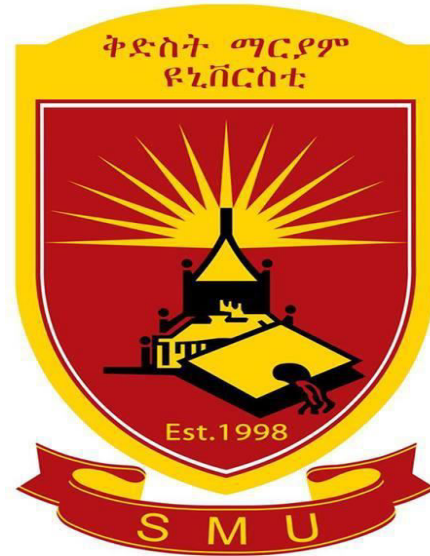


**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**



**EMPLOYEE MOTIVATION PRACTICE AT THE ADDIS
ABABA REGIONAL HEALTH BUREAU OFFICE OF KENEMA
PHARMACIES**

BY

FITSUM TSEGAYE AMENU

JUNE, 2016

ADDIS ABABA, ETHIOPIA

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**EMPLOYEE MOTIVATION PRACTICE AT THE
ADDIS ABABA REGIONAL HEALTH BUREAU
OFFICE OF KENEMA PHARMACIES**

BY

FITSUM TSEGAYE

**A THESIS SUBMITTED TO SCHOOL OF
GRADUATE STUDIES OF ST. MARY'S
UNIVERSITY IN PARTIAL FULFILLMENT OF
THE REQUIREMENT OF MASTER'S DEGREE IN
BUSINESS ADMINISTRATION**

ADVISOR: WORKU MEKONNEN (PhD)

JUNE, 2016

ADDIS ABABA, ETHIOPIA

BOARD OF EXAMINERS

AS MEMBER OF THE BOARD OF EXAMINERS OF THE MASTER THESIS OPEN DEFENSE EXAMINATION, WE CERTIFY THAT WE HAVE READ AND EVALUATED THE THESIS PREPARED BY FITSUM TSEGAYE AND EXAMINED THE CANDIDATE. WE RECOMMENDED THAT THIS THESIS BE ACCEPTED AS FULFILLING THE THESIS REQUIREMENT FOR THE DEGREE OF MASTERS OF ART IN BUSINESS ADMINISTRATION.

APPROVED BY THE BOARD OF EXAMINERS:

SIGNATURE

CHAIR MAN (INSTITUTE DEAN)

ADVISOR

EXTERNAL EXAMINER

INTERNAL EXAMINER

DECLARATION

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

Name

St. Mary's University, Addis Ababa

Signature and Date

JUNE, 2016

ENDORSEMENT

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

Worku Mekonen (PhD)

Advisor

Signature and Date

St. Mary's university, Addis Ababa

JUNE, 2016

Contents

| | |
|--|-----|
| ACKNOWLEDGEMENT..... | i |
| ACRONYMS..... | ii |
| LIST OF TABLES..... | iii |
| LIST OF FIGURE..... | iv |
| ABSTRACT..... | v |
| CHAPTER ONE INTRODUCTION..... | 1 |
| 1.1. Background of the study..... | 1 |
| 1.2. Statements of the problem..... | 3 |
| 1.3. Research questions..... | 4 |
| 1.4. Objectives of the study..... | 4 |
| 1.5. Significance of the study..... | 6 |
| 1.6. Scope of the study..... | 6 |
| 1.7. Limitation of the study..... | 6 |
| CHAPTER TWO LITERATURE REVIEW..... | 7 |
| 2.1. The concept of motivation..... | 7 |
| 2.2. Overview of theories..... | 9 |
| 2.2.1. Maslow's hierarchy of needs..... | 9 |
| 2.2.2. Herzberg's motivation hygiene theory..... | 10 |
| 2.2.3. McClelland's need for achievement theory..... | 13 |
| 2.2.4. Douglas McGregor: Theory X/Theory Y..... | 15 |
| 2.3. Contemporary theories of motivation..... | 16 |

| | |
|--|-----------|
| 2.3.1. Equity theory..... | 16 |
| 2.3.2. Attribution theory..... | 17 |
| 2.3.3. Reinforcement theory..... | 18 |
| 2.3.4. Expectancy theory..... | 19 |
| 2.4. Reward management..... | 20 |
| 2.4.1. Extrinsic rewards..... | 22 |
| 2.4.2. Intrinsic rewards..... | 22 |
| 2.4.3. Total rewards..... | 24 |
| 2.5. Previous empirical studies..... | 24 |
| CHAPTER THREE RESEARCH METHODOLOGY..... | 27 |
| 3.1. Research design..... | 27 |
| 3.2. Population and sampling design..... | 27 |
| 3.3. Research instrument data collection | 28 |
| 3.4. Data analysis technique..... | 28 |
| CHAPTER FOUR RESULTS AND DISCUSSION..... | 30 |
| 4.1. Demographic characteristics of respondents..... | 30 |
| 4.1.1. Sex and age of respondents..... | 30 |
| 4.1.2. Marital status of respondents..... | 32 |
| 4.1.3. Educational status of respondents..... | 32 |
| 4.1.4. Working experience of respondents..... | 33 |
| 4.2. Motivational practices of the organization..... | 33 |

