinsic motivators given significant influence on the workers performance. Based on his findings, the researcher recommends that all the firms should consider adopting extrinsic rewards scheme in their various firms to increase the productivity.

Pratheepkanth (2011) conducted a research to investigate whether rewards and recognition has an impact on employee motivation in Commercial Bank of Sri Lanka PLC, Jaffra district and the result revealed that the staffs and employees from non-white racial backgrounds experienced with lower level of rewards, and motivation.

A study by Aarabi, Subramanian and Akeel (2013) as cited Assrat Niguse (2014) that deals with the relationship between motivational factors and job performance of employees in Malaysian Service Industry indicate that job performance as dependant performance while payment, job security, promotion, freedom, friendly environment and training were considered as independent variables of motivational factors. The results showed that both training and promotion variable were found significant contributors to job performance (40.4% and 43%) respectively, in additional, the research findings shows that intrinsic motivators were considered more important than extrinsic motivational factors (payment, job security, friendly environment). But freedom an intrinsic variable was not found significantly related to job performance.

Moreover, Fiseha (2013), in his study “The effects of motivation on employee performance at Mekdim Ethiopia National Association” explained that employees were not satisfied with the current motivational factors and his study shows that employees were experienced with low level of motivation.

2.3 Conceptual Frame Work of the Study

As we discussed in the theoretical literature of this chapter, the advantages of a proper implemented motivational management process is manifested by achieving the consequence of organizational, work units', and individual employees' goals alignment. On the other hand, poorly set up motivational management process manifest the opposing characteristics to the advantages. The conceptual framework of this study is hence Commercial Bank of Ethiopia as an organization applies employee motivation management process aiming the advantageous characteristics, and this study assesses the practice of CBE's motivational management process to analyze the study findings and conclusion is reached by deducing the theoretical literature reviewed in this chapter.

