ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATES STUDIES

THE IMPACT OF EMPLOYEES MOTIVATION ON JOB PERFORMANCE: CASE STUDY AT SAVE THE CHILDREN INTERNATIONAL

By

BINIYAM TSEGAYE

JUNE, 2016

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATES STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION

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DECLARATTION

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

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    Name   Signature

St. Mary's University, Addis Ababa   **June, 2016**

ENDORSEMENT

This thesis has been submitted to St Mary's University, School of Graduates for examination with my Approval as a University advisor.

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Advisor   Signature

St.Mary's University, Addis Ababa   June, 2016

ACKNOWLEDEMENTS

ABSTRACT

Work place motivation plays a key role for workplace productivity and quality. The researcher observed that the lack of employees motivation brings high absenteeism and high cost. The aim of this study is to investigate whether there is any relationship between intrinsic and extrinsic motivation with employee performance. The survey was carried out at the head of save the children International, Ethiopia Country office where by descriptive statics such as percentages, Frequency are used to measure the percentage of returned questionnaire and also used to describe respondents profile such as their gender, year of service in the organization and their perception on motivation. The Pearson correlation is used to measure the significant of linear biviarate between independent and dependent variable to measure relationship between intrinsic motivation, extrinsic motivation and job performance there by achieving the objective. When selecting sample of the study, probability, stratified random sampling is used so that each member of the population has an equal chance of being selected. The key finding of the study is employees are more motivated by intrinsic factors rather than extrinsic. However, we cannot overlook both in motivating employees. The finding of the study also indicated that there is a positive and significant relationship between intrinsic motivation, extrinsic motivation and Job performance .The study recommends that if top management put their focus up on intrinsic motivators then it will lead towards a positive increase in employee's performance.

Key words: *Intrinsic Motivation, Extrinsic Motivation, Job performance*

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LIST OF ACRONYMS

EVLN   Exit Voice Loyal Neglect Model

nAch   Need for Achievement

nAff   Need for Affiliate

nPower   Need for Power

NGO   Non-governmental organization

SCI   Save the Children International

SMT   Senior Management Team

SPSS   Statistical Package for Social Sciences

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CHAPTER ONE

INTRODUCTION

1.1   Background of the study

According to Bateman and Snell (2003) understanding why people do the things they do on the job is not an easy task for the manager. Predicting their response to management's latest productivity program is harder for the manager. Fortunately, enough is known about motivation to give the thoughtful manger practical, effective techniques for increasing people effort and performance. They argued that Motivation refers to forces that energize, direct, and sustain a person's behavior, except involuntary reflexes like eye blinks (which have little to do with Management), is motivated. Rue and Byars (1992) Positioned that Motivation comes from Latin word Movere, which means to move. Numerous definitions are given for the term. Usually included are such words as aim, desire, end, impulse, intention, objective and purpose. These definitions normally include three common characteristics of motivation. First, motivation is concerned with what activates human behavior. Second, motivation is concerned with what activates human behavior toward a particular goal. Third, Motivation is concerned with how this behavior is sustained. According to Jones and George (2009), Motivation is defined as psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence in the face of obstacles. *The direction of a person's behavior* refers to the many possible behaviors that a person could engage in. for example employees should do whatever is required to meet customers' needs and don't have to ask permission to do something out of ordinary. *Effort* refers to how hard people work. For instance, Employees should exert high level of effort to provide superior customer service. *Persistence* refers to whether, when faced with roadblocks and obstacles, people keep trying or give up. Motivation can come from *intrinsic and extrinsic* sources. *Intrinsically motivated behavior* is a behavior that performed for its own sake; the source of motivation is actually performing the behavior, and motivation comes from doing the work itself. Many managers are intrinsically motivated, they derive a sense of accomplishment and achievement from helping the organization to achieve its goal and gain competitive advantage. *Extrinsically Motivated behavior* is a behavior that is performed to acquire material or social rewards or to avoid punishment; the source of motivation is the consequences of the behavior, not the behavior itself. They also argue that Whether workers are intrinsically motivated, extrinsically motivated, both depends on a wide variety of factors;(1) workers own personal characteristics such as their personalities, abilities,

values, attitudes and needs, (2)the nature of their jobs such as whether they have been enriched and (3) the nature of the organization(such as its structure, its culture, its control system, its human resource management system and the ways in which reward such as pay are distributed to employees)

Every organization and business wants to be successful and have desire to get constant Progress. The current era is highly competitive and organizations regardless of size, Technology, Type of Business 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.

Successful companies have motivated employees. According to Frey and Osterloh (2001), many managers nowadays do not have enough aware the effects that motivation can have on their business. Therefore, it is imperative that they learn and understand the importance of the factors that determine positive motivation in the workplace. It is important for the company wellbeing that they find ways of fostering and sustaining intrinsic motivation. But motivating people is normally easier said than done. Employees cannot be programmed to embrace the company objectives very easily. At the moment, many employers are focusing to motivate the employees by means of monetary incentives. However, these extrinsic motivations are not always enough to keep employees motivated, and intrinsic motivation is very important for many reasons for a company. Extrinsic motivation satisfies indirect needs, which are unrelated to the task they are performing. Intrinsic motivation on the other hand satisfies direct needs, which aspire the people to perform a particular task. Frey and Osterloh (2001) argued that, one of the key functions of an organization is therefore ensuring the "right" form of motivation. It is also crucial for management to focus on the right ways of motivating the employees so that the company can use its shared resources as effectively as possible. It is very important for management to have knowledge about the ways the employees are motivated; by monetary incentives or by internal factors like recognition and challenge at work. The employees are the company's greatest assets and no matter how efficient are the company's technology or machinery; the effectiveness and efficiency of a company staff cannot be replaced.

To Bruce (2003) "Motivation is about cultivating your human capital. The challenge lies not in the work itself, but in you, the person who creates and manages the work environment. "According to

Bruce (2003) people are motivated to do what is in their best interests. Your goal as a manager, then, is to help employees identify their welfare with that of the organization. When this happens, employees will naturally feel motivated to work hard, because it is in their best interest to do so. All this is another way of saying that motivation is intrinsic. It's what drives us to accomplish our desired ends. Whatever we do, it's always because we believe it will fulfill some present or future personal goal or desire.

Human Behavior is central to the functioning and effectiveness of competencies, and human motivation is the most basic psychological process in behavior. Motivation is of special consequences in public and nonprofit organizations because of the external limitation placed on managerial action by the political environment and the general lack of resource available to hire and compensate people in a way competitive with private sectors. Gortner et al. (2007)

Zaamir et al (2014) suggested that relationship between motivation and employees performance in beverage industry. Results from his study suggest that if beverage industry (Coke, Pepsi and Gorment etc.) motivate their employee's by using tools such as job enrichment, job security, reasonable salary and other additional incentives then the employee's performance automatically increased and industry achieve their goals easily. The results further suggested that the motivation in beverage industry of Pakistan can significantly influence performance of employees. Scholar like Aarabi et al (2013) state that two motivation factors that are training and promotion were found to be significant predictors of job performance contributing 40.4% of job performance. The best predictor of job performance was found to be training, which contributes to 37.4% of job performance.

According Author Asim M (2013) there is positive relationship between Motivation and performance. If the Employee Performance Increase they contribute more in the organization. Its show high performance as well as high motivation level. Motivation directly affects the rewards and promotion and his research indicated that Performance of the employees showed significant relationship with the financial rewards as well as non-financial rewards. With the light of the results motivation factor is the one of them impact positively on the performance. With promotion and some other factors workers needed to improve performance in the organization. At the end there are some findings that indicated rewards increase the motivation levels and progressively maintain the standard to increase it.

According to Bakuwa et al (2013) for any organization to effectively attain its objectives, staff retention is vital. An assessment of the key factors that led to staff satisfaction and desire to continue working for the case NGO revealed that these factors had nothing to do with the financial aspects of the reward package. Rather, the factors were related to aspects of management, learning and development as well as other aspects of the organization itself. All these key factors fell in the category of the non-financial/intangible rewards. To Bakuwa et al (2013) when it comes to staff retention in developing countries, it is not just about money. Rather, the satisfaction that a person receives from the job itself or from the psychological and/or physical environment in which a person works can play a very critical role.

A good administrator does not work alone. No manager can singlehandedly maintain a high level of efficient and effective functioning. To achieve organizational goals, the energies and actions of others must be brought forth and directed. Because administrators usually must delegate to others to get things done, understanding the motivation process and needs of these individual increase both organizational and managerial effectiveness. Motivation is the most important factors influential organizational efficiency. All faculties organizational will go to waste in lack of motivated people to utilize these facilities efficiently. Every superior in the organization must motivate its subordinates for the right type of behavior. The presentation of human beings in the organization is dependent on the capability in the motivation. Motivation is a helpful instrument in the hands of management in exciting the workforce. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. A highly motivated person will work hard towards achieving performance goals. With adequate ability and understanding of the job, such a person will be highly productive. Managers must know what behavior they want to motivate people to Exhibit. The Company must motivate people to (1) Joint the organization (2) remain in the organization and (3) come to work regularly. Of course, they also want people to (4) perform-that is, once employees are at work, they should work hard to achieve high output (productivity) and high quality. Finally, managers want employees to (5) Exhibit good citizenship (Bateman and Snell, 2003)

Even though NGOs are non-profit organizations which are supported by donation money from various sources, but the organizations could be also to grow or to die. There are like every organization that their performance relies heavily on employees and management. Lately, the

organizations are struggling with turnover and retention with NGOs is not an exception. (Bunchapattanasakda et al, 2012).

However, the organization needs highly motivated employees to achieve its Objectives across the country. This study will examine to Intrinsic and Extrinsic motivation factors such as achievement, job security, recognition, advancement, job enrichment or the job itself, responsibility, decisional participation and management style employed to raise the morale of the worker for high employee performance. The study will also identify elements that promote human dignity and thus raise the morale of the worker for higher performance. The study further investigates the effect of non-financial incentive packages here referred to as 'non-economic motivators' on the workers and the consequent output on Save the Children International organization and economic opportunities.

Save the Children is the world's leading independent non-governmental organization for children, established in 1919 by Eglantyne Jebb to feed Children facing starvation after the First World War Now, save the children works in over 120 countries, saving children's live, fighting for their rights and helping them fulfill their potential. Save the Children (SC) has been a significant presence in Ethiopia since 1984, to provide life-saving food, water and health services for over half a million people devastated by famine. Today, programs of save the Children have grown significantly to meet the persistent challenge that confronts Ethiopia. As well as continuing to provide humanitarian and emergency relief, the organization focuses on the following programmatic areas: health, HIV and AIDS, Nutrition, food security and livelihoods, water sanitation and hygiene (WASH), education, Child Protection and Child rights governance.

In addition to its headquarters in Addis Ababa, Save the Children has 38 Sub-offices, which work in all region of the country. In 2011-12,it has reached more than 7 million people, more than 5 million of them were Children, making it is the largest Child-focused NGO in Ethiopia and in the African region.

1.2 STATEMENT OF THE PROBLEM

Save the Children is one of international non-for-profit organization that have started operating in Ethiopia since 1930s.Globally, Save the Children is the leading independent non-for-profit organization working for children in need, with the aim to inspire breakthroughs in the way the world treats children, and to achieve immediate and lasting change in their lives by improving their health, education and economic opportunities.

The organization has gone through a big merger on October 2012 where Seven Save the Children Offices that used to operate independently came together to form one Save the Children International. Because of this merger, the staffs are now experiencing significant change like being managed by new supervisors, having a new system, policy and adapting to new way of doing things. The factors responsible for low employee motivation and high turnover, as revealed through the preliminary research, are low salary, restructuring and job insecurity, increased employment opportunities elsewhere, issues of personal safety and security, lack of respect and appreciation, under employment, lack of development opportunities, work culture within the workplace and non-Alignment of values. A look at the company audit report after transition shows inconsistent organization performance and high level of uncertainty among staff which cannot be ignored. It has become regular comment from different program operation quality audits that there is a mixed level of motivation and employee performance after the merger

The issues that children's in Ethiopia currently faces are some of the most challenging in the world. Even in an "average" year, the education, health and economic situation for millions of Ethiopian children can only be described as a crisis. Frequent food shortages and periodic famine-like conditions continue to put children at risk. With inadequate health care services, many children die before reaching the age of 5. Of those that survive, only a fraction of children attend primary or secondary school. Save the Children International is implementing cross-cutting strategies that focus on education, health, food security, HIV/AIDS prevention/education and saving newborn lives. To this end, the organization needs motivated employees who own this purpose

According to preliminary interview conducted with selected managers a lot of key and potential workers in recent years leave the organization due to the fact that they are not motivated enough. There have been massive changes in the humanitarian business over the last two decades. The increase in natural as well as complex emergencies around the world, the protracted nature of

conflict, the increase fund being channeled by humanitarian organizations and the change in the world economy that creates a social and humanitarian welfare contribute to the expansion of the existing humanitarian organization and the birth of many new organization like save the children International that create one organization from different save the children country members. As the industry expands it will face similar challenge like private and public sectors such as retaining motivated and skilled personnel. The working environment additionally contribute to the difficulty of retaining motivated and skilled personnel and further be responsible to high staff turnover rate in Save the children. The working environment in the humanitarian sector differs significantly from public and private sector. The more salient differences involve traveling in a location far away from families and friend, working under tremendous stress and inequality in salary payment demotivated employees In order to execute their job effectively.

Save the Children International is an International NGO start to operate in Ethiopian starting from October 01, 2012 onwards... Despite the organization having a fully-fledged human resource department and have been coordinating the human resource issues, a lot of human resource problems have emanated that have ultimately manifested in unsatisfactory human resources performance. These performance failures are both on the side of the organization and workers who constantly should work together. However, because motivated human resource practice is critical to the major activities of the organization, it cannot be left entirely to personnel experts in the human resource department but also line managers in the various departments have to be involved in the delivery and drive of human resource policies .During the preliminary study, the researcher found that the organization employees displayed negligence towards their work through late coming to office, absenteeism and low performance from appraisal record and high turnover on monthly basis , based on Human resource record. This has been manifested, poor time management and the failure to meet deadlines for the preparation of important working documents submitted to donors and Yearly High Audit finding has become a common practice. It is also common to see in the morning that shows absenteeism and late coming. The staff appraisal exercise has also shown that duties and responsibilities are not being adequately carried out, with low scores observed in many cases. This is revealed through the appraisal files that are filled annually and kept in the Human resource office. Some line managers have shown great weakness in the supervision of their subordinates, with the appraisal assessment not carried out.