| | |
|---|----|
| 4.2.1. Motivational packages applied in the organization..... | 33 |
| 4.2.2. Financial rewards..... | 34 |
| 4.2.3. Non-financial rewards..... | 35 |
| 4.2.4. Motivation level of respondents..... | 37 |
| 4.2.5. Job safety..... | 39 |
| 4.2.6. Rank of employee motivational factors..... | 40 |
| CHAPTER FIVE CONCLUSION AND RECOMMENDATION..... | 41 |
| 5.1. Summary and conclusion..... | 41 |
| 5.2. Recommendation and implication..... | 42 |
| REFERENCES..... | 44 |
| APPENDICES..... | 49 |

ACKNOWLEDGEMENT

First and for most I have to thank the almighty God for everything he has done for me. Next, I would like to express my heartfelt gratitude to my advisor Worku Mekonen (PhD) for his fruitful guidance and constructive suggestion in organizing, structuring and completing this thesis. My special thanks also goes to all the pharmacists working at Addis Ababa Health Bureau Office of Kenema Pharmacies for their constant help during questionnaire filling, interview and other supports provided for the success in completion of this paper.

Last but not least my deepest appreciation goes to all my families especially my Mam and Dad for their unlimited support in my life.

List of Acronyms

WHO World Health Organization

List of Tables

| | |
|--|----|
| Table 4.1 Description of age vs. sex of respondents | 27 |
| Table 4.2 Description of the marital status vs. education level of respondents | 28 |
| Table 4.3 Work experience of respondents | 29 |
| Table 4.4 Description of motivational packages | 30 |
| Table 4.5 Analysis of financial rewards by mean and standard deviation | 31 |
| Table 4.6 Analysis of non-financial rewards by mean and standard deviation | 32 |
| Table 4.7 Analysis of motivation level by mean and standard deviation | 34 |
| Table 4.8 Analysis of job safety by mean and standard deviation | 35 |
| Table 4.9 Description of rate of factors of motivation | 36 |

List of Figure

Figure 1: The five rules for administering hygiene11

Abstract

The research was conducted in pursuit of identifying employee motivational practices at Addis Ababa Regional Health Bureau office of Kenema Pharmacies. Descriptive research design was employed for data analysis; sample units were selected using purposive sampling method, and pharmacists working in different branches were taken as sample. The result indicated that the application of financial and non-financial rewards were very low. The study also showed that there was no good job safety; moreover, pharmacists were not motivated to stay in the organization for long period of time. In addition to this, interesting job, work environment and Salary increment were the most effective motivational factors which helps to increase employee productivity, employee work efficiency and employee loyalty. However, each organizations internal environment, rules and regulations and policies are different hence, results are also varies as per organizations. Most of the factors are within the controls of the organizational management and can as such be exploited by the management in order to boost the levels of employee motivation. To enhance staff motivation, the administration should take measures to improve work conditions, raise work reward and pay more attention to the professional development of their employees.

Key words: *Addis Ababa Health Bureau office of Kenema Pharmacies, Employee motivation practice, Motivation, Pharmacist,*

CHAPTER ONE

1. INTRODUCTION

This research is designed to assess the employee motivational practices at Addis Ababa Health bureau office of kenema pharmacies; basically the paper has five chapters; chapter one includes the introduction part, chapter two incorporate reviews of literature, chapter three discuss about the methodology part, and chapter four and five deals about data analysis and conclusion part respectively.

1.1. Background of the Study

The overall success of an organization in achieving its strategic objectives relies heavily on the motivation level of employees. All organizations, regardless of sector, size or industry require motivated workforce that ensures the efficiency, high organizational output and prosperity of the organization. De-motivated employees are likely to put in little or no effort in their jobs, produce low quality work, mostly avoid their workplace and even exit the organization if provided opportunity. On the other hand, employees who are motivated to work are likely to be determinant, innovative and competent. Motivated employees are contented, dedicated and work enthusiastic, resulting in optimum level of employee retention, loyalty and harmony. This contributes significantly to the growth and development of the overall organization (Cheema, Shujaat, & Alam, 2013).

Motivation has long been a central topic for scholars and practitioners. An abundance of theories and approaches were developed in order to explain the nature of employee motivation. Another handful of studies were conducted in an attempt to discover whether employees have different motivation antecedents than their private sector counterparts (Reem, 2011). Within current dispensation organizations are now realizing that their accomplishments are dependent on their capabilities to create a center of attention, develop and hold on to talented employees. The future of the organization's capabilities to create a center of attention, develop, and hold on to a talented work force will be a significant factor in developing a high-performance organization (Sims, 2007).