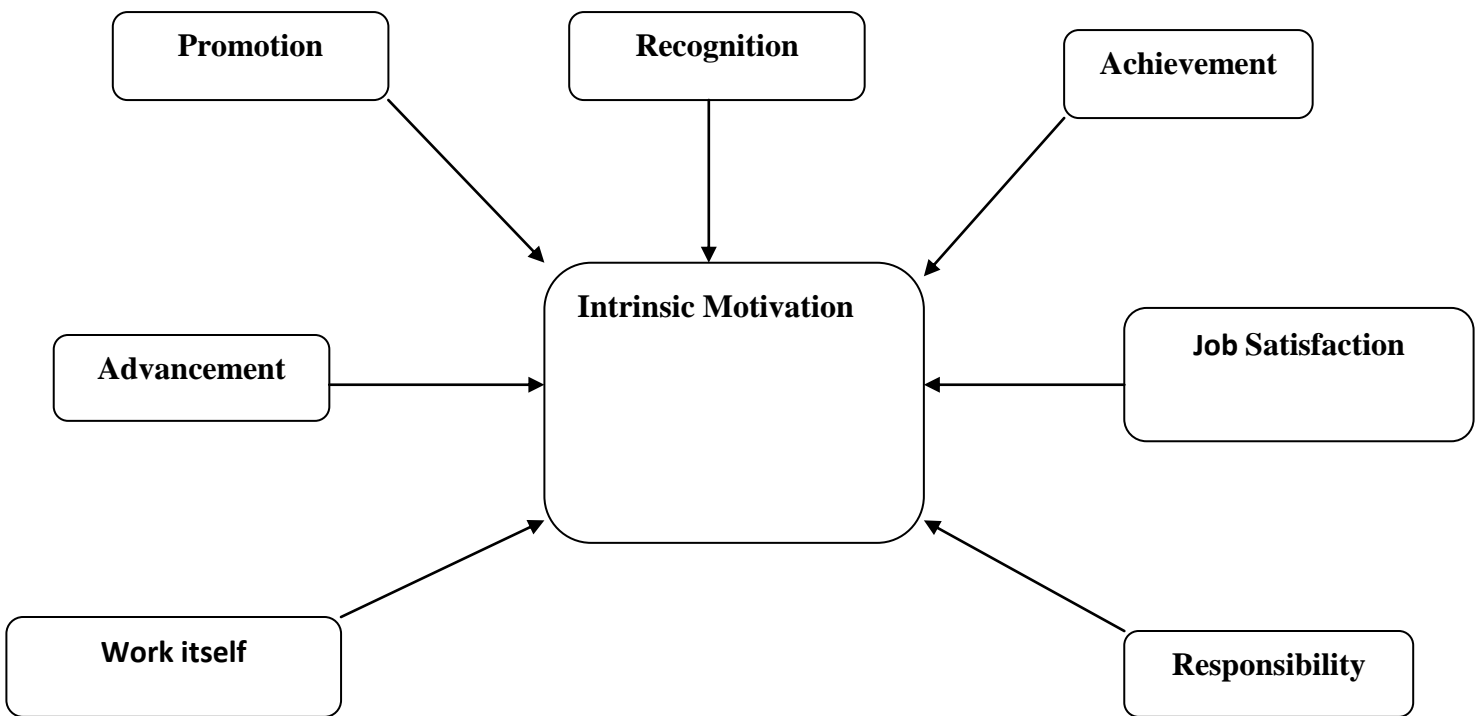


Fig. 2.2 Intrinsic Motivation Model

Source Self-model

CHAPTER THREE

Research Design and Methodology

3.1 Research Design

A research design provides a framework for the collection and analysis of data. Research design defines the systematic and scientific procedures used to arrive at the results and findings for a study against which claims for knowledge are evaluated (kotler p. 2002) The research was conducted based on descriptive survey research method, which concerned with conditions, and the views of the respondents of on motivational practice and implementation processes of the organization. The study was use both qualitative and quantitative data appropriately and through the integrating use of qualitative and quantitative data collection techniques and analysis procedures, it was be crucial to strengthen the validity, quality of data analysis and research findings.

3.2 Population Sampling Size and Sampling Techniques

In general commercial Bank of Ethiopian is organized under 15 districts which are composed of more than 1151 branches and currently the total number of employees are reached 28,000 (CBE, 2016). So from this population the researcher select the following target populations.

3.3 Target Population

On this study the target populations are employees of CBE in West Addis Ababa district, (WAAD), after merging the former construction bank of Ethiopian (CBB) this district has 106 branches and 2,283 employees' within these districts 61 branches are located in Addis Ababa city with 1,566 employees and the remaining 45 are getting outside of the city with 717 staffs. Because of budget and time restriction this research mainly focus on only Addis Ababa Branches The main reason that the researcher consider this district is because of the researcher is employee of CBE under this district and it is easy access to data, (HR west Addis Ababa district 2016)

3.4 Sample Size Determination

Determination of the proper sample size is crucial to any study; sample is one of the most important determinants of the accuracy of the research results. Therefore, to determine the sample size of those populations who participate in the study the researcher was select 319 employees samples by using a formula developed by Cochran (1963) cited in selam mekonnen (2015).

➤ **For detail information please see Annex two**

$$n = \frac{N}{1 + N(e^2)}$$
$$n = \frac{1566}{1 + 1566(0.05^2)}$$
$$n = \frac{1566}{1 + 3.915}$$

Where

N= is the population size

e = is the level of precision

n = sample size

n= 319

Sampling Design

Sampling Design refers to the technique or the procedure the researcher will adopt in selecting items for the sample and it determined before data are collected, in this study follow three stage sampling Design and plan Procedures for selecting sampling unit.

In the First step of the study select 61 city branches by Purposive/Judgment Sampling technique because the remaining branches are outside the city therefore its difficult for easily collect data.

In the Second step of the study used stratified sampling technique, under stratified sampling the population is divided into several subpopulations. Therefore the study follows the method of proportional allocation in to 61 branches by the following formula. (C.R. Kothari, 2004, P. 64)

$$n_i = P_i * n$$

Please see Annex 2

n_i = is the sample size for branch

n = is represents the total sample size

P_i = represents the proportion of population included in branch i

In the Third step after allocating the samples, in each branch the study used non-probability sampling method or determination of the sample unit will be made by using Convenience Sampling technique because it will help to choose respondent or units that are most conveniently available and it is better for time allocation.

3.5 Data Source

The researcher will use both primary and secondary data sources, Primary data will collected from observation and questionnaire by appropriate way and include an assessment of various relevant documents, which is directly related to the study. Secondary data obtained from related literature, evaluation of similar studies, scholarly written article review journals, books, training manuals and browsing of the internet.

3.6 Procedures of Data Collection

Primary data was collected using a questionnaire. Initially, 20 questionnaires were distributed and the problems observed in the questionnaires are amended before the others are distributed. Then the questionnaires were distributed to CBE staffs and follow up was made to the return of the feedback.

3.7 Methods of Data Analysis

Based on the types of data collected through questionnaires, and documents, the following procedures and statistical tools were employed. Data was checked for consistency and completeness and then coded, checked, and entered to computer. Then, it was processed and analyzed by statistical package for social science (SPSS) version 20. To analyze the data, different kinds of statistical methods including descriptive statistics are used. Furthermore, descriptions were made based on the results of the tables and figures using mean values, percentage, rank order and standard deviation. The data collected through open-ended questions and documents were analyzed qualitatively by descriptive statement.