Why do workers work and what induces them to give of their best? Money only plays the role of common denominator of all things. There is a general notion that if only management can identify

other things that can motivate the workforce apart from money, perhaps there will be a dramatic reduction in the demand by workers for pay rises. Less time will be spent on the annual ritual of management/workers union negotiation meetings (Badu, 2010)

Currently general problem inherent in the Save the Children International organizational set up is lack of consistent motivational Scheme, irregular promotional structure, unable to consider previous role of employee position and lack of recognition of workers achievements and Lack of clear chain of command. All these tend to dampen workers morale and consequently affect their performance and contribute to high employee's turnover. The aim of this research therefore is to find out the type of incentive package that needs to be given to workers of and whether workers, given the right incentives other than money can put in their best to contribute to their Job Performance and growth of the organizations to achieve its Programmatic objectives.

1.3 Research Questions
The research attempted to retain answers to the question agitating the minds of management of organizations as to what to do to adequately motivate workers to contribute their quota to their company's productivity and growth. The study answered the following research questions:
1. What are factors affecting employee motivation?

2. Is there any relationship between motivational factors and Job performance of employees?

3. What is the impact of motivation on job performance?

1.4 Objectives of the study
The main objective of the study is to determine the extrinsic and intrinsic factors that influence employee motivation and job performance

Specifically, the study seeks to

- Identify Extrinsic and Intrinsic factors affecting employee motivation

- Find out any relationship between motivational factors and Job performance of staff of Save the children

- Establish whether motivation has any impact on Job performance
- Forward Suggested solution to Senior Management Team of Save the Children based on finding

1.4 Significance of the Study

Apart from its academic importance, the study helps the Senior management Team(SMT) of Save the Children International devise strategies that will make staff motivated and satisfied with their job however, employees will contribute to the overall goal of the organization and The study adds significance to Stakeholders, Management, researchers and other not for profit organizations. It will also provide an insight to other researcher how to create motivational climate in Ngo sector and how to improve employees 'job performance. The research study will help to inform the SMT in particular Human Resource department about the motivational problems and develop strategies to minimize the problems. The research will also help the Line managers and the subordinates, to realize their obligations and responsibility towards, the good performance of the organization. The research will also inform the Management to find ways to check the present undesirable situation and to understand pertinent motivational issues in regards to the organization. The study will add on to the existing literature on the implementation of motivational measures in the Save the Children

1.6 Scope of the study

The study was delimited to Save the Children Country Office situated in Addis Ababa and Covers both Extrinsic and Intrinsic motivation. The researcher considered that covering the whole Five Hubs and other Satellite office is unmanageable. Thus, the scope of the study was focus only on Main office or Head office because of its convenience to the researcher.

1.7 Organization of the Paper

The study organized into three chapters. The first chapter introduces Back ground of the Study, Problem of the statement, Objective of the study, Significance of the study. The second presents a review of literature and the theoretical framework of the study. Chapter Three covered the methodology, Research Design, Data Sources and Types, Data Collection Methods, Sample Design while the Fourth Chapter contains Data Analysis of the study and Presentation of the Results. The Fifth chapter offers a summary and discussion of the researcher finding, implication for practice and recommendation and Reference and Appendix included

2. Literature Review and Conceptual Frame work

This chapter reviews the literature of two motivation theories Need Theories of Motivation its starting point, Abraham Harold Maslow's theory of need, Herzberg's theory of hygiene, Aderfer ERG Theory, McClelland's theory, and Process motivate; Expectancy Theories, Goal Setting Theory and Finally it reviews contemporary theory of Four Driven Theory and Hunters Intrinsic and Extrinsic Theory, the human resource management paradigm and important concepts of motivation, extrinsic motivators, intrinsic motivators, Empirical study of Intrinsic and Extrinsic motivation, Job satisfaction and work behavior, Employee performance management approaches, Empowerment and organizational performance, and Measuring and Appraising performance. This section brings to light what can be done in order to motivate workers to achieve good employee performance and to attain organizational objectives through its employees

2.1 Concept of Motivation

A motive is a reason for doing something (Armstrong, 2009).To Armstrong Motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. The term 'motivation' can refer variously to the goals individuals have, the ways in which individual chose their goals and the ways in which others try to change their behavior. According to Hiriyappa (2009) the term motivation is derived from Latin word "movere" which means—to move Forces "acting either on or within a person to initiate behavior." Motivation is the term used to describe the forces within the individual that account for the level, direction, and persistence of effort expended at work.

According to Gortner et al (2007) the term motivation comes from the Latin" to move". Psychologically human motivation pertains to internal conditions or states, it is intangible. Motivation, then, is a hypothetical construct; it is based on what we infer about internal needs and the activity or behavior consequent to them. A well sated definition is given by Bernard Berelson and Gary Steiner" cited by Gortner el al (2007) A motive is an inner states that energizes, activates or moves (hence motivation) and that directs or channels behavior towards goals (1967, 240) To Bruce (2003) Motivation is about cultivating your human capital. The challenge lies not in the work itself, but in you, the person who creates and manages the work environment. To John et al (2002) Motivation refers to the individual forces that account for the direction, level, and persistence of a

person's effort Expended at work. Direction refers to an individual's choice when presented with a number of possible alternatives (e.g., whether to exert effort toward product quality or toward product quantity). Level refers to the amount of effort a person puts forth (e.g., a lot or a little). Persistence refers to the length of time a person sticks with a given action (e.g., to try to achieve product quantity and give up when it is found difficult to attain).According to Weihrich and Koontz (1993) motivation is a general term applying to the entire class of drives, desires, needs, wishes, and similar forces. To say that mangers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

2.2 Types of motivation

According to Armstrong (2009) there are two types of motivations: intrinsic motivation and extrinsic motivation.

2.2.1 Intrinsic motivation

Intrinsic motivation can arise from the self-generated factors that influence people's behavior. It is not created by external incentives. It can take the form of motivation by the work itself when individuals feel that their work is important, interesting and challenging and provides them with a reasonable degree of autonomy (freedom to act), opportunities to achieve and advance, and scope to use and develop their skills and abilities. Deci and Ryan (1985) suggested cited by Armstrong (2009) that intrinsic motivation is based on the needs to be competent and self-determining (that is, to have a choice). Intrinsic motivation can be enhanced by job or role design. According to an early writer on the significance of the motivational impact of job design (Katz, 1964): 'The job itself must provide sufficient variety, sufficient complexity, sufficient challenge and sufficient skill to engage the abilities of the worker.' In their job characteristics model, According to Hackman and Oldham (1974), Cited by Armstrong (2009) emphasized the importance of the core job dimensions as motivators, namely skill variety, task identity, task significance, autonomy and feedback.

2.2.2 Extrinsic motivation

Extrinsic motivation occurs when things are done to or for people to motivate them. These include rewards, such as incentives, increased pay, praise, or promotion; and punishments, such as disciplinary action, withholding pay, or criticism. Extrinsic motivators can have an immediate and powerful effect, but will not necessarily last long. The intrinsic motivators, which are concerned with the 'quality of working life' (a phrase and movement that emerged from this concept), are

likely to have a deeper and longer-term effect because they are inherent in individuals and their work and not imposed from outside in such forms as incentive pay(Armstrong,2009)

2.3 Theories of Motivation

2.3.1 NEEDS THEORIES OF MOTIVATION

The main theories of motivation fall into one of two categories: needs theories and Process theories. Needs theories describe the types of needs that must be met in order to motivate individuals. Process theories help us understand the actual ways in which we and others can be motivated. There are a variety of needs theories, including Maslow's hierarchy of needs, Alderfer's ERG theory, McClelland's theory of need and Herzberg's motivation-hygiene theory (sometimes called the two-factor theory)

2.3.2 Maslow's Hierarchy of Needs Theory

According to Agarwal (1982) it is probably safe to say that the best-known theory of motivation is Abraham Maslow's hierarchy of needs. He hypothesized that every human being has a hierarchy of five needs:

• **Physiologica**l. Includes hunger, thirst, shelter, sex, and other bodily needs.

• **Safety**. Includes security and protection from physical and emotional harm.

• **Socia**l. Includes affection, belongingness, acceptance, and friendship.

• **Esteem**. Includes internal esteem factors such as self-respect, autonomy, and

Achievement; and external esteem factors such as status, recognition, and attention.

• **Self-actualization**. Includes growth, achieving one's potential, and self-fulfillment. This is the drive to become what one is capable of becoming.

As each of these needs becomes substantially satisfied, the next need becomes more important to fulfill. In terms of Fig 2-1, the individual moves up the steps of the needs hierarchy. From the perspective of motivation, the theory would say that while no need is ever fully satisfied, a substantially satisfied need no longer motivates. So if you want to motivate someone, according to Maslow, you need to understand what level of the hierarchy that person is currently on and focus on satisfying the needs at or above that level. Maslow's needs theory continues to be widely recognized some 60 years after he proposed it, particularly among practicing managers. The practical significance of Maslow's theory is widely accepted. The theory is intuitive and easy to understand. Unfortunately, research does not generally validate the theory, although research does

suggest that people have basic needs that are important to them and motivate them to get along with others. Maslow himself provided no empirical evidence for his theory. Several studies that examined the theory found little support for the prediction that needs form the hierarchy proposed by Maslow, that unsatisfied needs motivate or that a satisfied need moves a person to seek satisfaction at a new need level

Fig 2.1 Maslow's Need Hierarchy
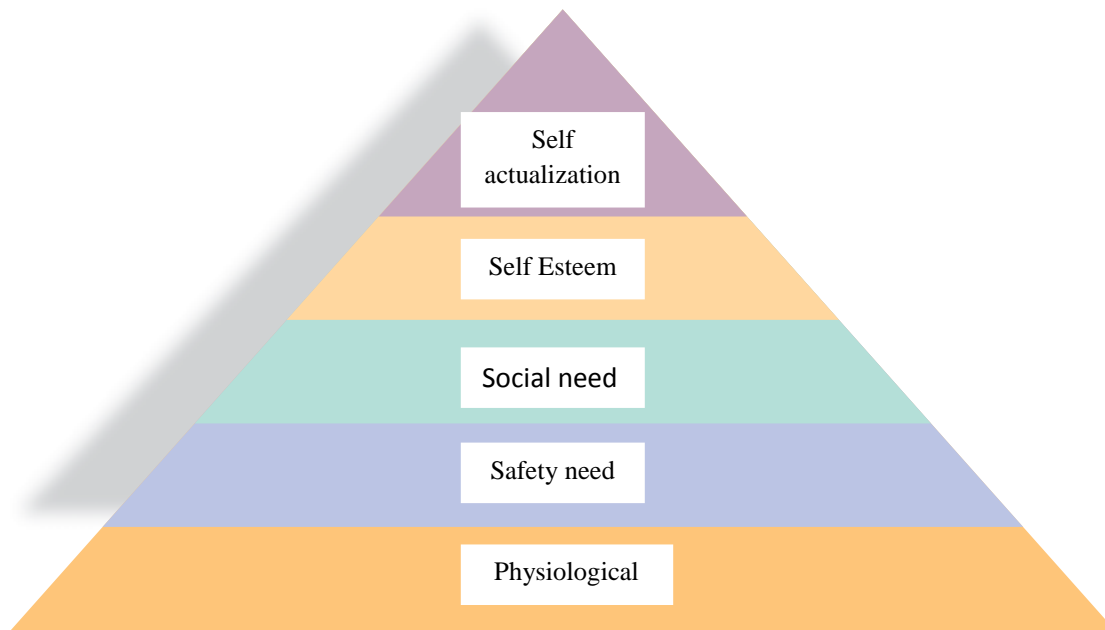
(Agarwal, 1982)

According to Joshi (2013) Maslow proposed that there is a hierarchy or scales of human needs which must be satisfied. Some of these needs are more powerful than others. Maslow argues that until the most powerful needs are satisfied other needs have little effect on an individual behavior. In other words, we satisfy the most powerful needs first and then progress to less powerful ones, as one need is satisfied and is therefore less important to us, other needs come up and become motivator of our behavior.

2.3.3 Alderfer ERG Theory

Maslow hierarchy of needs theory has been criticized for being too finely segmented and difficult to distinguish the level of importance of needs. Alderfer (1969) argued that Maslow hierarchy of needs can be modified to overcome these criticisms and grouped under three needs. *Existence, Relatedness and Growth Referred to as ERG Theory.* Existence needs comprise Maslow psychological and safety needs. Relatedness needs covers all Maslow social needs and some of the esteem needs. Growth needs is similar to Maslow self-actualization needs where individual potential are realized fully. However, there is a clear distinction between Maslow and Alderfer understanding of motivation. Alderfer believes that it is not necessary for one level of needs to be satisfied before other needs to emerge. He suggested that different needs can be active simultaneously due to the complex nature of individuals. In fact, Alderfer doesn't necessarily believe in the nature of a hierarchy of needs, Rather he argue that all categories are active in the individual and they are not arranged in accordance to their importance. One key point in ERG Theory is the *frustration regression hypothesis*. In this hypothesis Alderfer suggested that one individual failure to satisfy a particular category of needs can result in the increase of importance of other individual needs. However, Alderfer ERG Theory is not tested empirically beyond his own effort and the universally of his theory remain to be proven. In other words, we do not know how of motivation applied to work place and whether these ideas can be applied to organization and individual worldwide. (Senyucel, 2009)

2.3.4 McClelland's Theory of Needs

McClelland's theory of needs was developed by David McClelland and his associates to help explain motivation. The theory focuses on three needs: achievement, power, and affiliation. They are defined as follows:

• **Need for achievement**- The drive to excel, to achieve in relation to a set of

Standards, to strive to succeed.

• **Need for power**- The need to make others behave in a way that they would not have behaved otherwise.

• **Need for affiliation-** The desire for friendly and close interpersonal relationships. Some people have a compelling drive to succeed. They are striving for personal Achievement rather than the rewards of success per se. They have a desire to do something better or more efficiently than it has been done before. This drive is the achievement need (nAch). From research into the achievement need, McClelland found that high achievers differentiate themselves from others by their desire to do things better. The need for power (nPow) is the desire to have impact, to be influential, and to

control others. Individuals high in nPow enjoy being "in charge," strive for influence over others, prefer to be placed in competitive and status-oriented situations, and tend to be more concerned with prestige and gaining influence over others than with effective performance. The third need isolated by McClelland is affiliation (nAff). This need has received the least attention from researchers. Individuals with a high affiliation motive strive for friendship, prefer cooperative situations rather than competitive ones, and desire relationships that involve a high degree of mutual understandingRelying on an extensive amount of research; some reasonably well-supported predictions can be made based on the relationship of these needs to job performance. First, individuals with a high need to achieve prefer and will be motivated by job situations with personal responsibility, feedback, and an intermediate degree of risk. Second, people with a high achievement need are interested in how well they do personally and not in influencing others to do well. Thus, they may not make good managers. Third, the best managers are high in their need for power and low in their need for affiliation (Robbins, 2005)

2.3.5 Herzberg's motivation-hygiene theory

According to Weihrich and Koontz (1993) Maslow needs approach has been considerably modified by Frederich Herzberg and his associates. Their research purports to find a two factor theory of motivation. In one group of needs are such things as company policy and administration, Supervision, working conditions, interpersonal relation, salary, status, job security and personal life. These were found by Herzberg and his associates to be only dissatisfiers and not motivators. In other words, if they exist in a work environment in high quantity and quality, they yield no dissatisfaction; their lack of existence would, however, result in dissatisfaction. Herzberg called them maintenance, hygiene or job context factors.