Motivation is the catalyst that spurns employees' eagerness to work without pressure. To motivate is to provide employees with a motive to do some tasks. It is to cause or provoke somebody to act either positively or negatively (Sunita, 2012). To say that nobody can motivate

employees at work is like saying there are no influential leaders, that there are no effective managers, that there are no motivational speakers, that the psychologists in sports management teams are useless and that motivation is not achievable. Motivation has been used by effective managers to prompt ordinary people to achieve uncommon results in all fields of endeavors (Sunita, 2012).

Notwithstanding the fact that motivation is very important to determine employee's ability so do other factors such as the resources given to an employee to do his or her job (William, 2010). According to Jones & George, (2003), cited on Ayam *et al.* (2012) even with the best strategy in place and appropriate organizational architecture, an organization will be effective only if its members are motivated to perform at a high level. Contemporary research and observations show that well motivated employees are more productive and creative towards achieving company or organizational goals. On the other hand less motivated employees are less performant and tend to divert from attaining organizational goals. Motivation as incentive systems are fundamental to developing capacities and to translating developed capacities into better performance (William, 2010).

Health care workers are commonly described as being intrinsically motivated; the literature on health care is full of references to terms such as professionalism, esteem and caring. At the same time, all health systems invest significant resources in regulation and quality assurance, thereby declining to leave quality up to the caring instincts of providers (Brock & Leonard, 2012). As causes for retention are likely to be rooted in both personal and work-related factors, strategies must address these multiple causes simultaneously. Interventions can take place at the macro or health-system level, such as human resource policy and planning, rural recruitment and training and bonding. They can also take place at micro or facility level, aimed at improving job satisfaction by addressing working conditions, providing incentives and offering professional development. Interventions can also aim to improve the living conditions of individual workers, or address the needs of specific groups (Dieleman & Harnmeijer, 2006).

Human resources determine the use of other available resources. They are the most important category of the health systems inputs (WHO, 2000). Despite of the importance, human resource management systems are facing serious problems in developing countries (Adano, 2006). Evidence suggests that the inheritance of constant under-investment in human resources could

lead to the underperformance of health systems (Razee *et al.*, 2012). Therefore, health worker retention is crucial for health system performance (Willis-Shattuck *et al.*, 2008). There is a wide range of reasons why health workers leave their jobs, and financial reasons are often not the only reasons. Factors are also likely to be interrelated and their influence on health providers depends on the political, socioeconomic and cultural environment (Dieleman & Harnmeijer, 2006). Therefore, this research was conducted to assess employee motivational practices of Addis Ababa Health Bureau offices of pharmacies.

1.2. Statements of the Problem

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 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 (Manzoor, 2012).

According to Azar and Shafighi, (2013) cited on Zameer *et al.* (2014) today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. So we can say that human resources are the very important or most competitive assets of any organization that cannot be exchangeable. Human resources or human assets mean the workers or the employee of any organization. So the motivation is main factor that affect the human resources of the organization. The organization should be motivating their employees for the best performance or for achieving the organizational goals. In fact motivation is the best tool for best performance.

A variety of factors motivate people at work, some of which are tangible, such as money, and some of which are intangible, such as a sense of achievement (Spector, 2003). Although employees derive satisfaction from their work, places of work, and for different reasons. This study was concerned specifically with employee motivation practice associated with the incentive culture of the organization. The primary point of departure is that the success of any organization is heavily dependent on the inputs of its workforce, and that such inputs are determined to a large extent by personal characteristics, and by those facets of people's work

environments that motivate them to invest more physical and mental energy into their work. In this way the organization's objectives are pursued and met. Motivation are therefore regarded as key determinants of organizational success which are influenced by aspects of organizational motivational incentive culture (Roos, 2005).

Companies and organizations of all sizes, large, medium or small are offering performance based incentives and rewards to keep their staff motivated. More and more companies are offering long service bonuses to retain skilled and competent staff and to minimize the rates of staff turnover. Any army that is not sufficiently motivated cannot win a war against its enemies. Similarly, a work force which is not sufficiently motivated cannot meet the objectives of its organization whether the organization is a profit making organization or a not-for profit organization (Suliman & Al-sabri, 2009). Keeping the above rational in mind, it is found necessary to assess the motivational packages given by Addis Ababa Health Bureau offices of pharmacies. Therefore, this research was conducted to assess the pharmacist's motivational packages in the organization.

1.3. Research Questions

In line with the main research question, the research intends to answer the following sub-research questions:

- What are the motivational packages currently applied in the organization?
- What is the pharmacist's level of motivation in the organization?
- What are the most important variables that motivate the pharmacist to perform well?

1.4. Objectives of the Study

The study seeks to assess the employee motivational practice of Addis Ababa Health Bureau Office of Kenema Pharmacies. In pursuit of this, the study intends to meet the following specific objectives:

- To assess the type of employee motivational packages in the organization
- To examine level of pharmacists' motivation at Addis Ababa Health Bureau Offices of kenema Pharmacies.