3.8 Reliability and Validity

According to Moshen (2011), it is explained that Cronbach's alpha is the most widely used objective measure of reliability and pointed out that the number of test items interrelatedness and dimensionality affect the values of alpha. It is also noted the acceptable values of alpha, ranging from 0.70 to 0.95. If an alpha value becomes low, it is due to the low number of question and poor interrelatedness between items. A higher value of alpha greater than 0.90 can indicate the redundancies and the test length should be shortened. Taking the above discussions as terms of reference (TOR), the researcher used Cronbach's Alpha as a measure of data reliability that is applied to all variables. It is presented in table 3.1

Validity refers to the extent to which a test measures what we actually wish to measure. The concept validity refers to what the test or measurement strategy measures and how well it does so Pallant, 2005. Reliability has to do with the accuracy and precision of a measurement procedure Kothari, 2004. The questionnaire was pre-tested with 20 employees to test the content validity of the instrument and to check the clarity, length, word ambiguity, structure, and their suggestion were incorporated before the final distribution of the questionnaire.

Accordingly, the following tables show the Cronbach's alpha result of the questionnaires

Table 3.1 Reliability Analysis of Variable

Source: Survey Data (2016)

Cronbach's Alpha	N of Items
.872	20

Source: Survey result, 2016

The above table indicates that the test has a reliability of 0.872, which is above 0.70.

This suggested that the internal reliability in this study was acceptable and it indicated to be good.

3.9 Ethical Considerations

Before the research was conducting, the researcher informed the participants of the study about the objectives of the study, and was consciously consider ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The data collected from the employees of CBE by using questionnaires are presented and analyzed thoroughly in this chapter. The quantitative data are presented by using tables followed by its scrutiny interpretations. This chapter has divided in to two parts and each parts deal with distinct variables. The first part was describes the background of respondents. The second deals with discussion, analysis, and interpretation of collected and organization data.

4.1 Demographic Information of Respondents

The data obtained from the questionnaire, shown in the table below, reveals that out of the 268 respondents 63 (23.5%) were females and the remaining 205 (76.5%) were males. This explains that the number of male respondents were greater than female respondents who were participated in the study.

With regard to respondents` age category, 126 respondents were between 26-30 years representing 47.7% and the next higher groups were between the age of 18-25 years representing 43.7% and they were 117 in number. The third and fourth group of respondents were 21(7.8%) and 4,(1.5%) fall under the age category of 31-35 and >35 respectively. So from this we can conclude that the majority groups of respondents are less than 31 years of age and this implies that the employees` of the CBE are young.

Table4.1. Demographic Profile of The Respondents

Items	Category	Frequency	Percent
1) Gender	MALE	205	76.5
	FEMALE	63	23.5
Total		268	100.00
2) Age	18-25	117	43.7
	26-30	126	47.0
	31-35	21	7.8
	35 AND ABOVE	4	1.5
Total		268	100.00
3) Marital Status	Single	205	76.5
	Married	58	21.6
	Divorced	5	1.9
Total		268	100.00
4) Level of Education	Certificate	6	2.2
	Diploma	12	4.5
	Degree	221	82.5
	MA Degree	29	10.8
Total		268	100.00
5) Service Year	1-4 Years	203	75.7
	5-8 Years	54	20.1
	9-12 Years	9	3.4
	13& Above Years	2	0.7
Total		268	100.00

Source: Survey Result (2016)

With regard to employee Marital Status, 205 were single, which is 76.5 of the respondents 58 were married which is 21.6 and the other 5 were divorced which is 1.9. This indicate that as researchers conclude that it is beloved that most of UN married people is unstable in those working place

It is evidenced that the employees of commercial bank of Ethiopia hold a range of educational qualification from Certificate to Master’s Degree level. The majority of the respondents which represents 221 (82.5%) were Degree holders followed by MA Degree holders which represents 29(10.8%), while the remaining 12 (4.5%) of the respondents were Diploma holders. This implied that the Commercial bank of Ethiopia has fairly educated and skilled work force employees.

The above table indicates that the majority 203 (75.7%) of the respondents have been working in the bank for 1-4 years. Similarly 54 (20.1%), served for 5-8 years, 9 (3.4%) of employees were served for 9-12 and Greater than 13 years 2 employees were served which is (0.07%).

Table4.1.2 Employees Working Position

I/No	Variables	Items	Frequency	Percent
1	Position	Junior Officer	93	34.7
		Customer Service officer	137	51.1
		Senior officer	26	9.7
		Customer Relation Officer	12	4.5
		Total	268	100

Source: Survey Result (2016)

The above table shows that 137 (51.1%) of the participants were at the position of Customer Service Officer and 93(34.7%) were a junior officer, among the respondents 26 (9.7%) were senior officer position while the rest and the minority of the participants 12 (4.5%) were Customer Relation Officer.

4.2. Data Analysis

This section has constituted five intrinsic motivational variables each of them were discussed, and analyzed. They are employee's promotion, employee's recognition, employee's achievement, job satisfaction, and work itself.