In the second group, Herzberg listed certain satisfiers-and therefore motivators-all related to job content. They include achievement, recognition, challenging work, advancement, and growth in the job. Their existence will yield feeling of satisfaction or no satisfaction (not dissatisfaction). The first group of factors (the dissatisfiers) will not motivate people in an organization; yet they must be present or dissatisfaction will arise. The second group or the job content factors, Herzberg found to be real motivators because they have the potential of yielding a sense of satisfaction. Clearly, if this theory of motivation is sound mangers must give considerable attention to upgrading job content.

According to Zameer et al(2014) Herzberg Two-Factor Theory is also known as Motivation hygiene theory. He Says People that having two sets of needs.

❖ Their these needs to avoid pain as animal

❖ Their needs to grow psyche of human

He derived this theory from interviewing a person

❖ When a person thinks well about job

❖ When a person thinks negative about a job

There are two factors which is result of this investigation

Satisfier

Five steps are strong favors as job gratification acquirement, appreciation, restraint and improvement. Last three were found to be most significant for changes in approach

Dissatisfied

Company Policy, Supervision, Salary, administrative policies, and working conditions are cause dissatisfaction. Satisfying factors are also called intrinsic factors and dissatisfying factors are called extrinsic factors. These are two different things. Elimination of these dissatisfactory factors brings peace not motivation

2.4 PROCESS THEORIES OF MOTIVATION

While needs theories identify the different needs that could be used to motivate individuals, process theories focus on the broader picture of how someone can set about motivating another individual. Process theories include expectancy theory and goal-setting theory. Focusing greater attention on these process theories might help us to understand how to motivate yourself or someone else.

2.4.1 Expectancy Theory

According to Robbins (2005) currently, one of the most widely accepted explanations of motivation is Victor Vroom's expectancy theory. From a practical perspective, expectancy theory says that an employee will be motivated to exert a high level of effort when he or she believes the following:

• That the effort will lead to good performance

• That good performance will lead to organizational rewards, such as a bonus, a

Salary increase or a promotion

• That the rewards will satisfy his or her personal goals

• The theory, therefore, focuses on the three relationships (expectancy, instrumentality, and valence)

Effort-Performance Relationship

The effort-performance relationship is commonly called expectancy. It refers to the individual's perception of how probable it is that exerting a given amount of effort will lead to good performance. For example, employees are sometimes asked to perform tasks for which they do not have suitable skills or training. When that is the case, they will be less motivated to try hard, because they already believe that they will not be able to accomplish what they are being asked to do. Expectancy can be expressed as a probability, and ranges from 0 to 1.In the opening vignette; we saw that the BC Lions players were willing to work hard for a demanding coach. These players likely felt that their efforts, such as spending extra time training, would lead to good performance. In general, an employee's expectancy is influenced by the following (Robbins, 2005)

• Self-esteem

• Previous success

• Help from supervisors and subordinates

• Information

• Proper materials and equipment

Performance-Reward s Relationship

The performance-rewards relationship is commonly called instrumentality. It refers to the individual's perception of whether performing at a particular level will lead to the attainment of a desired outcome. In particular, will the performance be acknowledged by those who have the power to allocate rewards? Instrumentality ranges from −1 to +1. A negative instrumentality indicates that high performance reduces the chances of getting the desired outcome. An instrumentality of 0 indicates that there is no relationship between performance and receiving the desired outcome. In a study by the Angus Reid Group, only 44 percent of employees said the workplace recognizes employees who excel at their job. Thus, one possible source of low motivation is the employee's belief that no matter how hard he or she works, the performance will not be recognized (Robbins, 2005)

Rewards–Personal Goals Relationship

The rewards–personal goals relationship is commonly called valence. It refers to the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the   individual. Unfortunately, many managers are limited in the rewards they can distribute, which make it difficult to personalize rewards. Moreover, some managers incorrectly assume that all employees want the same thing. They overlook the motivational effects of differentiating rewards. In either case, employee motivation may be lower

because the specific need the employee has is not being met through the reward structure. Valence ranges from –1 (very undesirable reward) to +1 (very desirable reward)(Robbins,2005)

2.4.2 Goal theory

According to Armstrong (2009) Goal theory as developed by Latham and Locke (1979) states that motivation and performance are higher when individuals are set specific goals, when goals are difficult but accepted, and when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Finally, feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals. Goal theory is in line with the 1960s concept of management by objectives (a process of managing, motivating and appraising people by setting objectives or goals and measuring performance against those objectives). But management by objectives or MBO fell into disrepute because it was tackled bureaucratically without gaining the real support of those involved and, importantly, without ensuring that managers were aware of the significance of the processes of agreement, reinforcement and feedback, and were skilled in practicing them. Goal theory, however, plays a key part in performance management.

2.5 Contemporary Theory of Motivation
2.5.1 Four-Drive Theory

Motivation experts have mostly abandoned needs hierarchy theories, but not the notion that needs and drives are relevant. On the contrary, recent discoveries about how the brain functions have prompted experts to consider a more coherent and integrated approach to innate drives. Building on recent research on neuroscience, emotions, anthropology, and emotional intelligence, Harvard Business School professors Paul Lawrence and Nitin Nohria have proposed four-drive theory to explain human motivation. This model is both holistic (it pulls together the many drives and needs) and humanistic (it considers human thought and social influences rather than just instinct). These were two conditions that Maslow felt were essential for a solid theory of human motivation. Four Fundamental Drives Four-drive theory organizes drives into four categories: the drives to acquire, bond, learn, and defend. These drives are innate and universal, meaning that they are hardwired in our brains through evolution and are found in everyone. They are also independent of each other, so one drive is neither dependent on nor inherently inferior or superior to another drive. Four-drive theory also states that these four drives are a complete set—no other fundamental drives are

excluded from the model. Another key feature is that three of the four drives are "proactive," meaning that we regularly try to fulfill them. Thus any notion of fulfilling drives is temporary at best. ERG theory A needs hierarchy theory consisting of three instinctive needs existence, relatedness, and growth. Four-drive theory a motivation theory based on the innate drives to acquire, bond, learn, and defend that incorporate both emotions and rationality.

• **Drive to acquire**. This is the drive to seek, take, control, and retain objects and personal experiences. The drive to acquire extends beyond basic food and water; it includes the need for relative status and recognition in society. Thus it is the foundation of competition and the basis of our need for esteem. Four-drive theory states that the drive to acquire is insatiable because the purpose of human motivation is to achieve a higher position than others, not just to fulfill our physiological needs.

• **Drive to bond**. This is the drive to form social relationships and develop mutual Caring and commitments with others. It also explains why people form social identities By aligning their self-image with various social groups .Research indicates that people invest considerable time and effort forming and maintaining relationships without any special circumstances or ulterior motives. Indeed, recent evidence shows that people who lack social contact are more prone to serious health problems. The drive to bond motivates people to cooperate and, consequently, is a fundamental ingredient in the success of organizations and the development of societies.

• **Drive to learn**. This is the drive to satisfy our curiosity, to know and understand ourselves and the environment around us. When observing something that is inconsistent with or beyond our current knowledge, we experience a tension that motivates us to close that information gap. In fact, studies in the 1950s revealed that people who are removed from any novel information will crave even boring information (outdated stock reports) to satisfy their drive to learn! The drive to learn is related to the higher-order needs of growth and self-actualization described earlier.

• **Drive to defend**. This is the drive to protect ourselves physically and socially. Probably the first drive to develop, it creates a "fight-or-flight" response in the face of personal danger. The drive to defend goes beyond protecting our physical selves. It includes defending our relationships, our acquisitions, and our belief systems. The drive to defend is always reactive—it is triggered by

threat. In contrast, the other three drives are always proactive—we actively seek to improve our acquisitions, relationships, and knowledge.

Evaluating Four-Drive Theory Four-drive theory potentially offers a rich explanation for employee motivation. It avoids the assumption found in needs hierarchy theories that everyone has the same needs hierarchy. Instead it explains how our needs are based on innate drives, how emotions are generated from those drives in the context of a specific situation, and how personal experience and cultural values influence the intensity, persistence, and direction of effort. Four-drive theory also provides a much clearer understanding about the role of emotional intelligence in employee motivation and behavior. Employees with high emotional intelligence are more sensitive to competing demands from the four drives, are better able to avoid impulsive behavior from those drives, and can judge the best way to act to fulfill those drive demands in a social context. Four-drive theory is based on some fairly solid evidence regarding (1) the existence and dynamics of the four innate drives and (2) the interaction of emotions and cognitions (logical thinking) in employee behavior. However, the overall model is quite new and requires much more work to clarify the role of skill sets in forming goal-directed choice and effort. The theory also ignores the fact that needs can be strengthened through learning. Four-drive theory likely accommodates the notion of learned needs, but it does not explain them. (Mcshane and Glinow, 2008)

2.5.2 Hunter's Intrinsic/Extrinsic Theory

According to Dafke (2006) in his book entitled The Human Side of organization suggested that Madeline Hunter add some new thought to motivation and reinforces the theories of motivation. She does not specify individual motivators, such as money or status, but instead she explain methods that can be used .if someone's intrinsic motivation is to dig holes and he works as an excavator, then there may be little or no need to be concerned with motivating this person. Extrinsic motivation, according to Hunter, comprises five external factors that can be affected from the outside: level of concern, success, feedback, interest, and feeling tone. She argues that these factors may be used individually, or more than one at a time may be used to motivate people to action.

Level of Concern

Level of concern motivates people by holding them accountable for their actions. Holding you accountable for knowing the material increases the level of your concern for hunter. When you hold people accountable, you are telling them that this particular thing is important to you. When you do

not hold people accountable, you are signaling them that something is not important to you (Dafke,2006)

Success

A second extrinsic factor is success. Hunter states that people are motivated to perform acts at which they are successful. We tend not to perform acts we are not good at. Consider hobbies or sports that you have tried. You probably continued with those that you are good at and quit those you were not good at. The same may be true of the careers people try and later give up. An exception to this principle, however, is the period when we are learning. During the learning period, people are willing to continue with activities they are not good at. Eventually, however, people want to see success, or at least some improvement. With improvement, people may continue until they reach a level of success that they deem acceptable (Dafke, 2006)

Feedback

Feedback on how well one is doing tends to increase motivation and helps during the learning period. Sometimes we tend to give feedback only when something goes wrong-negative feedback. People need to hear feedback when thing are going well and also when they are not going so well. Without positive feedback, self-doubt can convince people that they are not doing well when, in fact, they are. Feedback is even more important when it cannot or is not obvious upon completion of the task. To be effective, the feedback must be timely and accurate. Timely feedback is that which occurs soon after the behavior occurs, the sooner the better. This means that, although an annual performance evaluation may be important for other reasons, it is not very effective as feedback mechanism if it is the only one being used. The feedback must also be accurate. To maintain motivation and performance, people doing the best work must get the highest positive rewards, and people doing the poorest work must receive negative feedback.(Dafke,2006)

Interest

Activities that are interesting motivate people to perform them, whereas boring activities demotivate people. Whenever possible, jobs should be made as interesting as possible. when not possible, it may help to rotate jobs, use job sharing, or at least allow for interesting social interaction while the work is being performed.(Dafke,2006)

Feeling Tone

Hunters last motivational factors is concerned with the tone or feeling imparted on the message used to communicate work to people. Hunter identifies positive, negative and neutral feeling tone. Essentially, a positive feeling tone means asking someone to do something. Negative feeling tone

involves ordering someone to do something. a neutral tone simply a statement. Hunter says that positive tone is the most motivating. A negative tone is a distant second for motivating people. Commanding people to work creates resentment and a reluctance to work in many, although some will perform to spite the boss. A neural tone does not offend anyone, but it does not motivate anyone either. (Dafke, 2006)

2.6 What's wrong with Needs Hierarchy Models?

(Steven and Marry, 2008) suggested that Maslow's theory is not the only attempt to map employee needs onto a single hierarchy. The most comprehensive of the alternative models is ERG theory, which reorganizes Maslow's five groups into three—existence, relatedness, and growth. Unlike Maslow's theory, which only explained how people progress up the hierarchy, ERG theory also describes how people regress down the hierarchy when they fail to fulfill higher needs. ERG theory seems to explain human motivation somewhat better than Maslow's needs hierarchy, but that's mainly because it is easier to cluster human needs around ERG's three categories than Maslow's five categories. Otherwise, the research findings are fairly clear that ERG theory only marginally improves our understanding of human needs. Why have Maslow's needs hierarchy, ERG theory, and other needs hierarchies largely failed to explain the dynamics of employee needs? The most glaring explanation

is that people don't fit into a single universal needs hierarchy. Some people seem preoccupied with social status even though they haven't fulfilled their lower needs; others consider personal development and growth an ongoing priority over social relations or status. There is increasing evidence that needs hierarchies are unique, not universal, because needs are strongly influenced by each individual's personal values.If your most important values lean toward stimulation and self-direction, you probably pay more attention to self-actualization needs. If power and achievement are at the top of your value system, then status needs might be stronger most of the time. This connection between values and needs suggests that a needs hierarchy is unique to each person and can change over time, just as values change over a lifetime.