- To identify determinant variables for pharmacist motivation in Addis Ababa Health Bureau office of kenema pharmacies.

1.5. Significance of the Study

The findings of this study would be important to various stakeholders, especially in Addis Ababa Health Bureau Offices of Kenema Pharmacies; it would help them to understand employee behavior better. Since the study focuses on the motivational practices of employees the findings would also assist the leaders through insight a way to how to motivate their employees. Apart from this , the findings of this study would benefit scholars as it is a contribution to the body of knowledge in this broad and yet not fully exploited area of human resource management as well as social sciences. This would help to enhance understanding and development of relevant theories as well as extensive areas of interest. Moreover, it could help as a benchmark for further studies.

1.6. Scope and Limitation of the Study

The study is conducted in Addis Ababa Health Bureau Office of Kenema Pharmacies; the study covered only those employees working as pharmacist and branch managers (who are also pharmacists). Hence, it was not consider the views and opinions of other employees like administrative staffs. Moreover, in terms of concept it concentrates on the motivational practices of the office. Furthermore, the survey questionnaires were administered to employees in Addis Ababa Health Bureau Office of Kenema Pharmacies; the results of the study might only be generally applied to employees in Addis Ababa Health Bureau Office of Kenema Pharmacies; furthermore, due to time and resource limitation the research only incorporated the pharmacist, other employees of the organization were not included, therefore, the analysis and outcome of the research reflects the views and opinions of the pharmacists only.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

This chapter examined relevant literature from works that have already been done on the topic. The literature review was structured in the following form: concepts and nature of motivation, the early theories of motivation and contemporary theories of motivation, reward management and previous empirical studies.

2.1. The Concept of Motivation

If you were to ask managers and supervisors, “What is motivation?” you would probably get different responses. Some would say it is getting people involved. Others may say motivation is letting people know that the jobs they do are important and valued. Still others may define motivation as worker initiative. However it is defined, motivation is probably one of the most important human resources management responsibilities (Jerris, 1999).

Motivation is essential to almost any aspect of life. Nature has an intrinsic motivation; it does what it does in and out of itself, without further reflection. What difference with human activity! There are few humans on this planet who don't question or reflect on their motivation for certain tasks every day (Ball, 2013)

Motivation depends on the human's will to act in a certain way. Motivation represents the internal state of the employee who guides and directs its behavior by meeting certain requirements. The employee's motivation depends on the influence behavior. Once aware of this, the chance of achieving better results at both organizational and individual levels. Managers cannot order their employees to be motivated, what they can do instead, is to create an atmosphere through which to cultivate accountability, dedication and improvement at work. Some managers choose a shorter path, but not effective- they try to motivate through fear. This method, however, quickly loses the effect. True managers motivate through their personality and authority, not through fear (Neagu, 2014).

Motivation is a Latin word meaning ‘to move’. Motivation presents that unsatisfied needs which creates a state of tension or disequilibrium, causing the individual to move in a goal-directed pattern towards restoring a state of equilibrium by satisfying the need. Motivation implies any

emotion or desire, which so conditions ones will that the individual is properly lead into action. Performance results from the interaction of physical, financial, human resources. The first two are inanimate; they are translated into “productivity” only when the human element is introduced. However, the human element interjects a variable over which a management has a limited control. Motivating employees involves more than simply offering rewards to submitter if their suggestion is put to use (Shahzad, 2013).

Considerable research has been conducted regarding the definition of motivation. According to (Dessler, 1980) “motivation is both one of the simplest and most complex of management jobs. It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. So motivating someone should be easy: just find out what he or she wants and hold it out as a possible reward”. Daschler & Ninemeier, (1989) said “Motivation is a state or force within an individual that makes the employee act in a way designed to achieve some goal. Taking this broad definition and putting it into the context of supervision in the hospitality operation, we might say that motivation is what the supervisor does to encourage and influence other people to take necessary action”.

According to Kast and Rosenzweig (1985, 296) cited on Pardee, (1990) a motive what prompts a person to act in a certain way or at least develop an inclination for specific behavior.

Motivation" can be defined as those forces within an individual that push or propel him to satisfy basic needs or wants (Yorks, 1976).

Motivation involves a constellation of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both (Lai, 2011).

Bartol & Martin, (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective.

As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally speaking, employee performance depends on a large

number of factors, such as motivation, appraisals, job satisfaction, training and development. As Kamalian *et al.* (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

According to Dubin (2002), cited on Abonam, (2011) “Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues him in the course of action already initiated”. Further, he elucidate motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organizations objectives. It is something that moves a person into action and continues him in the course of action enthusiastically.

2.2. Overview of Theories

2.2.1. Maslow's Hierarchy of Needs

Abraham Maslow believed that man is inherently good and argued that individuals possess a constantly growing inner drive that has great potential. The needs hierarchy system, devised by (Maslow, 1954), is a commonly used scheme for classifying human motives. It involves five categories of motives arranged with lower-level needs on the bottom which must be satisfied first, before the higher level needs come into play (Wallace *et al.*, 1987). The five general levels of needs as described by Hamner and Organ are shown in the following hierarchical order.