4.2.1. Employee's Promotion

Table4.2. Employees Response Regarding Promotion

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	F	%		%
1) All CBE Staffs Are Getting Equal Chance To Promote	81	30.2	85	31.7	56	20.9	39	14.6	7	2.6	268	100.0
2) Employees are Promoted In a Faire and Transparent Way.	59	22.0	92	34.3	50	18.7	52	19.4	15	5.6	268	100.0
3) Employees are getting a Chance of recommendation from Those Managers.	45	16.8	42	15.7	58	21.6	98	36.6	25	9.3	268	100.0
4) Employees are satisfied with the promotional Practice of the Bank.	71	26.5	68	25.4	61	22.8	61	22.8	7	2.6	268	100.0

Source: Survey Result (2016)

The above Table,4.2. Shows that the Majority of Employee of the company were dissatisfied with the promotion practice of the bank regarding to getting equal chance to promote. Almost

166 (61.9%) of the respondents expressed their dissatisfaction. Explicitly, 85(31.7%) and 81(30.2%) of the respondents disagree and strongly disagree of the promotional practice of the bank respectively. On the other hand, 39(14.6%) and 7, (2.6%) of the respondents were agreed and strongly agreed on company's promotional practice regarding to gating equal chance respectively. But about 56(20.9%) of the respondents were neutral with company's promotional practice.

Despite the fact, that respondent's response about their felling with regard to whither they promote in a fire and transparent way. As presented in table 4.2 about 92(34.3%) and 59(22.0%) of the respondents were respond as disagree and strongly disagree respectively. Thus dissatisfaction with fair promotion of the company constituted about 151(56.3%) of respondents from the total.

Whereas, 98(36.6%) and 25(9.3%) of the respondents were agree and strongly agree of has a recommendation practice from those managers to promote respectively. But 45(16.8%) and 42(15.7%) of respondents were strongly dissatisfied and dissatisfied among those managers recommendation practice to promote respectively and the rest 58(21.6%) of respondents are neutrals.

Respondents were asked about the promotional practice of the bank among the respondents 71(26.5%) and 68 (25.4%) were strongly disagree and disagree about the promotional practice of the bank. In addition, other 61(22.8%) and 7(2.6%) were agree and strongly agree respectively. The rest 61(22.8%) were neutral.

4.2.2 Employee's Recognition

The Table 4.3 below shows that respondents about their feeling with regard to employee's recognition on the work place. As presented in table 4.3 about 35(13.1%) and 76(28.4%) of the respondent were respond as strongly disagree and disagree for their getting of praise regularly while they complete those duties successfully. Those satisfaction with get priers of the company constituted about 84(31.1%) and 18(6.7%) agree and strongly agree of get priers regularly from the company. Whereas the rest 55(20.5%) were neutral.

Table. 4.3. Employees Response Regarding Recognition

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	F	%	F	%	F	%	F	%	F	%		
1) I get praise regularly, while I complete duties successfully.	35	13.1	76	28.4	55	20.5	84	31.3	18	6.7	268	100.0
2) I get positive feedback, from my managers while I done a better job.	33	12.3	39	14.6	52	19.4	89	33.2	55	20.5	268	100.0
3) I am satisfied on credit I get.	42	15.7	67	25.0	90	33.6	42	15.7	27	10.0	268	100.0
4) I get recognition from managers, up on the progress I made.	33	12.3	73	27.2	72	26.9	69	25.7	21	7.8	268	100.0

Source: Survey Result (2016)

The table above table shows that, the response of the respondents whether they get a positive feedback while they done a better job or not. As it is stated in the table 4.3. 89 (33.2%) and 55(20.5%) of the respondents agree and strongly agree that there is a proper feedback respectively. Moreover, 39(14.6%) and 33(12.3%) were disagree and strongly disagree respectively and the rest 52(19.4%) were neutral.

Based on the table 4.3 from the respondents 109(40.7%) were expressed their dissatisfaction. Explicitly, 67(25.0%) and 42(15.7%) of the respondents disagree and strongly disagree of the credit they get from the bank respectively. On the other hand, 42(15.7%) and 27(10.0%) were satisfied about the credit they get.

It was found out that the highest proportions of the respondents were dissatisfied with getting recognition from those managers up on the progress they made. According to the above table about 73(27.2%) of the respondents disagreed and 33(12.3%) strongly disagreed on recognition getting from those managers on the other hand 72(26.9%) of the respondents were neutral, while 69(25.7%) agreed and 21(7.8) strongly agreed on getting recognition from managers.

4.2.3 Employee's Achievement

As it is shown in the table below the majority of the respondents were satisfied the type of work they perform since it provides them opportunity for achievement. Which is 105(39.2%) and 13(4.9%) were agree and strongly agree but 43(16.0%) and 52(19.4%) of respondents were strongly disagree and disagree respectively the other 55(20.5%) of the respondents were neutral. So it shows as majority of respondents were satisfied by the company opportunity creation to them personal achievement to do something better.