2.7 Motivation and money

Money, in the form of pay or some other sort of remuneration, is the most obvious extrinsic reward. Money seems to provide the carrot most people want. Doubts were cast on the effectiveness of money by Herzberg et al (1957) because, they claimed, while the lack of it can cause dissatisfaction, its provision does not result in lasting satisfaction. There is something in this,

especially for people on fixed salaries or rates of pay who do not benefit t directly from an incentive scheme. They may feel good when they get an increase; apart from the extra money, it is a highly tangible form of recognition and an effective means of helping people to feel that they are valued. But this feeling of euphoria can rapidly die away. Other dissatisfactions from Herzberg's list of hygiene factors, such as working conditions or the quality of management, can loom larger in some people's minds when they fail to get the satisfaction they need from the work itself. However, it must be re-emphasized that different people have different needs and wants. Some will be much more motivated by money than others. What cannot be assumed is that money motivates everyone in the same way and to the same extent. Thus it is naïve to think that the introduction of a performance-related pay scheme will miraculously transform everyone overnight into well-motivated, high-performing individuals. Nevertheless, money is a powerful force because it is linked directly or indirectly to the satisfaction of many needs. Money may in itself have no intrinsic meaning, but it acquires significant motivating power because it comes to symbolize so many intangible goals. It acts as a symbol in different ways for different people and for the same person at different times. But do financial incentives motivate people? The answer is yes, for those people who are strongly motivated by money and whose expectations that they will receive a financial reward are high. But less confident employees may not respond to incentives that they do not expect to achieve. It can also be argued that extrinsic rewards may erode intrinsic interest – people who work just for money could find their tasks less pleasurable and may not, therefore, do them so well. What we do know is that a multiplicity of factors is involved in performance improvements and many of those factors are interdependent. Money can therefore provide positive motivation in the right circumstances not only because people need and want money but also because it serves as a highly tangible means of recognition. But badly designed and managed pay systems can demotivate. (Armstrong, 2009)

2.8 Empirical Study of Motivation and Job Performance

According to Broni (2012) His Study indicated that all three categories of staff agreed that there are problems with job performance. One hundred and forty-nine (149) employees representing 74.5% of the total respondents agreed that low monthly salary reduces morale for high performance. Further, lack of motivation was identified as being the main contributory factor for poor work performance. A considerable number of respondents, to be precise, one hundred and forty-one (141) representing 70.5% attested to this. Again, majority of the total respondents, that is, one hundred and thirty-two (132) representing 66% noted that lack of clear career progression reduces morale

for high performance. Added to the above, one hundred and twenty-nine (129) employees representing 64.5% and one hundred and twenty-six (126) employees representing 64.5% of the total respondents also attributed poor performance to inadequate facilities and being given wrong responsibility for one's skill respectively. It was also observed that low monthly salary or income and the general lack of motivation reduce morale for high performance at the University. Even though providing higher pay does not automatically result in higher productivity, it is important to note that generally speaking, staff is quick to point to low motivation as major cause of their lack of enthusiasm at work. Also, the lack of clear career progression and delays in pro-motion can reduce morale for job performance at the University. If the majority of workers believe that management is not interested in providing a more serious and clear career progression; and if there is the perception that promotion is unduly delayed, morale at work will be negatively affected. Another major reality is that if there are inadequate facilities to enhance one's effectiveness and efficiency at work and if workers are usually given responsibilities which do not match their skills, they would more likely perform poorly in their various fields.

Idrees Z,et al(2015) Suggested that his study indicates the link between three measures of organizational factors and job performance perceived by the teachers of the universities in twin's cities of Pakistan (Islamabad and Rawalpindi).in particular it investigates whether a high level of salary, motivation and job related training is associated with job performance of employees, a favorable outcome. A questionnaire survey yielded 310 useable responses (a response rate of 100 %). Result obtained from regression analysis indicates that there is a positive and significant relationship between the job performance and salary, motivation and training. This finding implies that salary, motivation and training are the means through which top management can obtain high level of job performance In addition finding of the study shows that salary is the more efficient variable, which means that job performance of employees can be increased to a sufficient level by bringing a small increase in salary. Salary is not the only motivator for the job performance; job related training also has a significant impact on job performance. Results of the study show that job performance can be increased to a large proportion by increasing the training of the employees.

According to Zafar N. et al (2014) positioned on his study rewards are not directly effecting the employee motivation in some organizations. Employees have no concern with rewards. Reward has an insignificant impact on employee motivation. As results shows; extrinsic reward (pay) and intrinsic reward (appreciation) have insignificant relationship with employee motivation. Reward

system should be based on individual performance not in totality. Training has positive impact on employee motivation. It has significant relation and impact on employee motivation. Employee will more motivate in presence of training. In training organizations have to teach them about their job and organization culture. It will create confidence in employees and they will do their work with full interest. He also emphasized on his study Job satisfaction is employee's perception that how their job provide them with those things they consider important for them. Job satisfaction has no direct impact to motivate employees. As results shows, job satisfaction has an insignificant relationship with employee motivation. Knowledge transfer is necessary for efficient management as knowledge transfer enable employees to work together efficiently.

Asim (2013) argues that the results of his study shows that there is Training needed to created positive results among the employees. With the training promotion is other factor to increase it. Performance of the employees indicated significant relationship with the financial rewards as well as non-financial rewards. With the light of the results motivation factor is the one of them impact positively on the performance with the intervention of the training. Training helps to investigate overall performance of the employee .Training session cover the quantitative as well as qualitative manners. Organizations evaluate the employees through training process. For creating betters results organization invest a lot of the resources for the fulfillment of the training need for improving skills and training programs. Training and the employee process is completely linkage with the competition. Training promotes competitive advantage with reference with the context of the job satisfaction as well as performance and decrease non-attendance issues. Future studies mention that its properly focused how these practices are linked and how these linking practices produce more accurate results like other variables as well not only focused on training and promotion With promotion and some.

Kluvers (2009) argues that his study was undertaken to answer the question of the value of intrinsic rewards as motivators for employees in the Not for profit sector. Intrinsic motivational factors have been found to be significant, in both the presence of an employee bonus scheme and in its absence. This finding of the motivational importance of intrinsic factors is across the whole organization, irrespective of the quite varying conditions under which employees of the organization work; and he argues that intrinsic rewards dominate extrinsic.

2.9 EMPLOYEE PERFORMANCE:

According to Asim (2013) Abilities and skills are effectively understood to complete and up to date job description for the position and must understand it with the job description. Performance review process typically takes place on the annually basis but it can schedule more frequent manner. It is highly depended whether it is classified as professional staff. It also include labor contract, contract establishment process .Supervisor play tremendous role in the employee performance its give feedback. personal relationships in the origination has large impact on the promotion and more firing decisions where personal relationship are more still important today. Some origination tries to systematically judge worker performance to increase the productivity.Another way used to monitor employee performance is performance Appraisal. Appraisal by performance appraisal we can monitor quality of performance of an employee. We monitor performance by using these broader performance management system that links (1) organization objectives (2) Day by day performance (3) Professional development (4) Reward and incentives. In simple words we said that appraisal is the assessment in individual performance in as systematic, performance can be managed in such factors such as Job knowledge, quality and quantity of output, leadership abilities, supervision, dependency, cooperation, judgment, versatility. Performance cannot depend on past performance of employee. (Zameer et al, 2014)

2.9.1 THE IMPORTANCE OF MEASURING PERFORMANCE

According to Carlaw et al(2003) It may be tempting to believe that if you've hired the right people and trained them all to do their jobs; you don't have to spend a lot of time and energy measuring their performance. But the truth is that at best, hiring and training give your team a strong foundation. In order to build upon that foundation by continually improving performance and by helping agents to grow and learn, it's crucial for you to implement a well-designed measurement program. Measurement is simply a sampling of current performance. It is typically compared to a desired result to see if the objective is being met. Companies, departments, and people measure to see if they are accomplishing their mission. Without measurement we would have no idea whether we were doing the right things to achieve our mission. It is particularly important to measure frontline interaction with customers, since most companies are dependent on customer satisfaction and goodwill for their long-term success. If you don't regularly measure the various aspects of agents' performance, you'll probably find that even your star performers will start to show decreased motivation to do their best. And if that happens to the stars, just imagine what your less stellar performers will do! What's worse, in the absence of an effective measuring and coaching program, metrics and feedback become arbitrary, overly subjective, Inconsistent and possibly even

sloppy. Not only will this be a strong demotivator for the group, but it might also cause legal and ethical problems for your organization. Measuring and giving feedback go hand in hand and both are indispensable functions of contact center management. It does just as much harm to measure performance and not share your findings with agents as it does to give agents feedback that's not based on sound, fair, and uniform measurement.

2.9.2 Job Satisfaction and Work Behaviour

According to McShanne and Glinow (2008) Job satisfaction affects many of the individual behaviors. So useful templates to organize and understand the consequences of job dissatisfaction are the **Exit–voice–loyalty–neglect (EVLN) model**. As the name suggests, the EVLN model identifies four ways in which employees respond to dissatisfaction:

• **Exit**. Exit refers to leaving the organization, transferring to another work unit, or at least trying to make these exits. Employee turnover is a well-established outcome of job dissatisfaction, particularly for employees with better job opportunities elsewhere. Exit usually follows specific "shock events," such as when your boss treats you unfairly. These shock events generate strong emotions that energize employees to think about and search for alternative employment (Mcshanne and Glinow,2008)

• **Voice**. Voice refers to any attempt to change, rather than escape from, a dissatisfying situation. Voice can be a constructive response, such as recommending ways for management to improve the situation; or it can be more confrontational, such as filing formal grievances. In the extreme, some employees might engage in counterproductive behaviors to get attention and force changes in the organization.(Mcshanne and Glinow,2008)

• **Loyalty.** Loyalty has been described in different ways, but the most widely held view is that "loyalists" are employees who respond to dissatisfaction by Patiently waiting—some say they "suffer in silence"—for a problem to work itself out or get resolved by others.(McShanne and Glinow,2008)

• **Neglect**. Neglect includes reducing work effort, paying less attention to quality, and increasing absenteeism and lateness. It is generally considered a passive activity that has negative consequences for the organization. Which of the four EVLN alternatives do employees use? It

depends on the person and situation. One determining factor is the availability of alternative employment. With poor job prospects, employees are less likely to use the exit option. Those who identify with the organization are also more likely to use voice rather than exit. Highly conscientious people are less likely to engage in neglect and more likely to engage in voice. Some experts suggest that employees differ in their EVLN behavior depending on whether they have high or low collectivism. Finally, past experience influences our choice of action. Employees who were unsuccessful with voice in the past are more likely to engage in exit or neglect when experiencing job dissatisfaction.(Mcshanne and Glinow,2008)

2.10 The Special Role of Money as a motivator

According to Dafke(2006) Money has a special place in relation to motivation. First things first, Does money motivate? The answer is, sometimes. Certainly there is an underlying motivational effect from the money. Most of us work to earn money in order to purchase the goods and service that we want. To an extent, more money can motivate us to do more. There are times, however, when people dislike their jobs so much that, even if they were given a raise, they would work no harder. Other times, people might be satisfied with the amount they are receiving until they find themselves married and wanting a house or expecting a child. Then a new motivation may be upon them. In any case, everyone should be clear about the things money can and cannot do. Money can make a job worth doing to certain people who find the amount acceptable. Money can buy an increase in performance, but this is often limited to a short term increase (Herzberg said about money).money cannot compensate for other aspects of the job that are unacceptable, at least not in the long run. There are still times when people quit good paying jobs because the boss, the social interactions, the working conditions, or the future prospects are less desirable.

2.11 Empowerment and organizational performance

Empowerment is defined according to Bennis (1989) and sited by Iiuta Dobre.O(2013) as an approach to leadership that empowers subordinates as a main constituent of managerial and organizational effectiveness. Moreover, employees are given authority and the freedom to make decisions, which encourages them to discover and use their full potential. Having more control over their own jobs is the main driving force of empowerment that encourages growth and better productivity. Therefore, the empowerment process focuses on solving the problems of the organizations by people. Furthermore, empowering makes workforce fell appreciated and that their feedback on performance is valuable for the organization. The contribution of the employees and their participation in designing the organization are essential for the well-being of the organization,

as individuals should do efforts in the environment where they are responsible for their actions. Empowerment gives people responsibility and authority to act as if they are in control of their own destinies. It is essential for an organization to recognize the quality and the results of the employees' works next time they will be even more efficient to get more recognition. Employee participation and empowerment is about the contributions of the employees in administration and decision-making regarding the policies, objectives and the strategies of the organization. Studies have shown that employees' perception of the goals and the norms of the organization are positively related to employee motivation. Taking into account that high levels of motivation can be achieved through empowerment, this process also leads to organizational growth. Customer satisfaction can also be achieved through empowerment, as employees can make quick decisions to solve the problems without having to ask the manager what to do. Moreover, increased autonomy increases the productivity and enhances their capabilities and motivation to accept new challenges and solve them. Proper remuneration and empowerment combined are imperative if an organization wants to obtain greater dedication and trust from its members. If the employees are loyal to the organization and highly motivated, superior levels of effectiveness and growth can be achieved by the organization. Employee involvement and empowerment are two aspects that should not be overlooked as it increases commitment and understanding. Therefore, employees will be less likely to be resistant to changes and not only feel valued by the organization, but also come up with important information, as they are in direct contact with the customers or with the operational processes. On the one hand, autocratic leadership and top-down decision-making create a rigid work environment where employees are given orders to achieve certain tasks. In these organizations, innovation is suppressed and motivation decreases, which has in turn a negative impact on performance. On the other hand, satisfied and motivated employees will contribute to enhanced organizational productivity, which leads to better profits.

2.12 APPRAISING AND MANAGING PERFORMANCE

According to Gomez –Mejia (2012) Performance Appraisal is the Identification, Measurement, and management of human performance in the organizations.

❖ Identification means determining what areas of work the manager should be examining when measuring performance. Rational and legally defensible identification requires a measurement system based on job Analysis. The appraisal System, then, should focus on performance that affects organizational success rather than performance-irrelevant characteristics such as age, race or sex.

❖ Measurement the centerpiece of the Appraisal system, entails making managerial judgment of how good or bad employee performance was. performance measurement must be consistent throughout the organization. That is, all managers in the organization must maintain comparable rating standards.

❖ Management is the overriding goal of any appraisal system. Appraisal should be more than a past-oriented activity that criticizes or praises workers for their performance in the preceding year. Rather, appraisal must take a future-oriented view of what workers can do to achieve their potential in the organization. This means that managers must provide workers can do achieve their potential in the organization. This means that mangers that provide workers with feedback and coach them to higher levels of performance

2.14 Conceptual Framework

Employee Motivation is the independent variable and will be examined through two of its factors, Intrinsic and Extrinsic. The dependent variable is Job Performance.