- 1) Physiological needs: food, water, sex, and shelter
- 2) Safety needs: Protection against danger, threat, and deprivation. Behavior which arouse uncertainty with respect to continued employment or which reflects favoritism or discrimination, unpredictable administration of policy are powerful motivators of the safety needs in the employment relationship at every level (Hamner & Organ, 1978).
- 3) Social needs: Giving and receiving of love, friendship, affection, belonging, association, and acceptance. (If the first two levels are fairly well gratified a person becomes keenly aware of the absence of friends.)
- 4) Ego needs:

- Need for achievement, adequacy, strength and freedom. In essence this is the need for autonomy or independence.
 - Status, recognition, appreciation, and prestige. In essence this is the need for self-esteem or self-worth.
- 5) Self-actualization needs: The need to realize one's potentialities for continued self-development and the desire to become more and more of what one is and what one is capable of becoming. (The conditions of modern industrial life afford only limited opportunity for the self-actualizing need to find expression.) (Hamner & Organ 1978, 138).

Two major postulates can be derived from Maslow's need hierarchy. They are:

1. A satisfied need is not a motivator of behavior.
2. To the extent that lower-order needs become satisfied, the next higher-order level of needs becomes the most prominent determinant of behavior (Hamner & Organ 1978, 139).

The extent that jobs incorporate elements that satisfy some higher order human needs determines their potential for motivating workers (Imel 1982, 3).

2.2.2. Herzberg's Motivation Hygiene Theory

Herzberg's motivation hygiene theory is often called the two factor theory and focuses on those sources of motivation which are pertinent to the accomplishment of work (Hall & Williams 1986, 6). Herzberg concluded that job satisfaction and dissatisfaction were the products of two separate factors: motivating factors (satisfiers) and hygiene factors (dissatisfiers) respectively: satisfier's involves achievement, recognition, work itself, responsibility, advancement, and growth; and dissatisfiers incorporate company policy, supervision, working condition, interpersonal relations, salary, status, job security and personal life (Herzberg *et al.* (1959) cited on Pardee (1990)

Herzberg used the term "hygiene" in the medical sense- the sense that it operates to remove hazards from the environment (Duttweiler, 1986). Herzberg identifies and compares the dynamics of hygiene and motivation as illustrated below.

The Dynamics of Hygiene

- The psychological basis of hygiene needs is the avoidance of pain from the environment
- There are infinite sources of pain in the environment
- Hygiene improvements have short-term effects
- Hygiene needs are cyclical in nature
- Hygiene needs have an escalating zero point
- There is no final answer to hygiene needs

The Dynamics of Motivation

- The psychological basis of motivation is the need for personal growth
- There are limited sources of motivator satisfaction
- Motivator improvements have long-term effects
- Motivators are additive in nature
- Motivator needs have a non-escalating zero point
- There are answers to motivator needs

(Herzberg, 1976)

According to Herzberg, hygiene cannot motivate, and when used to achieve this goal it can actually produce negative effects over the long run. A "hygienic" environment prevents discontent with a job, but such an environment cannot lead the individual beyond a minimal adjustment consisting of the absence of dissatisfaction. A positive "happiness" seems to require some attainment of psycho-logical growth (Herzberg, 1966).

The hygiene's have always been and probably always will be easier to measure, control, and manipulate than the motivators. The motivators are more complex and subjective, and often too elusive to measure. But to the extent that management concentrates on hygiene's, while at the same time neglecting motivators, workers are probably going to seek more of the hygiene's (Hamner & Organ, 1978). This has a negative effect on developing a motivated workforce.

The proper management of hygiene is an important first step in applying Herzberg's two factor theory, which is shown in a five part process a shown below.

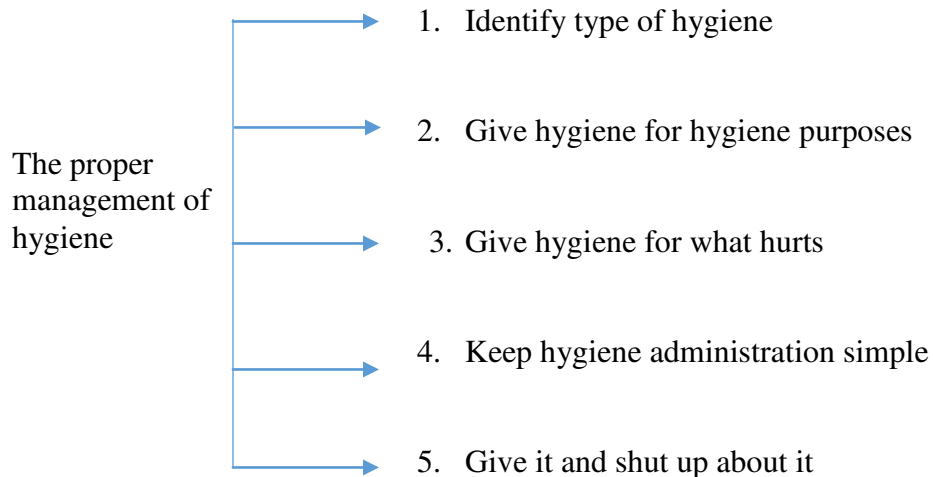


Fig. 1. The five rules for administering hygiene (Herzberg 1976, 93).