Table. 4.4. Employees Response Regarding Achievement

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total
	F	%	F	%	F	%	F	%	F	%	
1) I am satisfied with the type of work I perform, since it provides me opportunity for achievement.	43	16.0	52	19.4	55	20.5	105	39.2	13	4.9	268
2) The strategy of CBE, is support us to do something better or more efficiently than it has been done before.	38	14.2	58	21.6	52	19.4	109	40.7	11	4.1	268
3) I have opportunity of getting achievement training that meets me with successes.	50	18.7	60	22.4	82	30.6	73	27.2	3	1.1	268
4) We have technology advancement, which support us getting a high achievement.	23	8.6	46	17.2	80	29.9	104	38.8	15	5.6	268

Source: Survey Result (2016)

Similarly, the majority of the respondents were satisfied by the company's strategy regarding to be efficient and effective from the respondents, around 109(40.7%) and 11(4.1%) of the respondents were agree and strongly agree respectively and 38(14.2%) and 58(21.6%) of the respondents were strongly disagree and disagree respectively. This shows that the majority of respondents get benefit from organization strategy to be

The Majority of respondents dissatisfied on the company's achievement training program. Almost 110(41.1%) of the respondents expressed their dissatisfaction. Explicitly, 50(18.7%) and 60(22.4%) of the respondents strongly disagree and disagree of the training practice of the bank respectively. On the other hand, 73(27.2%) and 3(1.1%) of the respondents were agreed and strongly agreed on company's achievement training practice regarding to getting them successes.

About 104(38.8%) and 15(5.6%) were replied as agree and strongly agree on company's technology advancement which support them to achievement respectively. However, 23(8.6%) and 46(17.2%) of respondents were disagree and strongly disagree about company's technology advancement that support to reach achievement. The rest 80(29.9%) of respondents were neutral.

4.2.4 Employee's Job Satisfaction

As presented in table below, about 41(15.3%) and 103(38.4%) of the respondents replied as they are dissatisfied by the motivational practice of the company's, strongly disagree and disagree respectively. Among the respondents 79(29.4%) of respondents satisfied by the motivational practice of the bank which is 58(21.6%) agree and 21(7.8%) were strongly agree.

Despite the fact, that respondent's response about their feeling with regard to job rotation whether they are satisfied or not about the job rotation practices of the bank. As presented in table 4.6 about 131(48.9%) show their dissatisfaction about the bank rotational practice. 46(17.2%) and 85(31.2%) of the respondents were respond as strongly disagree and disagree respectively. On the other hand 71(26.5%) and 24(9.0%) were satisfied and strongly satisfied respectively.

Table. 4.5. Employees Response regarding Job Satisfaction

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total
	F	%	F	%	F	%	F	%	F	%	
1) I am, satisfied by the motivational practice of my organization.	41	15.3	103	38.4	45	16.8	58	21.6	21	7.8	268
2) I am satisfied with the job rotation practice of the bank.	46	17.2	85	31.7	42	15.7	71	26.5	24	9.0	268
3) I am satisfied on the training and development programs.	40	14.9	94	35.1	65	24.3	60	22.4	9	3.4	268
4) I am, satisfied by delegation practice of the bank.	37	13.8	58	21.6	89	33.2	70	26.1	14	5.2	268

Source: Survey Result (2016)

In table, 4.5 indicated that about 134(50%) of the respondents were not satisfied about the training and development programs of the bank to improve skills. Thus 40(14.9%) and 94(35.1%) of the respondents were strongly disagree and disagree respectively about getting training and development opportunity form the bank. In addition, 69 (23.8%) of respondents were satisfying by the bank practice about training and development program, 60(22.4%) and 9(3.4%) of the respondents were agree and strongly agree the rest 65(24.3%) of the respondents were neutral.

Majority of the employees were dissatisfied with the delegation practice of the bank. About 58(21.6%) of the respondents were dissatisfied, in addition about 37(13.8%) were strongly dissatisfied regarding to the delegation practice of the bank. Whereas, about 70(26.1%) and 14(5.2%) of respondents were agree and strongly agree of the practice respectively. The rest 89(33.2%) were neutral. This shows the highest number of respondents are not satisfied the delegation practice of the company.

4.2.5 Employee's work itself

As presented in the table below respondent's response of company's job security. From table 4.6 42(15.7%) and 23(8.6%) of respondents strongly disagree and disagree about their satisfaction on job security of the bank respectively.