Fig 2.2 Conceptual Framework
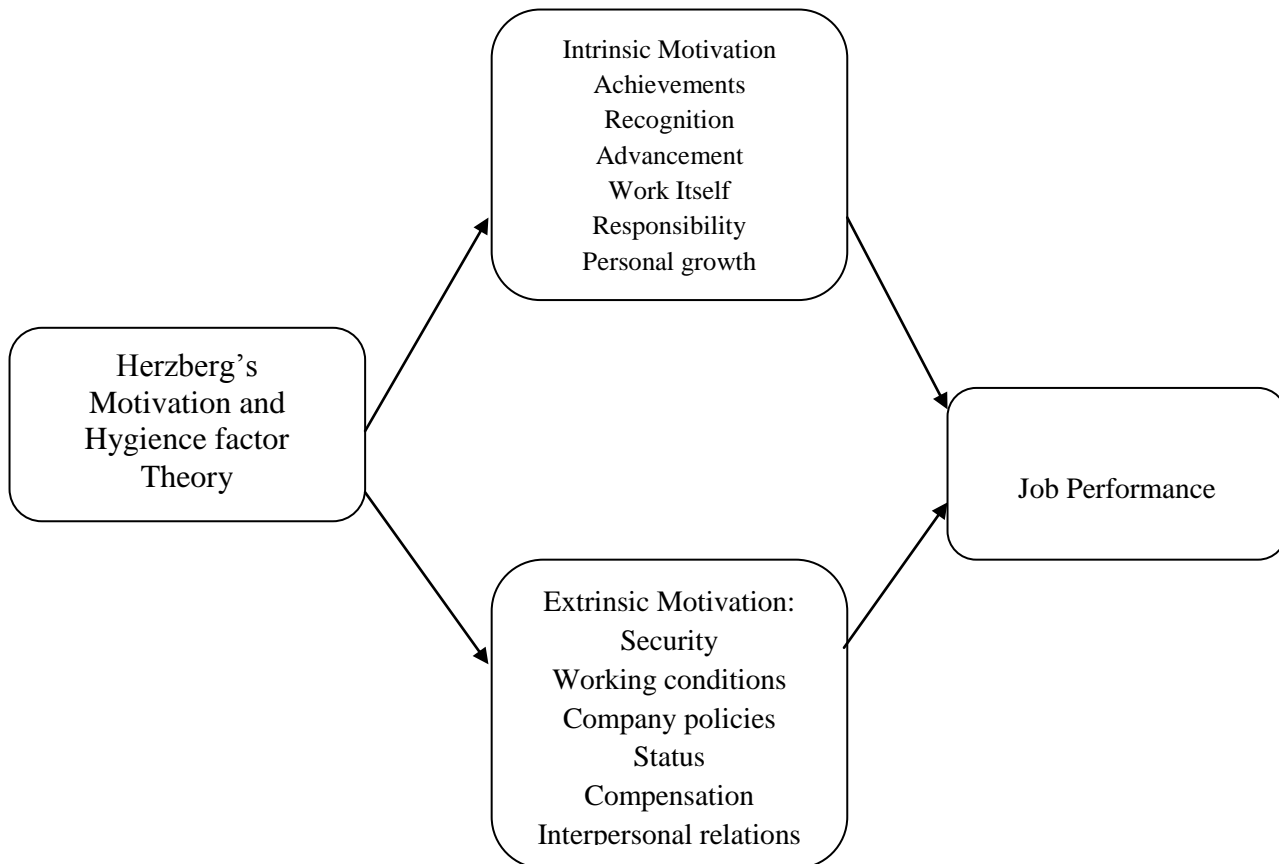
Job performance influenced by Intrinsic and Extrinsic motivation and Herzberg Hygiene Factor Theory

Source: Edrak et al(2013),International Journal of Business and Social Science, pp. 99, vol 4,No 9

Based on Herzberg's Motivation and Hygiene Factor theory, job performance was covered by two different groups of factors which are the motivator factors (intrinsic) and hygiene factors (extrinsic). Theories are vital to research because they offer a framework for many areas of research aimed at the nature of the topic, address possible mechanisms, and suggest several specific interventions. In this model motivation considered as a independent variable Intrinsic and Extrinsic motivation as mediating variable and employee performance as dependent variable.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1Introduction

This Chapter describes the methodology used for the study. The main issues discussed here are the research design, research population, sample and sampling technique, sources of data and data collection methods, procedures of data collection and method of data analysis

3.2 Research Design

According to Shajahan (2004) a research design is the specification of methods and procedures for acquiring the information needed to structure or solve problem. It is overall operational pattern or framework of the project that stipulates what information is to be collected, from which sources and with what procedures. However, any good research involves a proper data collection and data analysis methods that best represent the scope and element under study. This study examined the effects of motivation on employee Performance at Save the Children.

According to Cooper and Schinndler (2003) Descriptive Research is a tries to discover answer to the question who, what, when, where and sometimes, how. The researcher attempts to describe or define a subject, often by creating a profile of a group of problems, people or events. However, Data were collected from the target respondents through the distribution of questioners and the administration of structured interview.

In addition to this, the researcher used both quantitative and qualitative approaches that are important to measure objectives and perform statistical analysis of numeric data to understand and explain a phenomenon and focusing on understanding a social phenomenon from the perspective of participant in the study.

3.3 Population, Sample Size and Sampling Technique

There are several compelling reasons for sampling, including (1) Lower cost, (2) greater accuracy of results, (3) greater speed of data collection, and (4) availability of population elements (Cooper and Schindler, 2003)

The Target population of the study consists of all staff of save the children working at the Head office. The Total number of people forming the population is Four Hundred Thirty Eight

(438).Therefore from different methods of sample size determining, a simplified formula by Taro Yemane(1967) sample size determination were used to calculate the sample. Accordingly, the sample size for the research by using 0.05 sampling error and 95% confidence level.

Taro Yemane Formula for sample size determination

$$n= \frac{438}{1+N(e)^{2}}$$

Where n=Sample size

N=Total Population

e=Sampling error (Usually .10,.05 and .01 acceptable error, the researcher will uses 0.05 sampling error and 95% Confidence level)

$n=438/ (1+438(0.05)^{2})$

n=438/2.095

n=209

When the population is Heterogeneous with Respect to the variable or characteristic under study, then the technique of stratified random sampling is used to obtain more efficient results (Shajahan, 2004). According to Cooper and Schindler (2003) there are three reasons why a researcher chooses a stratified random sampling (1) to increase a sample statistical efficiency, (2) to provide adequate data for analyzing the various subpopulation, and (3) to enable different research methods and procedures to be used in different strata. The researcher used stratified random sampling method for the study the reason is that all types/categories of employees fall under the selected moderating variables and each of these categories have the opportunity to be sampled. This method is believed to give more precise information than other sampling method. The population divided into relevant strata and a simple random sampling technique is used to choose respondents from each stratum and combined them into overall sample in order to attain balanced representation. This sample has been selected from each stratum by using stratified random sampling techniques because it depends on the availability of the respondents at that time and places this sampling is called purposive sampling.

However, The Total sample size determination with Job Classification staffs presented on table 3.1

Table 3.1 Sample Size description in Number

Job Classification Population and Sample size

Job Classification	population		Sample size	
	No	% age	No	% age
Executive	18	4%	9	4%
Senior Managers	45	10%	22	11%
Middle Level managers	68	16%	32	15%
Professional	198	45%	94	45%
Non Professional	109	25%	52	25%
Total	438	100%	209	100%

Proportionate number of staff is represented of each job classification in the sample size. For instance, staff under Executive Job classification accounts 4% of the total population and for this reason the same proportion of staff under executive position are represented in the sample size. The same things goes for each job classification as put in table 3.1.Majority of staff are under Non professional and Professional job classification while staff under executive Job classification represents the lowest percentage of the total population.

Table 3.2 Sample size description by gender

Job classification	Total Population					Sample size				
	No of staff	Male		Female		No of Staff	Male		Female	
		No	%	No	%		No	%	No	%
Executive	18	11	4%	6	4%	9	6	4%	3	4%
Senior manager	45	36	13%	11	7%	17	17	13%	5	7%
Middle Manager	68	53	19%	11	7%	73	25	19%	5	7%
Professional	198	132	47%	67	42%	21	63	47%	34	45%
Non Professional	109	48	17%	64	40%	52	23	17%	28	37%
Total	438	280	64%	159	36%	209	134	64%	75	36%

Source: Survey Study, 2016

When looking into the total staff at head office level female staff accounts 36% while 64% are male staff. When selecting the sample size, proportionate percentage is allocated to male vs female staff. When the composition is further looked at each job classification, the composition of male vs female is not the same in all positions. Under Non Professional job classification, the number of female staff is higher than male staff but under managerial position the number of male staff higher than female staff

3.4 Definition of Terms

Motivation: refers to the forces within a person that affect the direction, intensity, and persistence of voluntary behavior. Motivated employees are willing to exert a particular level of effort (intensity) for a certain amount of time (persistence) toward a particular goal (direction). Motivation is one of the four essential drivers of individual behavior and performance (Shanne and Glinow, 2008)

Employee Performance-the activity of performance; of doing something fruitfully; by knowledge as famous from simply possessing it; a performance comprises an event in which normally one group of people the performer or performer act in a particular way for another group of people.

Intrinsic motivation: the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one's own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement (Armstrong, 2009)

 Extrinsic motivation: what is done to or for people to motivate them. This includes
Rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism (Armstrong, 2009)

Job Satisfaction- refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.

Working Environment- stresses, influences, and competitive, situation, civilizing, demographic, profitable, usual, political, regulatory, and environmental factors that affect the survival, operations, and development of an organization

Performance Management-is a strategic and integrated approach to delivering sustained success to organization by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors (Armstrong and Baron,2003)

3.5 Types of Data and Tools of data collection

Both primary and secondary data were used to conduct the study.The techniques that were used including administering of written questionnaires, observations and interviewing as well as reviewing existing Organization data. The study were rely on both qualitative data collection method such as open-ended questionnaires, interviews and quantitative data collection methods such as Survey Primary data was collected through data gathered from the senior management level, senior staff, Programme Staffs, Finance, HR, Contract staff and junior staff officers from Save the Children office by the researcher himself through questionnaires, interviews and observation. Secondary data was collected from books, publications from Save the Children like Brochure and quarterly reports, text books, journals, newspapers, internets and other writings.

3.6 Data Collection Procedures

In gathering the primary data a questionnaire comprising closed ended questions was distributed to that filled out by respondents. Questionnaire was used since its administration is comparatively in expensive, enable respondents to complete their convince, can easily reach large sample size and believed to reduce chance of bias by the researcher because the same question are asked by all respondents, Tabulation of closed ended response is also an easy process and straight forward process. When developing a questionnaire the researcher has gone through related theories and come up with a quite a lot of questions that were believed to be useful in obtaining appropriate response from target sample size. Some question were also adopted from survey monkey website which; of course was helpful in including the key elements of topic discussion. The questionnaire were distributed to identified respondents through survey monkey(on line survey tool).This method was chosen as it helps save money and time by not printing out survey paper, Furthermore it maintains respondents anonymity. A sample questionnaire is attached to Appendix 1. In order to get an insight on what management has done in regards to workers employee performance and their independent opinion on why performance is unsatisfactory or satisfactory, interview method is also

used. They key information for in depth interviews included SMT. this purposely intended to get more information about the impact of employee motivation on staff performance and compare it with that given by other staffs. Sample key information interview question attached to Appendix 2

3.7 Method of Data Analysis

Once the data was collected, it was necessary to employ statistical technique to analyze the information, as this study is quantitative in nature, using statistical computer program, two-tailed Pearson correlation analysis was conducted to test the relationship between intrinsic and Extrinsic motivation and Job performance using SPSS, The correlation analysis helped in determining both form and degree of the relationship between staff motivation and Job performance. Thus, both strength of the relationship between variable and the level of statistical significance were assessed. Frequency Tables were used to summarize the respondents profile in the form of frequency and percentage.

3.8 Reliability Test

The researcher expected high degree of co-operation and he got it, there were no participant error because the respondents were friendly as expected with relevant information, understand their role as respondents and their confidence and willingness to cooperate and deliver needful information. Even if the response based error could be outside control of the researcher but a total of 155 completed questionnaires were returned, this shows the response rate of 100 percent.

This study used cronbach's Alpha coefficient to evaluate the reliability of the instrument .The closer cronbach's Alpha coefficient to 1.0, the greater the internal consistency of the items in the scale. The below Table 3.3 result shows that the overall motivation and job performance have obtained score of 0.985, which indicate that the scale has excellent internal consistency of reliability. This implies it is reliable.

Table 3.3 Reliability Test

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.984	.985	51

Source: Survey, June 2016

3.9 Ethical Consideration

The research was conducted based on the ethical consideration of not to plagiarize, not to fabricate or falsify data, research procedure, or data analysis, respect the right of research subjects, particularly their right to information privacy, and to being informed about the nature of the research and types of activities in which they will be asked to engage, and not to take or use published data of others without acknowledgment or unpublished data without both permission and acknowledgment. Prior to the distribution of the questionnaire, the researcher gave briefing to the sample participants in regards to the research and received their consent. The participants were also reassured that the information will be kept confidential

RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

This chapter presents the data collected through the internet based E-mail done through monkey survey and compare variable to establish trends. In this chapter, comparisons are made between the different variable to establish to what extent each affects the other. Analyze of the data and discussions of the finding therein have been presented in the following. Initially, Descriptive Analysis finding presented and followed by Correlation analysis and finally Regression Analysis presented respectively. SPSS was used to analyze the quantitative data. The qualitative data was also thoroughly discussed in relation to the objectives of the study A total of 209 questionnaire were sent out, a total of 167 returned and 42 respondents were did not return. Out of questionnaire 167 collected, 155 were completed (about 91%) and analysis was made based on these questionnaires. Thus the research was conducted using of 155 respondents.

4.2 Characteristics of respondents

The first part of the questionnaire consists of demographic information of the respondents. This part of the questionnaire requested limited amount information related to personal and professional characteristics of the respondents. Accordingly, the following variable about respondents were summarized and described in Table 4.1

Table 4.1 Demographic characteristics of respondents

job clasiification	no of resp	GENDER				AGE						BY SERVICE OF SERVICE					
		M		F		18-30		31-45 YR		ABOVE 46		1-3 YR		4-9YR		Above 10 YR	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Excutive	6	4	4%	2	4%	0	0%	0	0%	6	29%	0	0%	4	5%	2	11%
Senior Manager	17	13	13%	4	7%	0	0%	12	17%	5	24%	5	8%	8	10%	4	22%
Middle Manager	23	19	19%	4	7%	9	14%	12	17%	2	10%	8	13%	13	16%	2	11%
Professional	70	47	47%	23	45%	30	46%	36	52%	4	19%	24	45%	42	53%	4	22%
Non Professional	39	17	17%	22	36%	26	40%	9	13%	4	19%	21	34%	12	15%	6	33%
Total	155	100		55		65		69		21		58		79		18	

From the Table 4.1 above, it is possible to deduce the following facts. The overwhelming majority of the respondents were 99(64%) males and the rest 56(36%) were females. Out of 100 male respondents Majority of them classified under Professional (47%) Job Classification and followed by Middle Manager for 19% and Non professional (17%) respectively classified. This indicate that majority of male respondents were working in professional job classification while the remaining senior managers (13%) and Executive (4%) were classified respectively.