The fact that job satisfaction is made up of two unipolar traits is not unique, but it remains a difficult concept to grasp. The opposite of job satisfaction would not be job dissatisfaction, but rather no job satisfaction; similarly, the opposite of job dissatisfaction is no job dissatisfaction, not satisfaction with one's job (Herzberg, 1976).

Herzberg also says, "A deprivation in hygiene factors can lead to job dissatisfaction, but their amelioration does not lead to job satisfaction." (Herzberg, 1976). Hersey describes hygiene saying, "Hygiene factors, when satisfied, tend to eliminate dissatisfaction and work restriction, but they do little to motivate an individual to superior performance or increased capacity." (Hersey & Blanchard, 1982).

There are three primary psychological states that significantly affect worker satisfaction:

1. Experienced meaningfulness of the work itself
2. Experienced responsibility for the work and its outcomes
3. Knowledge of results, or performance feedback

The more that work is designed to enhance these states, the more satisfying the work will be (Wallace *et al.*, 1987 and Burke, 1987).

The dimension of job dissatisfaction differs psychologically from job satisfaction, but it is also associated with an escalation phenomenon, or what some have called the principle of (rising expectations): the more people receive, the more they want (Burke, 1987). This clarifies Herzberg's escalating zero point statement. Mathis said it this way, "Hygiene factors provide a

base which must be carefully considered if dissatisfaction is to be avoided. But, even if all of the maintenance needs are taken care of, the people will still not necessarily be motivated to work harder." (Mathis & Jackson, 1979).

Herzberg suggests that factors that lead to job satisfaction are primarily intrinsic, whereas factors leading to job dissatisfaction are primarily extrinsic. The cluster of intrinsic factors was found to include the work itself, achievement, advancement, recognition, and responsibility. The cluster of extrinsic factors was found to include supervision, interpersonal relations, working conditions, salary, company policies, and administration (Caston & Braoto, 1985).

2.2.3. McClelland's Need for Achievement Theory

McClelland has proposed a theory of motivation that is closely associated with learning concepts. The theory proposes that when a need is strong in a person, its effect is to motivate the person to use behavior which leads to satisfaction of the need. The main theme of McClelland's theory is that needs are learned through coping with one's environment. Since needs are learned, behavior which is rewarded tends to recur at a higher frequency (Gibson *et al.*, 1979).

The need for achievement involves the desire to independently master objects, ideas and other people, and to increase one's self-esteem through the exercise of one's talent (Wallace *et al.*, 1987). Based on research results, McClelland developed a descriptive set of factors which reflect a high need for achievement. These are:

1. Achievers like situations in which they take personal responsibility for finding solutions to problems.
2. Achievers have a tendency to set moderate achievement goals and take "calculated risks."
3. Achievers want concrete feedback about how well they are doing (McClelland & Johnson, 1984).

2.2.4. Douglas McGregor: Theory X/Theory Y

McGregor's theory, which is built on Maslow's theory, adds a central idea: that manager's assumption about their employees can affect their motivation. This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organization like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman *et al.*, 1997). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy.

This means that employees are given the possibility to grow and achieve their own goals within the organization. Employees are viewed as positive and open to development. Management's goal is to make the employee happy and satisfied with their work and performance (Bolman *et al.*, 1997; Matteson, 1999).

Taken not too literally the theory can provide a useful tool for motivation and management research (Shah and Shah, 2007). In addition, these theories remain as a guiding principle of positive approaches for management, to organizational development and to improve organizational culture.

McGregor suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him, the lazy employee should be motivated to increase performance in an organization.

This discussion on the above motivational theories explains the fact that the concept of Employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position. Skinner who propounded that any behavior that is rewarded tends to be repeated supported this view. The term motivation has been used in numerous and often contradictory ways. Presently there appears to be some agreements that the crucial thread that distinguishes employee's motivated behaviors from other behavior is that it is goal directed behavior (Bindra, 2000)

2.3. Contemporary Theories of Motivation

2.3.1. Equity Theory

The basis of Equity Theory, in a work context, is that people make comparisons between themselves and others in terms of what they invest in their work and what outcomes they receive from it. As in the case of Expectancy Theory, this theory is also founded on people's perceptions, in this case of the inputs and outcomes involved. Thus, their sense of equity (i.e. fairness) is applied to their subjective view of conditions and not necessarily to the objective situation. The theory states that when people perceive an unequal situation, they experience 'equity tension', which they attempt to reduce by appropriate behavior. This behavior may be to act positively to improve their performance and/or to seek improved rewards, or may be to act negatively.