Table. 4.6. Employees Response regarding Work Itself

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total
	F	%	F	%	F	%	F	%	F	%	
1) I am satisfied with the job security.	42	15.7	23	8.6	58	21.6	106	39.6	39	14.5	268
2) There is no workload.	73	27.2	106	39.6	37	13.8	41	15.3	11	4.1	268
3) There is a reasonable working hours.	23	8.6	46	17.2	52	19.4	127	47.4	20	7.5	268
4) The types of work I perform provide me opportunity for personal growth and development.	61	22.8	49	18.3	54	20.1	95	35.4	9	3.4	268

Source: Survey Result (2016)

The same table 4.6 shows that 106(39.6%) and 39(14.5%) of respondents were confirmed the existence of job security in the company. However, 58(21.6%) of the respondents were neutral about job security weather it existed or not. Therefore, from the table 4.6 can be concluding that in the company most respondents replied that there is a job security in the bank.

More than 179(66.8%) the respondents were expressed their dissatisfaction with the amount of workload. Table 4.6 shows as about 106(39.6%) and 73(27.2%) of the employees disagree on fair work situation. In addition, about 73(27.2%) strongly disagree. while 41(15.3%) and 11(4.1%) of the respondents verify there is no workload in the bank. By agree and strongly agree respectively. The rest of employees 37(13.8%) were neutral

It was found out that, the highest proportions of the respondents were satisfied with the working hours of the bank. According to table 4.6 about 127(47.4%) of the respondents agreed and 20(7.5%) were strongly agree on the company's working hours. on the other hand, 23(8.6) of respondents strongly disagree and 46(17.2%) of respondents disagree about the reasonable working hours. While 52(19.4%) of the respondents were neutral.

As table 4.6, presented from the respondents 110(41.1%) were feel dissatisfaction regarding to those Owen personal growth and development creation by the work they perform. 61(22.8%) were strongly dissatisfied and 49(18.3%) were dissatisfied. On the other hand 104(38.8%) of the respondents were satisfied by the types of work they perform since it provides them opportunity for personal growth and development. 95(35.4%) were agree and 9(3.4%) were strongly agree. However, 54(20.4%) of respondents were neutral on this point.

Therefore when we see the overall motivational practice of the Commercial bank of Ethiopia, it is not satisfying to employees according to them response for raised questions.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Major Findings

Based on the data presented and analyzed in chapter four of the study, the following particular findings are presented:-

- The study result shows that, the level of satisfaction of staff with regard to the current motivational packages was not satisfactory. This demonstrates that employees have not been satisfied with the current motivational packages provided by the bank.
- The study also indicates that the concern of top management towards their staff is poor that leads or harms the relationship between lower level employees and supervisors;
- Majority of the respondents do not believe that employees are promoted in a fair and transparent way.
- The study indicated that, majority of employees argued that getting a chance of recommendation, from those managers.
- Majority of employees of CBE were dissatisfied with the promotional practice of the bank.
- Based on the results, all most similar numbers of respondents were satisfied as well as dissatisfied upon getting of praise regularly while they complete duties successfully.
- The study confirms that employees are not satisfied by the credit they get from the organization.
- Majority of the respondents were not satisfied with the motivational practice of the bank.
- As employees were, allocated in open-ended questions there is work load in the organization. Regarding to this majority of respondents were not satisfied.
- Among all the respondents the majority conclude that, the type of work they performed does not provide them personal growth and development because of this they are not satisfied.

1.2 Conclusions

The following conclusions were drawn based on data discussion and analysis.

- ❖ The employees of the bank were dissatisfied with intrinsic factors of motivation. They expressed their dissatisfaction in many of the context of the bank motivation as majority of employees argued that there is no equal chance to promote, there is no fair and transparent way of promotion regarding to this majority of the respondents was not satisfied. In general employees were not satisfied the promotional practice of the bank. Whereas majority of the respondents argued that, there is a chance of getting recommendation from those managers.
- ❖ The researcher could also conclude that the low level of motivation and morale of employees' likely affects the performance level of employees and the overall bank's performance would suffer same;
- ❖ The study also led the researcher to conclude that the poor concern of top management towards their staff results with poor relationship and the problem leads to weak performance accomplishments.
- ❖ It was found out that the highest proportions of the respondents were satisfied, with the types of work they perform, since it provides them opportunity for achievements. As well as employees of the bank satisfied by bank's strategy which is support them to do something better or more efficient than the privies. In addition to this they were also satisfied by the technology advancement which support them got a high achievements. Where as they were dissatisfied by the bank practice of achievements training, which create awareness for better success.
- ❖ It was also found out that there was dissatisfaction regarding to job rotation, training and development programs, and employees delegation practice of the bank. Majority of the respondents indicate their dissatisfaction including the motivational practice of the bank.