Out of 55(36%) Female respondent as the same with Male staffs majority of respondents were classified under Professional (45%) Job classification and next followed by Non professional (36%) job classification. This implies that more than quarters of female respondents were working in lower level of job classification relative to male respondents which account for 16% while out of 55 female respondents were Senior Managers(7%) and Middle Managers (7%) respectively. Another description pointed out in the Table 3.1 above, is that the age interval of the respondents. In this regard, the majority 69(45%) of the respondents were found in the age interval of 31-45 years which signifies that the organization have mature and well experienced staffs who have productive and potential prospects. Following 65 (42%) of the respondents were found in the age of 18-30 which also implies that the organization have significant number of young and productive employees and in the age interval 41-50(16%) yrs respondents were who have more experience that really contribute to the organization prospects and the rest 21(14%) of the respondents were above Age 46 who have a lot of experience and knowledge working in Ethiopia and other countries as an Expat. Generally, the majority of the respondents of the SCI were middle aged implying that they could have good productive prospects. Table 4.1, also depicts that the work experience of the respondents. The majority of 79 respondents have 4-9 Years of service in the organization. Following 58 respondents were have 1-3 years work experiences and the rest 18 respondents were served in the organization for more than from 10 years. From this we can conclude that most of the organization staffs have good work experiences in the organization. Which can help them to do their responsibilities effectively and efficiently? In other words, the organization was in a good track in capturing well experienced staffs. In general, the results of the demographic characteristics of the respondents indicate that they can clearly understand and respond to the questions provided to them to gather the primary data.

4.3 Descriptive Analysis

In this section, the data collected through the use of questionnaire and interview was tabulated, analyzed and interpreted to address the basic question of the study by categorize into the following groups.

a) Motivational factors that contribute to Job Satisfaction of Save the Children International

b) The Extent to which Intrinsic and Extrinsic Motivation has an impact on Job Performance

4.3.1 Motivational Factors that lead to Job Performance of the Save the Children

Different researchers have reached at different result when it comes to what motivates employees to perform best at their work place. To see which factors motivate staffs to contribute towards Job performance at the Save the Children International, question was asked to respondents to identify motivational factors that contribute to satisfaction in their work life. The opinion of respondents were summarized in **The Table 4.2** in the following page

Table 4.2 Motivational Factors lead to Job performance

EMPLOYEES MOTIVATION FACTORS	NO OF RESPONDENTS	RANK	%	EXCUTIVE		SENIOR MAGERS		MIDDLE MANAGER		PROFESSIONAL		NON-PROFESSIONAL	
				F	%	F	%ge	F	%age	F	%age	F	%age
Achievement	25	2nd	35%	9	36%	19	76%	16	64%	10	40%	1	4%
Advancement	20	4th	13%	3	15%	4	20%	5	25%	6	30%	2	10%
Work Itself	0		0%		%		%		%		%		%
Recognition	55	1st	16%	2	4%	3	5%	6	11%	8	15%	6	11%
Growth	9	6th	7%	1	11%	1	11%	2	22%	3	33%	2	22%
Company Policy	0		0		%		%		%		%		%
Relationship	10	5th	6%	1	10%	2	20%	3	30%	4	40%		%
Work Security	5		3%		%		%		%	3	60%	2	40%
Money	24	3rd	15%	2	8%	2	8%	3	13%	9	38%	8	33%
Supervision	0		0		%		%		%		%		%
Working Condition	7	7th	5%		%		%		%	3	43%	4	57%
Total	**155**			18		31		35		46		25	

Source: Survey, June 2016

The Table above illustrates that more than a quarter of respondents (35%) felt that Recognition is the most prominent factor contributing for their motivation at the work place specially for job classified under Executive. Senior Managers , Middle managers and professional selecting Recognition was the crucial motivating factor at their work place. The next most frequently mentioned factor was Achievement with 16% respondents felt that recognition on the job also a major factor contributing to their motivation and The factor that was least frequently mentioned was Growth with 6% of respondents selecting this as a motivating factor

Remuneration have also been selected as the 3rd most motivating factor that contribute towards job satisfaction. Employees under professional and non professional take the majority share of selecting money as their motivation factor when compared with other job classification.

It is very clear from the above results that staffs at different job position have different opinion when it comes to motivating factor. Even though recognition is the most selected motivating factor when considering the overall result, for the staffs under executive and senior managers, achievement is rated high while majority of lower position holder such as non professional and professional has selected money or remuneration as their most motivating factor to satisfy them in their work place.

Motivational factors are strongly associated to different demographic factors. By understanding both, demographic factors and their influence on motivational factors, it is possible to successfully motivate different groups of employees.

Table 4.2.1 Motivational factors based on Gender

Factors contributing to job Performance	Executive		Senior Manager		Middle Manager		Professional		Non professional		TOTAL			
	M	F	M	F	M	F	M	F	M	F	M	%	F	%
Achievement	3	0	8	0	8	1	18	5	0	0	37	37%	6	11%
Advancement	0	0	0	1	1	0	5	4	0	0	6	6%	5	9%
Work Itself	0	0	0	0	0	0	0	0	3	2	3	3%	2	4%
Recognition	1	2	2	4	3	5	10	10	5	4	21	21%	25	45%
Growth	0	0	0	0	0	0	1	1	2	1	3	3%	2	4%
Company Policy	0	0	0	0	0	0	0	0	0	0	0	0%	0	0%
Relationship	0	0	0	1	1	0	0	5	5	3	6	6%	9	16%
Work Security	0	0	0	0	0	0	0	0	1	1	1	1%	1	2%
Money	0	0	1	0	2	2	11	0	8	2	22	22%	4	7%
Supervision	0	0	0	0	0	0	0	0	0	0	0	0%	0	0%
Working Condition	0	0	0	0	0	0	0	0	2	1	2	2%	1	2%
TOTAL	4	2	11	6	15	8	45	25	25	14	100		55	

Source: Survey, June 2016

When looking into the above result based on male versus female staff: Achievement is selected more among male staff as their major motivating factor at their workplace while recognition selected as their major motivating factor at their work place for female staffs. Out of 37 of male respondents 19 respondents classified under Executive, senior managers and Middle Manager felt

that Achievement on their job is one of major motivating factor on their work. While none of male classified under non professional selected achievement as having motivating factor up on them. Also when looking into the second major motivating factor on job for Male staff remuneration become a major motivating factor especially for those staff classified under Middle Manager and Professionals While Relationship with peers is second major motivating factor for female staffs.

However, from this result, Managers are expected to devise the best mechanism of motivating their team by considering gender difference at work place.The next Table shows the motivating factors according to number of service that respondents worked on the organization.

4.2.2 Motivational Factors based on Service of years

Table 4.4 Factors Contribute to Job performance based on year of service

Factors Contributing to Job Performance	years of service 1-3		years of service 4-9		Above 10 Years		TOTAL	
	F	Rank	F	rank	F	rank	F	%
Recognition	20	1st	18	2nd	4	2nd	42	27%
Advancement	5	4th	8	4th	1	5th	14	9%
Work Itself	0	0	2	8th	0	0	2	1%
Achievement	8	3rd	25	1st	3	3rd	36	23%
Growth	3	6th	6	5th	0	0	9	6%
Company Policy	0	0	0	0	0	0	0	0
Relationship	4	5th	3	7th	7	1st	14	9%
Work Security	2	7th	4	6th	0	0	6	4%
Money	15	2nd	12	3rd	2	4th	29	19%
Supervision	0	0	0		0	0	0	0%
Working Condition	1	8th	1	9th	1	6th	3	2%
TOTA	**58**		**79**		**18**		**155**	

Source: Survey, June 2016

When looking into the above result based on Employee service of years, motivational factors were varies among employees year of service in the SCI. Recognition selected as major motivating factor for employee recently joined the organization or working in the organization for less than three years and as same time Remuneration become their major motivating factors. This indicates that most those employees joined the organization has less than three years of service were productive and young employee where looking for money.   Company policy and Working condition were selected as least motivating factor at job for employees serving in the organization less than three

years. As illustrated in Table 4.4 for respondents working for 4-9 years of service Achievement selected as major motivating factor on work place and Recognition become the next selected major motivating factor on job where as company policy and supervision become a least motivating factor on the work place. On the other hand, as indicated on the above result respondents working for more than ten year in the organization selected Relationship as a major motivating factor on workplace. This implies that employees working for long period of years would be more satisfied with social relationship their peers, colleagues in the organization rather Remuneration etc. so that, from the result, HR managers, line manager and SMT expected to devising a suitable motivation mechanism to enhance employee motivation By considering difference in preferences of employee needs at each year of service in the organization.

Table 4.3 Factors causing dissatisfaction among staff of Save the children when not provided enough

EMPLOYEES MOTIVATION FACTORS CAUSES DISSATISFACTION WHEN NOT PRESNT	NO OF RESPONDENTS	RANK	%age	EXCUTIVE		SENIOR MAGERS		MIDDLE MANAGER		PROFESSIONAL		NON-PROFESSIONAL	
				N	0%age	N	%age	N	%age	N	%age	N	%age
Achievement	8	5th	5%	4	**67%**	2	12%	1	4%	1	1%	0	0%
Advancement	7	5th	5%	0	0%	1	6%	1	4%	4	6%	1	3%
Work Itself			0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Recognition	25	3rd	16%	1	17%	2	12%	4	17%	12	**17%**	6	15%
Growth	4	6th	3%	0	0%	0	0%	0	0%	2	3%	2	5%
Company Policy	13	4th	8%	0	0%	2	12%	1	4%	3	4%	7	**18%**
Relationship	8	5th	5%	1	17%	2	12%	3	13%	1	1%	1	3%
Work Security	3	7th	2%	0	0%	0	0%	0	0%	0	0%	3	8%
Money	36	2nd	23%	1	17%	3	**18%**	5	22%	18	**26%**	36	**23%**
Supervision	40	1st	26%	1	17%	8	**47%**	19	**83%**	12	**17%**	0	0%
Working Condition	11	3rd	7%	0	0%	1	6%	2	9%	3	4%	5	13%
Total	155			6		17		23		70		39	

Source: Survey, June 2016

The result on Table 4.5 above shows that poor supervision become the highest contributor for job dissatisfaction account for 26% while lack of good remuneration became the second highest contributor for job dissatisfaction among SCI staffs accounts for 23%.Lack of enough recognition in work place become the third major contributor for job dissatisfaction at work place which accounts for 16% .Lack of good Organization policy also contribute for Jo dissatisfaction at the

work place which account for 8% while lack of enough space for Advancement and Achievement contribute for job dissatisfaction which account for 5% respectively.

When these demotivating factors are again looked in each job classification, the result varies. Majority of staffs under Executive Job classification accounts for 67% responded that lack of enough space or system for Task achievement contribute for their major job dissatisfaction at the work place while professional and non professional account for less result for job dissatisfaction. However, this implies that HR department and the management should consider the need of Executive in providing challenging tasks which motivate them and at same time will improve performance employees. According to the above Table 4.5 result Majority staffs under Senior Managers job classification accounts for 47% responded that lack of enough supervision over their work and subordinates contributes for major job dissatisfaction at workplace and secondly inadequate remuneration which accounts for 18% contribute to job dissatisfaction at workplace respectively. The result implies that Senior Managers motivated by good supervision and good remuneration so the Hr and management of SCI should devise strategies that motivate these employees by facilitating good supervision over their job and providing good remuneration to motivate these employees and improve their job performance. As the same with senior managers, Staffs under Middle managers Job classification responded that major job dissatisfaction at their work place were lack of supervision over their entire work and subordinates which account for 83% and lack of inadequate salary which account for 22% respectively were their major job dissatisfaction at work place. This result indicated that HR and Management of save the children should consider the need of employees at each job classification and tries to fulfill these need will improve the Job performance of employees. Table 4.5 results also shows that the majority of staffs under Professional Job classification agreed that lack of inadequate remuneration perceived as their major job dissatisfaction at their work place which accounts for 26%.According to Herzberg inadequate salaries are a demotivator and this prevents motivators from encouraging good performance. However, The HR and management has to think about considering the need of its employees at each Job classification in how to motivate and improve their job performance which directly improve effectiveness of the organization. When we look into staff under non professional job grade chose not having adequate salary, organization policy and lack of adequate recognition can cause demotivation in their job. When the overall result is considered, those staff under professional and middle manages job classification they are no motivated. It is within this group that supervision is given a higher percentage for their cause of job dissatisfaction at work place.

This result implies that there is lack of willingness to delegate authority, teach knowledge and also it indicates that there was lack of some competence as well.

4.3 Analysis and Interpretation of Intrinsic Motivation factors at Save the Children

Table 4.4 Intrinsic Factors lead to Job Performance

Statement	Respondents	SA F	SA %	A F	A %	N F	N %	D F	D %	SD F	SD %
There is enough chance in my organization to do something that make use of my ability	155	15	10%	86	55%	7	5%	24	15%	23	15%
I have a feeling of accomplishment that i get from my job	155	8	5%	94	61%	0	0%	39	25%	14	9%
There is a chance to try my own method of doing things	155	5	3%	83	54%	6	4%	40	26%	21	14%
I have a chance to work alone on my job	155	11	7%	89	57%	2	1%	45	29%	8	5%
Being able to do things that don't go against my conscience	155	18	12%	85	55%	0	0%	41	26%	11	7%
I have freedom to use my own judgment	155	32	21%	98	63%	0	0%	21	14%	4	3%
I get praise for doing good job	155	26	17%	106	68%	0	0%	14	9%	9	6%
Average result		16	10%	92	59%	2	1%	32	21%	13	8%

Source: Survey, June 2016

When looking into the above Table 4.6 Result, 69% of respondents agreed that intrinsic Motivation factors have higher impact on their job performance. From the above response, it becomes clear that 68% respondents frequently selected Recognition on job as a major job satisfaction on workplace .This implies that employee at the Save the children were highly motivated by intrinsic motivation. 63% of respondents selected Responsibility also as their second major motivation factor on work

place. It is a widely accepted premise that Responsibility at work place and productivity of workers is a function of how well the individual is motivated. Motivation plays a crucial role in improving the job efficiency and productiveness of a worker, irrespective of the rank he/she hold. So this result implies that employee at work place were also highly motivated by intrinsic motivation. When we look into the above result, 61% of respondents selected achievement at workplace were also becomes their major motivation factor especially employees classified under Executive and senior managers job classification agreed that achievement and challenging job becomes their major motivation factor at work place. When also looking into the above Table, 57% of respondents agreed that independence or freedom at work place also selected by respondents as their major motivating factor at work place. This result indicated that employees are more motivated by intrinsic motivation factor. While 55% of respondents were selected Ability Utilization and moral value such as making right decision become their motivating factor at work place. The above Table 4.6 shows that 54% of respondents agreed that Creativity and innovation chosen as best motivator on work place. All the above Table 4.6 result implies that intrinsic motivation have a significant impact on the job performance of employees.