Thus, part of the attractiveness of rewards in a work context is the extent to which they are seen to be comparable to those available to the peer-group. Such thinking, however, is best applied to extrinsic rewards, such as pay, promotion, pension arrangements, company car and similar benefits, since they (a) depend on others for their provision, and (b) have an objective truth about them. Equity theory cannot apply in the same way to intrinsic rewards, such as intrinsic job interest, personal achievement and exercise of responsibility, which by their very nature are personal to the individual, entirely subjective, and therefore less capable of comparison in any credible sense.

In today's turbulent, often chaotic environment, commercial success depends on employees using their full talents. Yet, in spite of the myriad of available theories and practices, managers often view motivation as something of a mystery. In part, this is because individuals are motivated by different things and in different ways.

2.3.2. Attribution Theory

Attribution Theory suggests that we judge other people's behavior by attributing meaning to their behavior in the light of perceived internal or external forces. Internally caused behavior is perceived to be under the control of the individual, i.e. they have made a choice in selecting the behavior. Externally caused behavior results from environmental forces that are perceived to influence people's behavior (e.g. organizational rules, machinery breakdown etc.), and over

which the individual has little or no control. Kelley (1972) cited on Abonam (2011) suggests that when people make attributions, they do so with three major criteria in mind: Distinctiveness, Consensus and Consistency. In case of the internally caused behavior, we would be likely to draw the conclusion that this person was unmotivated individual who dislike his job, and therefore 'chose' to be late. Where the behavior was seen as essentially caused by external factors, we would likely to conclude that this was a one-off event caused by circumstances outside his control, such as a major traffic hold-up in route to work. This attribution may be true reflection of particular person behavior or not because human behavior is said to be unpredictable from the on sett of creation and therefore call for appropriation ways of motivating the work force to increase productivity. That aside, the taste and preferences of the employees are not uniform and therefore differ from worker to worker.

2.3.3. Reinforcement Theory

Whereas Attribution Theory has strong links with ideas about human perception, Reinforcement Theory, as applied to motivation, has major connections with learning theory, and especially the work of the behaviorist, Skinner (1974). The Reinforcement Theory of motivation suggests that a given behavior is a function of the consequences of earlier behavior. Thus, it is argued, all behavior is determined to some extent by the rewards or punishments obtained from previous behavior, which has the effect of reinforcing current actions. In this sense, all behavior is caused by external sources, since we can have little control over the consequences of our actions. So, if an individual's efforts to contribute new ideas to a team are consistently met with an indulgent but apathetic approach by management (i.e. negative reinforcement), then the individual is likely to be discouraged from making further suggestions, and may even seek to change his or her job. Where, by comparison, the individual is encouraged to share new ideas and help to develop them (i.e. positive reinforcement), then the person is likely to generate even more ideas.

Strict Reinforcement Theory would argue that an individual's own understandings, emotions, needs and expectations do not enter into motivation, which is purely about the consequences of behavior. However, modifications of the theory (e.g. Social Learning Theory) do allow for the effect of individuals' perceptions of the rewards/punishments obtained by others as a contributor to motivation. Thus, an employee is not just affected by the consequences of his own actions at work, but is able to infer „appropriate“ behavior from what he sees as the consequences for

others of their behavior. Reinforcement Theory is not basically concerned with what motivates behavior, or how, and is not strictly a theory of motivation. It is more concerned with control of behavior (i.e. power over others). Supporters of Reinforcement Theory (Jablonsky and De Vries, 1972) offer some important guidelines to those intending to use it as a motivating tool in the workplace.

The underlying assumption behind this approach is that people are there to be controlled, and that management's task is to provide the 'right' conditions to encourage high performance. This is not quite such a negative view of people as is suggested by McGregor's concept of human motivation (McGregor, 1960).

2.3.4. Expectancy Theory

Workers expectation of returns or rewards for efforts put on a job has become part and parcel of the motivation of employees in every organizational establishment and it will therefore be inappropriate to discuss motivation of the public sector motivation without taken a cursory look at the Expectancy Theory. This theory was developed by an American, Vroom in 1960s. A key point of his theory is that an individual's behavior is formed not on objective reality but his or her subjective perception of that reality. Vroom proposes that motivation is a function of value of effort-performance and performance rewarded relationships. Expectancy theory emphasizes the role of individual perceptions and feelings in determining motivation and behavior. Also the expectancy theory does not specify which outcomes are relevant to individuals in any situation (Enoch, 2005).

The core of this theory relates to how a person perceives the relationships between three things that is effort, performance and rewards. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes, such of which has an associated value called valence. The three key factors are based on the individual's perception of the situation. These are:

- *Expectancy*; which is the extent of the individual's perception, or belief, that a particular act will produce a particular outcome.