- ❖ Employees of CBE were satisfied by the job security practice of the bank and the daily working hours that they passed on jobs. Whereas, they were not satisfying by the types of work they perform since it does not provide them opportunity for personal growth and development. In addition to they were dissatisfied by the workload.
- ❖ The finding of the research generally indicated that employee's commitment is determined by fair and transparent promotion, get recognition from managers, get personal achievement, opportunity for personal growth and development, the job satisfaction as well as the work itself. .

5.3 Recommendations

Based on the study were made for the consideration of the management of CBE, the following recommendations which are necessarily for the betterment of the working conditions of CBE, are forwarded:-

- ❖ Above all the bank should review of its strategic plan and properly cascade in to functional strategy. This helps to the need to develop a good HRM policies, strategies and procedures. In this situation the greatest line share of responsibility is dedicated to top management members;
- ❖ All Commercial Bank of Ethiopian employees should get equal chance of recommendation to promote, without any bias.
- ❖ The researcher also appointed that managers should become friendly with the staffs , they should be concerned to employees, open their doors to all claims and problems, regularly conducting employee's satisfaction survey aiming to evaluate the satisfaction level of employees, know better of their interests and address their issues of concern in a timely manner. They have to think about to provide leadership support and understand the core root of the employee's dissatisfaction this will help them to ensure good performance accomplishment for the organization they are responsible for.

- ❖ It is also recommended that the bank should create employees rotation packages, continuously rotate employees to play different roles in the overall activities of a single branch as well as employee's satisfaction. Therefore, it is possible to reduce the burden, which will come from the routine of the banking job. In addition to the job rotation, job enlargement and enrichment are other tools of making a certain job attractive, in addition to create employees motivation.
- ❖ Finally, alternative forms of reinforcement should also be introduced and used frequently, including verbal reinforcement, letters of recognition for tasks performed well, priority for short and long-term training for workers who excel in their performance, and creating an environment where good service generates self-motivation for the workers.

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Annex 1 Questionnaire

**SCHOOL OF GRADUATE STUDIES
MASTER OF BUSINESS ADMINISTRATION PROGRAM**



**THE PRACTICE AND CHALLENGES OF INTRENSIC MOTIVATION
AT COMMERCIAL BANK OF ETHIOPIA**

Questionnaires to be filled by Employee's of CBE

Dear Respondents:

The main purpose of this questionnaire is to collect data on “**The Practice and Challenges of Intrinsic Motivation at Commercial Bank of Ethiopia** ” which will be used as an input for a research in a partial fulfillment of the requirement for Masters Degree in Business Administration.

I kindly request you to provide me with reliable information and your genuine response is solely used for academic purpose. The information provides will be treated utmost confidential. I think you very much for taking your precious time in completing my questionnaires and your co-operation is greatly appreciated.

Regards,

Michael Tibebu

Tell: 09-13-67-00-77; E-mail: MichaelTibebu@cbe.com.et/tibebubezabeh@gmail.com

General Instructions

1. Please answer all questions
2. The questions are open and closed ended, so please put tick (✓) for close ended.
3. All information given will remain confidential, No names is required but for the case of analysis pleas indicate your personal details as presented in questionnaires.

Part one: General Information

Pleas tick (✓) in one of the following boxes below

1, Gender:

A. Male ()

B. Female ()

2, Age:

A. 18-25 ()

C. 31-35 ()

B.26-30 ()

D. Above 35 ()

3, Marital Status:

A. Single ()
specify).....

C. Divorced () E. Other (please

B. Married ()

D. Widowed ()

4, Level of Education:

A. Certificate ()
specify).....

C. Degree () E. Other (please

B. Diploma ()

D. MA degree ()

5, Service year:

A. 1-4 Years ()

C. 9-12 Years ()

B. 5-8 Years ()

D. 13 Years and Above ()

6, Position:

A. Junior officer()

B. Customer service officer /CSO/()

C. Senior officer()

D. Customer relation officer/CRO/()

Part two; Opinion survey on the overall views of intrinsic motivation

Instruction Please put a tick mark (✓) in the parameters, on a scale of 1 to 5, to what extent do you agree with the following statements?

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

A) Employee's promotion

No,	Statements	1=Strongly Disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
1	All CBE staffs are getting equal chance to promote.					
2	Employees are promoted in a fair and transparent way.					
3	Employees are getting a chance of recommendation to promote from those managers.					
4	Employees are satisfied with the promotional practice of the bank.					

B) Employees Recognition

No,	Statements	1=Strongly Disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
1	I get praise regularly, while I complete duties successfully.					
2	I get positive feedback, from my managers while I done a better job.					
3	I am satisfied on credit I get.					
4	I get recognition from managers, up on the progress I					

made.						
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C) Achievement

No	Statements	1=Strongly Disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
1	I am satisfied with the type of work I perform, since it provides me opportunity for achievement.					
2	The strategy of CBE, is support us to do something better or more efficiently than it has been done before.					
3	I have opportunity of getting achievement training that meets me with successes.					
4	We have technology advancement, which support us getting a high achievement.					