According to Bhadorya and Chuhan(2013) a research entitled critical analysis on Intrinsic and extrinsic Factors motivation argued that When the respondents were asked to compare the impact of the intrinsic factors of motivation with the extrinsic factors of motivation, the respondents, as predicted, opined that the intrinsic factors motivate them more than the extrinsic factors of motivation like salary and perks. Among the intrinsic factors of motivation, the respondents have opined that it is job satisfaction and their likeness to the work in addition to recognition by the superiors is important. Edrak et al (2013) stated on his research that there is a significant and positive relationship between intrinsic and extrinsic motivation and job performance and his overall research indicated that the relationship between intrinsic and job satisfaction is stronger than the relationship between extrinsic motivation and job satisfaction. When the overall result Considered, it is possible to say that intrinsic Motivators have a significant impact on the job performance of employees.

4.6 Extrinsic Motivation Factors Leads to Job Performance at Save the Children

Table 4.5 Extrinsic Factors lead to Job performance

Statement	Respondents	SA		A		N		D		SD	
		F	%	F	%	F	%	F	%	F	%
I am happy the way organization policies are put into practice	155	3	2%	33	21%	2	1%	79	51%	38	25%
There is enough chance in the organization to tell what other people what to do	155	1	1%	32	21%	1	0%	74	48%	47	30%
The way my co-workers get along with each other is good	155	24	15%	102	66%	2	1%	27	17%	0	0%
The competency of my supervisor making decision is fantastic	155	0	0%	49	32%	13	8%	68	44%	25	16%
The way my Boss handles its subordinates is based on understanding not authorities	155	0	0%	42	27%	8	5%	76	49%	29	19%
Average result		6	4%	52	33%	5	3%	65	42%	27	18%

The Table above illustrates that there is poor extrinsic motivators came out as the highest demotivators factor at the work place.51% of employees disagreed that the way organization policy put into practice were their major job dissatisfactory at the work place. Staffs classified under professional and non professional job classification agreed that the lack of strong company policy put into practice were becomes their major job dissatisfaction. This result implies that the HR and The management of SCI has to devise a strong and attractive company policy to put into practice to motivate employees of save the children and improve their job performance because many research

indicate that there is a positive relationship between motivation and job performance of employees. The Table above shows that delegating authority to employees were one major motivator at work place.68% of respondents felt that there is low delegation of power and authority in the work place. This result indicates that there is minimum perception about motivating employees by delegating authority. However, Delegation of powers were selected by respondents as their major extrinsic factor to motivate employees at work place. Managers at save the children expected to devise an strategy to delegate authority to lower level employees to build their confidence on the work and motivating them to improve their productivity at work place. When the overall population is considered, majority of staffs under professional and non professional job grade are mostly the one who claimed that they are not motivated; it is within this group that Supervision (Human) and Supervision (Technical) is given higher percentage for their cause of demotivation. This result puts into query of managers competency (human and Technical) ability to teach and coach subordinates. However, the overall result implies that there low extrinsic motivators at work place. As the same with intrinsic motivating factors, extrinsic motivators play a crucial role in motivating employee and increasing their job performance. Managers expected to devise a best mechanism such as delegating authority, coaching or teaching subordinates, putting company policy into action can improve employee performance and organizational productivity.

4.7 Manager's motivation perception at save the children

According to Bruce (2003) people are motivated to do what is in their best interests. Your goal as a manager, then, is to help employees identify their welfare with that of the organization. When this happens, employees will naturally feel motivated to work hard, because it is in their best interest to do so. All this is another way of saying that motivation is intrinsic. It's what drives us to accomplish our desired ends. Whatever we do, it's always because we believe it will fulfill some present or future personal goal or desire.

Accordingly, among the sample respondents, managers were asked to which motivating factors they using to motivate their staff response were compared with what currently motivate staffs.

Table 4.6 perception of manger perception compared with employee what motive staffs

What factors actually motivate staff	Motivating Factors	What mangers rely on to motivate their staff
1st Motivating Factor	Recognition at work	5th Motivating Factor
2nd Motivating Factor	Achievement on current Job	3rd Motivating Factor
3rd Motivating Factor	Fair Remuneration	1st motivating Factor
4th Motivating Factor	Advancement	4th Motivating Factor
5th Motivating Factor	Relationship	2nd Motivating Factor

Source: Survey, June 2016

It is really good to note the discrepancies between what employees want and what managers rely on to motivate their staffs. It was particular interest for researcher that while Recognition at work has high motivating factor effect on employees, the managers believe that Good Remuneration was more effect on employee job performance. The above Table 4.7 Result also shows that Advancement said by both employee and managers seemed recognizes the importance of advancement. This result implies that manager should make survey to really know what motivate employees at work place.

4.8 Perception of Respondents on the level Job Performance

Since one of the objective of this study is to understand the level of job performance of staff and understand how much job performance of employee are affected by motivation at work place. When evaluation their performance in the work place, respondents were asked to evaluate their job performance with their quarterly job evaluation.

Table 4:7 Employee perceptions on planning schedule

I plan my work to perform my job a target a head

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	18	11.6	11.6	11.6
	Agree	94	60.6	60.6	72.3
	Neutral	12	7.7	7.7	80.0
	Disagree	25	16.1	16.1	96.1
	Strongly Disagree	6	3.9	3.9	100.0
	Total	155	100.0	100.0	

 Source: Survey, June 2016

Above Table 4.7   illustrate that 71 % of respondents felt that they were planned their work ahead of schedule to meet urgent deadline such as tight donor report, while 16% of respondents not felt that they were planned their work ahead of target and4% of respondents strongly agreed that there were not plan their job ahead of schedule. The overall result implies that above half of respondent felt that there planned their job ahead of time to perform the goal settled ahead of schedule.

Table 4.7.1 Employees attitude towards Job performance

I am satisfied with My performance because its mostly good

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	3	1.9	1.9	1.9
	Agree	113	72.9	72.9	74.8
	Neutral	10	6.5	6.5	81.3
	Disagree	24	15.5	15.5	96.8
	Strongly Disagree	5	3.2	3.2	100.0
	Total	155	100.0	100.0	

Source: Survey, June 2016

The above Table 4.7.1 illustrates that 73% of employees felt that their job performance mostly good on the work place while 15% of respondents disagree that their job performance at work place mostly not well. This result implies that more than half of employees have good feeling regard to their Job performance. Most of respondents felt that their Job performance is satisfactory while 3% of respondents felt that their job performance is very low. This implies that some portions of

respondents are highly demotivated to do their job at work place. The above result is the perception of respondents Job performance at workplace might be the Job evaluation of the organization slightly different from the perception of employees.

Table 4.7.2 Employee perception of Job performance compared with their Colleagues

My performance is better than that of my colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	93	60.0	60.0	60.0
	Neutral	25	16.1	16.1	76.1
	Disagree	37	23.9	23.9	100.0
	Total	155	100.0	100.0	

Source: Survey, June 2016

The above Table 4.7.2 result indicated that 60% of respondent felt that their job performance were better than that of other colleagues in the organization. This implies that most of respondent were felt that they were performing very well relative to their colleagues in the organization while 24% of respondent disagreed that they were not perform better than their colleagues in the organization and 16% of respondents were not express their feeling.

Table 4.7.3 Resource utilization and Job performance

I plan to use the organization resource effetely to improve my Job performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	1.3	1.3	1.3
	Agree	96	61.9	61.9	63.2
	Neutral	39	25.2	25.2	88.4
	Disagree	18	11.6	11.6	100.0
	Total	155	100.0	100.0	

The above Table 4.7.3 result indicate that 63% of respondents felt that they were utilizing the organization resource very well to improve their job performance while 12% of respondents felt that they were not utilizing organization resource effectively to improve their job performance and 25% of respondent were neutral on the question. This result implies more than half of respondents

felt that there were utilizing organization resources effectively while remaining few of respondents did not felt that there were utilizing organization resources effectively.

Fig 4.1 Employee perception on achieving goal
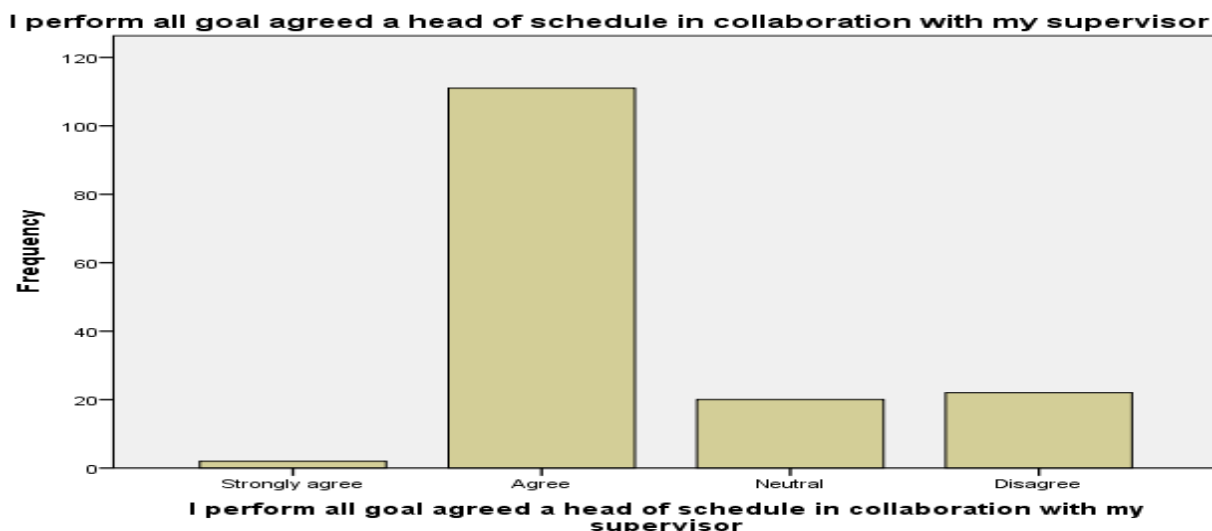
The above Fig 4.1 illustrate that more than half of employees felt that they were achieved all agreed goal with collaboration of supervisor while quarter of respondent felt that there were not achieved all goal planned with supervisor. This result also shows that respondents were felt that they were achieved a planned goal in collaboration with supervisors.

Table 4.7.4 Employee perception on Effort extension

I use my maximum effort extension to do my Job effectively

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	3.9	3.9	3.9
	Agree	96	61.9	61.9	65.8
	Neutral	24	15.5	15.5	81.3
	Disagree	29	18.7	18.7	100.0
	Total	155	100.0	100.0	

Source: Survey, June 2016

The Above Table 4.7.4 illustrates that 68% of respondents felt that there were use their maximum effort to do all job or duty there was assigned for. While 19% of respondents do not felt that there

were use their maximum effort to do their work and 16% of respondents were felt that they are neutral for the question. The above result indicated that more than half of employees are agreed that they were use their maximum effort to do all job they were assigned for.

Generally Speaking, from the above Frequency Tables it indicated that more than 60% of respondents felt that they are performing very well at the organization while rating their own performance.

4.9 Correlation Analysis of Intrinsic, Extrinsic motivation and Job performance

The researcher carried out a correlation analysis to test the relationship between the dependent and the independent variables. In this study our dependent variables is Job Performance and the independent variable are Intrinsic and Extrinsic motivation. The correlation coefficient is a measure of linear association between two variables. Value of the correlation coefficient are always between -1 and+1.A correlation coefficient of+1 indicates that two variables are perfectly related in a positive linear sense, a correlation coefficient of-1 indicates that there are perfectly related in a negative linear sense, and a correlation of 0 indicates that there is no linear relationship between the two variable. The findings for this analysis are shown in the following Table 4.8 revealed that there is a positive and significant relationship between intrinsic motivation, extrinsic motivation and Job performance. The correlation found to be strongly and positively associated with Job performance(intrinsic Motivation r=.942 and Extrinsic Motivation r=.870) result showing that intrinsic motivation is more strongly associated with Job performance as compared to extrinsic motivation(extrinsic motivation r=.870<intrinsic motivation r=.942).It means that if intrinsic motivation increasing the employee performance may also increases. Moreover, in the case of negative variable it will also decline job performance of employee at save the children international.

Table 4.8 pair wise correlation

Correlations

		Job Performance	Intrinsic	Extrinsic
Job Performance	Pearson Correlation	1	.942**	.870**
	Sig. (2-tailed)		.000	.000
	N	155	155	155
Intrinsic	Pearson Correlation	.942**	1	.841**
	Sig. (2-tailed)	.000		.000
	N	155	155	155
Extrinsic	Pearson Correlation	.870**	.841**	1
	Sig. (2-tailed)	.000	.000	
	N	155	155	155

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

Source: SPSS, 2016

4.10: Regression Coefficients for Job Performance

The researcher carried out a regression analysis to show the association between the independent variables with the dependent variable. Regression analysis involves identifying the relationship between a dependent variable and one or more independents variables. The below Table 4.10 results; shows that there is significant association between the independent variables Intrinsic motivation and Extrinsic Motivation with the dependent variable Job Performance of Save the children International. The intercept beta value 0.491 represents the estimated average value of employee performance when intrinsic and extrinsic motivation is zero. The slop of intrinsic 0.718 means change in employee performance 0.718 when intrinsic motivation is increased by 1 and the slop of 0.267 Extrinsic Motivation showing that change in employee performance is 0.267 when extrinsic motivation is increased by 1.The result shows beta values which mean independent Intrinsic and Extrinsic motivation variables influences on employee job performance. Result indicate that Intrinsic motivation has the strongest influence on employee performance in Save the children International with beta value 0.718 and Extrinsic motivation also has least influence on job performance relative intrinsic motivation with beta value 0.267.The result further suggested that Intrinsic motivation in save the children international can significantly influence employee performance. Therefore, both of intrinsic and extrinsic motivations are identified as the predictor for Job performance in save the children. So we can say that if SMT put their focus upon motivation of

employees then it will leads toward a positive increase in employee job performance. According to Kluvers (2009) he argues that his study was undertaken to answer the question of the value of intrinsic rewards as motivators for employees in the Not for profit sector. Intrinsic motivational factors have been found to be significant, in both the presence of an employee bonus scheme and in its absence. This finding of the motivational importance of intrinsic factors is across the whole organization, irrespective of the quite varying conditions under which employees of the organization work; and he argues that intrinsic rewards dominate extrinsic. The researcher agrees with this result that Intrinsic Motivation dominates extrinsic motivation.

Table 4.8.1 Regression analysis on Intrinsic and Extrinsic motivation over Job performance

<div align="center">Coefficients[a]</div>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.491	.067		7.358	.000
	Intrinsic	.539	.034	.718	15.888	.000
	Extrinsic	.204	.035	.267	5.895	.000

a. Dependent Variable: Job Performance

Source: SPSS, June 2016

Table 4.8.2 Level of relation between motivation and Job performance

<div align="center">Model Summary</div>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953[a]	.909	.908	.22242

a. Predictors: (Constant), Extrinsic, Intrinsic

Source:Survey,2016

Table: 4.8.3 Level of relation between dependent and Independent Value

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	74.983	2	37.492	757.827	.000[b]
	Residual	7.520	152	.049		
	Total	82.503	154			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Extrinsic, Intrinsic

Source:SPSS,2016

The Above Table 4.8.3; show the P-value of 0.000 indicates that the regression relationship is significant in predicting how the Intrinsic and Extrinsic Motivation independent variables influence the Job performance of save the children International employees The result from above table indicates that intrinsic and extrinsic motivation could significantly contribute r^2 value of 0.909.an examination of these two variable indicated that intrinsic motivation represented the strongest effect on employees job performance with standard of beta of 0.539

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The previous chapters in this study provided insight into Introduction into Motivation, Review of literature and Job performance, Job Appraisal, Empirical studies conducted by researchers. The methodology adopted for his study also explained, followed by Data presentation and Interpretation obtained during this study also presented .This chapter presents Summary of finding, Conclusion, Limitation of the study and finally provide Recommendation.

5.2 Summary of Finding

- Overall, both of the intrinsic and extrinsic motivation is significant and positive relationship with Job Performance. The result indicated that the intrinsic and extrinsic motivations both were able to impact on job Performance of employee. Furthers, the significance of overall result indicated that both of the Intrinsic and extrinsic motivations will lead to better job Performance

- In general, the result of the study also indicated that the relationship between intrinsic motivation and job performance is stronger than the relationship between extrinsic motivation and. In other words, intrinsic motivation is tend to contribute higher job performance compared with extrinsic motivation.

- There is a significant relationship between employee's motivation and job performance of employees.

- The prime contributing factor with regard to employee's motivation in Save the Children is Recognitions that were selected by 35% of the respondents. This factor was selected as being the factor that motivates them most than other factors, like salary or promotion. Achievement and money accounts the 2nd and 3rd most selected factors that motivate staff while Advancement and Relationship accounts 4th and 5th most selected by respondents. Company policy ,Growth and Work itself selected as the least likely motivators respectively

- The major contributor factor with regard to employee job dissatisfaction in the save the children Supervision that were selected by 26% of the respondents. This factor was selected

as being the factor that contributes for job dissatisfaction. Money and recognition accounts 2nd and 3rd most selected factors that contribute for job dissatisfaction while Company policy and relationship accounts 4th and 5th most selected by respondents

- The respondents were of the opinion that when the management entrusts more responsibility on an employee, it signifies greater motivation as it marks the recognition of the work of the concerned employee

- The result of the study indicated that there difference of preference in motivation factor among male vs female , Managers are expected to devise the best mechanism of motivating their team by considering gender difference at work place

5.3 CONCLUSIONS

This study was carried out at Save the Children International head quarter with the purpose of assessing motivation factors that affect employee performance in the organization. When selecting sample of the study, probability, stratified random sampling is used so that each member of the population has an equal chance of being selected and two-tailed Pearson correlation analysis and regression analysis was conducted to test the relationship between intrinsic and extrinsic motivation and Job performance by using SPSS.

The findings proved that the relationship between intrinsic motivation and job performance is stronger than the relationship between extrinsic motivations and In other words, intrinsic motivation is tend to contribute higher job performance when compared with extrinsic motivation. It has been ascertained from the finding of the survey that there was low level intrinsic motivation package in the organization that absolutely demotivate employees and could affect their high job performance. As proved in regression analysis there is positive and significant relationship between intrinsic motivation and Job performance. As a result of low level of intrinsic motivation package, the researcher can conclude this could and may affect job performance of employee and leads to affect organizational productivity. Extrinsic Motivation also has a positive relationship with Job performance. Furthers, the significance of overall result indicated that both of the Intrinsic and extrinsic motivations will lead to better job Performance. Study also proved that the respondents in the survey ranked top two factors that motivate them as future employee as follows: Recognition and Achievement. This study concludes that these intrinsic motivate factors reflect the current

employee needs and implies that job redesign strategies may be used to reinforce and to motivate employees. It is my believe that since the things or factors that motivate people to do perform best are distinct and different, learning about what workers want from their jobs, or what is more important for them, may generate essential information for line manager to effectively motivate workers and improve their job performance. The results of this study clearly show that Supervision factors appeared more in ranking as motivational deficient factors.

The overall conclusion of the study is that the motivational value placed on each factor may vary according to age, service of years and gender .what motivates people may vary from person to another. However, I would argue that even though extrinsic motivation also play role in motivating employees. But the success of the organization depends largely on the intrinsic motivation of its employees. Therefore organisations should be willing to continuously and on regular basis, undertake employee survey in order to understand what their employees expects from their current job. The result of such exercise could prove useful for the organization, because knowing what their employees wants and efforts in meeting these needs facilitate a mutual good working environment for both employees and organization.

5.4 Limitation of the study

Although the research is believed to reach it main aim, it has some unavoidable limitations. This study has focused on very extensive broad topic of motivation and job performance, challenging for researcher to extensively cover all areas in motivation and job performance. Thus, focus on intrinsic and extrinsic motivation.

Because of time constraint, this research is conducted on small size of population. Therefore, the result may not applicable to every staff of the organization as the motivational needs of employees may be different from place to place. Since the organization has been under big merger and restructure, the performance management process has not been properly administered. For this reason, respondents were asked to evaluate their job performance by themselves.

5.5 RECOMMENDATIONS

As derived from the research finding, here are some recommendation to the leaders, and Manager at save the Children International (SCI)

❖ Facilitate an organization where employee feel valued, and receive necessary support to release their potential by contributing to the development of organization strategies, structure, and process for improving effectiveness of the organization

❖ Top management should put their focus up on intrinsic motivation such as Achievement, Responsibility etc and then it will lead toward a positive increase in employee's performance.

❖ In order to strategically utilize achievement as a motivational tool for employees, it is recommend that Management should set clear challenging goal for employee or teams and when these are achieved acknowledge them in a team function and promote them. Create space and time for staffs and teams to be innovative and allow them to pursue their goal that they believe benefit them and organization

❖ In considering the fact that staff have selected in adequate salary as their 2nd most dissatisfying factor at work place, a good compensation strategy should be adopted by the organization that includes a balance between internal equity and external competitiveness which comprises of both financial and non-financial reward system

❖ Recognition of employees work done should be a best strategic for Line managers and continuously look for opportunities to notice or praise employees for good ideas such as praise employees for work well done in the presence of colleagues, create one to one sessions with each of employees to give feedback on their job performance continuously, Introduces award prize for individual or team to encourage best practice

❖ In order to suit organization and employee's needs, management should carefully weigh strategy such as Recognizing employee for those who perform better, Providing challenging task for employees at Executive and Senior Job Classification while considering fair remuneration for those at middle managers, Professional and Non-professional Job classification that fits employees needs to improve job performance.

❖ To management should devise a suitable motivation mechanism to enhance employee motivation by considering difference in preference of employees need at each level of Job classification.

❖ Ensue that the organization have HR Strategies, policies, process and procedure that focus on aligning employee objectives and organizational goals

❖ Introduce culturally appropriate activities, incentives, and process in the organization to motivate employees

❖ Proactively engage in dialogue with employees to be aware of and manage their expectation keeping the organization goal in view.

❖ Consider use of mix of suitable non-financial incentives to enhance employee motivation and organizational effectiveness such as staff development, job rotation through secondment, career development, promotion and Transfer, providing special projects and Assignments etc

❖ Proper and efficient working condition should be in instituted by management to increase Job performance of employees.

❖ Employees who work harder and perform well and meet their targets should be motivated by their respective organizations by giving them a special treatment in terms of incentives like bonus etc. to induce others to follow their footsteps. Organization leaders should find ways to motivate their employees to work up to the maximum level, improve their work attitudes towards work values and the most important is to be aware of the needs.

❖ Establishing a clear communication channel between the frontline teams and senior management and ensuring that all members of the organization are made to feel a part of the team, contributing to the progress of the common cause. Alternative recognition methods should be considered by management, where employees were encouraged to undertake greater decision making powers, participate in the strategy of the organization and contribute more by utilizing their additional skills and capabilities.

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APPENDICE

Appendix

Part A

QUESTIONNAIRE

<u>Questionnaires to be filled by Employees of Save the children International</u>

Dear Respondents,

The main purpose of this questionnaire is to collect data on "**The Impact of Employee Motivation on Job performance**": which will be used as an input for a research in a partial fulfillment of the requirement for Master of Business and Administration.

I kindly request you to provide with me reliable information and your genuine response is solely used for academic purpose. The information provided will be treated utmost confidentially.

Kind Regards,

BiniyamTsegaye

[Tel:0939-68-81-78]():

Instructions

I. All the questions are closed ended questions and you are required you to put mark or circling on the options of the letters or as instructed

II. All information given will remain confidential and to maintain anonymity no names are required but for the ease of analysis please indicate your personal detail as presented in the questionnaires

Part I: General Information

1. Department: _____

2. Job Title:_____

3. Age:

i. 18-30 ☐   iii.41-50 ☐

ii.31-40 ☐   iv.51-60 ☐

4. Gender:

a) Male ☐   b) Female ☐

5. Marital Status

a) Single ☐   c) Divorced ☐   e) others ☐

b) Married ☐   d) Widowed ☐

6. Level of Education

a) Certificate ☐   c) Degree ☐   e) others ☐

b) Diploma ☐   d) Masters ☐

7. How long have you worked for the current organization?

_____ Years _____ Months

Part II

The questions concern various conceptions about Hygiene and Motivational Factors. Please Answer by Circling the number which best corresponds to your opinion. (Measure of Hygiene and Motivational Factors)

	Questions	strongly Agree	Agree	Neutral	Disagree	Strongly dis Agree
1.	I am proud to work in this organization because it recognizes my Achievement.	1	2	3	4	5
2.	I feel satisfied with my Job because it gives me feeling of Accomplishment.	1	2	3	4	5
3.	I feel I have Contributed towards my Company in a Positive Manner	1	2	3	4	5
4.	I will choose Career advancement rather than Monetary Incentives.	1	2	3	4	5
5.	My Job allow me to learn a new skills for career advancement	1	2	3	4	5
	Questions	strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
6.	My work is exciting and I have a lot of Variety in tasks that I do.	1	2	3	4	5
7.	I am empowered enough to do my Job	1	2	3	4	5

		1	2	3	4	5
8.	I feel appreciated When I achieve or Complete a task.	1	2	3	4	5
9.	My Line Manager Always thanks me for the Job well done.	1	2	3	4	5
10.	I receive adequate recognition for the job done well	1	2	3	4	5
11.	I am proud to work in my organization because I feel I have grown as a person	1	2	3	4	5
12.	My job allow me to grow and develop as a person	1	2	3	4	5
13.	My job allow me to improve my Experience, Skills and Performance	1	2	3	4	5
14.	The attitude of the administration is very accommodative in my organization.	1	2	3	4	5
15.	I am proud to work for this organization because the policy is favorable for its workers.	1	2	3	4	5
16.	I completely Understand the Mission of my organization	1	2	3	4	5
17.	It is easy to get along with my Colleagues.	1	2	3	4	5
18.	My colleagues are helpful and friendly.	1	2	3	4	5
19.	Colleagues are Important to me.	1	2	3	4	5
20.	I believe safe working at my workplace.	1	2	3	4	5
21.	I believe my Job is secure	1	2	3	4	5
22.	My workplace located in an area where I feel I am comfortable	1	2	3	4	5
23.	I feel my performance has improved because of the support from my supervisor.	1	2	3	4	5
24.	I feel satisfied at work because of my relationship with supervisor	1	2	3	4	5
25.	My supervisors are strong and trustworthy leaders	1	2	3	4	5
26.	I am encouraged to work harder because of my salary.	1	2	3	4	5
27.	I believe my salary is fair	1	2	3	4	5
28.	I feel satisfied because of the comfort I am provided at work.	1	2	3	4	5
29.	I am proud to work for my organization because of the pleasant working condition	1	2	3	4	5

Part III: The questions concern concept about Intrinsic Motivation Factors. Please Answer by circling the number which best corresponds to your opinion

	Questions	strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
30	There is enough chance in my organization to do something that makes use of my ability	1	2	3	4	5
31	I have feeling of accomplishment that I get from my Job.	1	2	3	4	5
32	There is a chance to try my own methods of doing the job	1	2	3	4	5
33	I have a chance to work alone on my Job	1	2	3	4	5
34	Being able to do things that don't go against my conscience	1	2	3	4	5
35	I have a freedom to use my own judgment	1	2	3	4	5
36	I get praise for doing good job	1	2	3	4	5

The questions concern concept about Extrinsic Motivation Factors. Please answer by circling the number which best corresponds to your opinion

	Questions	strongly Agree	Agree	Neutral	Disagree	Strongly Dis agree
37	I am happy The way organization policies are put into practice	1	2	3	4	5
38	There is enough chance in the organization to tell other people what to do	1	2	3	4	5
39	The way my co-workers get along with each other is very good	1	2	3	4	5
40	The competence of my supervisor in making decisions is fantastic	1	2	3	4	5
41	The way my Boss handles its subordinates is based on understanding not authorities	1	2	3	4	5

Part IV. The questions concern concept about Job Performance. Please answer by circling the number which best corresponds to your opinion

	Questions	strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
42.	My performance is better than that of my colleagues	1	2	3	4	5
43	I plan my work to perform my job a target a head.	1	2	3	4	5
44	My Performance is better than of my colleagues	1	2	3	4	5
45	I plan to use the organization resource effectively and efficiently under may care	1	2	3	4	5
46	I am always helpful to other on my Job performance other department colleagues	1	2	3	4	5
47	I perform all goal agreed ahead of schedule in collaboration with my supervisor	1	2	3	4	5
48	I deliver all required report on time without compromising quality of my job performance	1	2	3	4	5
49	I use my maximum effort extension to do my job effectively	1	2	3	4	5
50	I am clear on what my responsibility and duties are to perform my job	1	2	3	4	5
51	I do my job in systematic way to manage my job performance effectively	1	2	3	4	5

Thank you for your time!

INTERVIEW QUESTION FOR MANAGERS

Part B

1. Kindly respond to the below question if you have one or more staff member reporting to you directly

In your experience as a Manager, indicate below important factors for the staffs to be motivated,

a), a high salary

b) Recognition at work place

c) Achievement

d), Delegating Authority

e) Good Relationship

2. What is your opinion regarding employees performance at head office?

3. What is your suggestion why performance is not satisfactory?

4. What did you recommend to take an action to improve motivation of employees?