D) Job Satisfaction

No	Statement	1=Strongly Disagree	2=Disagree	3= Neutral	4=Agree	5=Strongly Agree
1	I am satisfied by the motivational practice of my organization.					
2	I am satisfied with the job rotation practice of the bank.					
3	I am satisfied on the training and development programs.					
4	I am satisfied by delegation practice of the bank.					

Please state the reasons why you get the above factors as satisfying or dissatisfying?

E) Work Itself

No ,	Statement	1=Strongly Disagree	2=Disagree	3= Neutral	4=Agree	5=Strongly Agree
1	I am satisfied with the job security.					
2	There is no work load.					
3	There is a reasonable working hours.					
4	The types of work I perform provide me with opportunity for personal growth and development.					

Is there any other ting that you want to add?-----

Thank You

ANNEX 2 (Total Population) Stratified Sampling

S.No	Branch name	No of employees	Total sample size	Total population	Proportion of a branch	The sample size each branch
	<i>I</i>	<i>A</i>	<i>N</i>	<i>N</i>	$P_i=A /N$	$nI=Pi*n$
1	18 mazoria	32	319	1566	0.02	7
2	3 kutermazoria	14	319	1566	0.01	3
3	Abakoran	65	319	1566	0.04	13
4	Abinet	15	319	1566	0.01	3
5	Addisketema	71	319	1566	0.05	14
6	Addisumichael	26	319	1566	0.02	5
7	alem bank	35	319	1566	0.02	7
8	Alemgena	29	319	1566	0.02	6
9	Anfo	12	319	1566	0.01	2
10	Anwar mesigid	52	319	1566	0.03	11
11	Arategna mazoriya	14	319	1566	0.01	3
12	Aratmenta	16	319	1566	0.01	3
13	Ashewameda	26	319	1566	0.02	5
14	Atenatera	38	319	1566	0.02	8
15	Atikilittera	15	319	1566	0.01	3
16	Autobus tera	9	319	1566	0.01	2
17	Ayer tena	52	319	1566	0.03	11
18	Ayertena adebabay	20	319	1566	0.01	4
19	BerebereBerenada	24	319	1566	0.02	5
20	Betel	29	319	1566	0.02	6
21	Bomb tera	42	319	1566	0.03	9
22	Coca mazoria	17	319	1566	0.01	3
23	Dubay tera	15	319	1566	0.01	3
24	Edget	12	319	1566	0.01	2
25	Efoyta	18	319	1566	0.01	4
26	Ehel berenda	21	319	1566	0.01	4
27	Eyesusgedam	14	319	1566	0.01	3
28	GejaSefer	22	319	1566	0.01	4
29	Girara	25	319	1566	0.02	5
30	GojamBerenda	23	319	1566	0.01	5

31	GomaTera	17	319	1566	0.01	3
32	HabteGiorgis	32	319	1566	0.02	7
33	Hawariyat	9	319	1566	0.01	2
34	Hunegnaw mera	14	319	1566	0.01	3
35	Kenteri	14	319	1566	0.01	3
36	Keraio	25	319	1566	0.02	5
37	Kolfe	58	319	1566	0.04	12
38	Lekuanda	12	319	1566	0.01	2
39	Lomimeda	14	319	1566	0.01	3
40	MehalGebeya	61	319	1566	0.04	12
41	Mesalemiya	10	319	1566	0.01	2
42	mobil akababi	10	319	1566	0.01	2
43	Pawlos	43	319	1566	0.03	9
44	Reppi	35	319	1566	0.02	7
45	Saten tera	10	319	1566	0.01	2
46	Sebategna	22	319	1566	0.01	4
47	Sebeta	42	319	1566	0.03	9
48	sefereEyor	16	319	1566	0.01	3
49	SefereSelam	29	319	1566	0.02	6
50	Shema tera	8	319	1566	0.01	2
51	Shinkurt tera	10	319	1566	0.01	2
52	Sidamotera	17	319	1566	0.01	3
53	SomalieTera	33	319	1566	0.02	7
54	TabotMaderia	18	319	1566	0.01	4
55	Taywan	14	319	1566	0.01	3
56	TekleHaimanot	75	319	1566	0.05	15
57	TesfaDirijitAkababi	30	319	1566	0.02	6
58	Torhailoch	28	319	1566	0.02	6
59	Trafiksefer	16	319	1566	0.01	3
60	Wolete	27	319	1566	0.02	6
61	Zenebe werk	14	319	1566	0.01	3
TOTAL NO EMPLOYEES		1,566	319	1566	1.00	319

Table 3.1 stratified sampling.

ENDORSEMENT

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

Shoa Jemal (Asst.Prof.)

Advisor

Signature

St. Mary's University, Addis Ababa

Jan, 2017