- *The instrumentality* is the extent to which the individual perceives that effective performance will lead to desired rewards and
- *Valence* which is the strength of the belief that attractive rewards are potentially available (Gole, 2004)

It is important to note that Vroom distinguishes ‘valence’ from ‘Value’. He does so by defining the former in terms of the anticipated satisfaction the individual hopes to obtain from the outcome or reward, and by defining ‘value’ in terms of the actual satisfaction obtained by the individual. According to Vroom the three factors that is, Expectancy, Instrumentality and Valence combine together to create a driving force, which motivates an individual to put in an effort, achieve a level of performance, and obtain rewards at the end.

It is prudent to note that, effort alone may not necessarily lead to effective performance. Other factors are involved, such as the individual’s own characteristics and the way in which he perceives his role. For example, the prospect of promotion could be seen by a newly appointed employee as an attractive prospect, but his expectancy of gaining promotion could be low, if he perceives that promotion is attained primarily on length of service. In such a situation, performance does not lead to rewards, so effort in that direction is not seen as worthwhile. These analyses clearly show that individual worker’s expectancy of returns for a job performed vary and which has become a problem of management as to which is the satisfactory way of motivating workers for a good job done.

2.4. Reward Management

Rewards are said to signal the organizational values to the employees as Trevor (2008) describes them “as a means of aligning a company’s most strategic asset their employees to the strategic direction of the organization”.

It can be said that people are the only scarce resource companies have which other competitors cannot copy. Based on this point of view investment on employees should be of high importance to the companies which have understood the real gains they can retain from their unique employees (Jensen *et al.*, 2007). Markova & Ford (2011) mentioned that the real success of the companies originate from the employees’ willingness to use their creativity, abilities and know-

how in favor of the company and it is the organization's task to encourage and nourish these positive employee inputs by putting effective reward practices in place.

The aim of rewarding employees for the work they have done is to motivate, commit, develop employees and attract new employees. Rewarding practices are not out of context; those are linked to the internal organizational culture, wider culture outside of the organization referring to the pay levels and benefits offered by the other companies, and the emphasis management is putting on reward practices (Armstrong, 2009).

2.4.1. Extrinsic Rewards

Extrinsic rewards are the non-job related rewards such as pay, salary and work conditions. (Gupta & Shaw, 1998) concluded in their research that financial incentives are indeed effective. They took the point of view that not all the jobs are interesting and challenging in nature, if we would live in an ideal world everyone would be intrinsically motivated and rewarded, but in many work places this is not the reality. They concluded that money matters to most of us and it motivates us because of the symbolic and instrumental value it bears. Symbolic value of money recaps what we ourselves and what others think about it, instrumental value of money means the ends we can get for exchanging it.

When money is used to recognize the employees for the good work done it sends wrong signals to the employees; the emphasis put on monetary rewards drives employees to reach for individual gains and reduces team work (Nelson, 2004). Gupta & Shaw (1998) also acknowledged the signals monetary rewards send to the employees but they appealed humans to be 'cognitive processors' who understand the signals management is sending by rewards; rewarding shows employees what kind of behavior is valued.

Kohn (1993) stated that monetary rewards are at their best creating temporary compliance meaning that money motivates us as long as we get another pay increase. Temporary compliance refers to the short sighted value it manages to add in individual's motivation. Once a pay increase is received it motivates for a short period of time until motivation is again declined and employees start to wait for another pay increase. He said that: "promising a reward to someone who appears unmotivated is a bit like offering salt water to someone who is thirsty." The

criticism he presented against using money as a motivator is that money do motivate employees to get more money.

2.4.2. Intrinsic Rewards

Intrinsic rewards are the job inherent, intangible, non-financial rewards included in the job itself such as job tasks, challenging and interesting job and training possibilities offered to the employees. Nelson (2004) noted that praise and recognition are the most efficient intrinsic rewards an employee wants to hear as employees want to feel that they are making a contribution at their workplaces. He also said that recognition, especially if showed in public in front of the other employees sends favorable signals to the other employees of whom kind of behavior is favored and desirable by the management.

Considering that every person is motivated by different things, according to individual circumstances and the situation it's in at a certain moment, managers must be able to identify motivational factors which to accommodate their wishes and needs. It is clear that, in an organization which wants performance, we can't have just a single type of motivation, but comparing with financial motivation, the non-financial one represents a series of benefits: low costs, it has a stronger effect and remains longer embedded in the mind of the employee as it appeals in its emotional state, can be applied to a longer period of time, if it's interrupted it doesn't generate resentments among those targeted, promotes membership in that team, and raises the employee's fidelity for the organization (Neagu, 2014).

Non-financial rewards play important role to satisfies and motivate the employees. Non-financial rewards involve promotion, job enrichment and job autonomy. Monetary rewards give considerable levels of employee satisfaction at some or no cost. Employees are more likely to be motivated and satisfied through the use of non-monetary rewards. Non-financial Rewards have been a key element in improving employees' satisfaction, in order to increase productivity as well as sustain competitive advantage (Cantt, 2012).

There is large amount of literature available about rewards and employee satisfaction. Pragya (2008) described the relationship between non-financial rewards and employees satisfaction and told that non-monetary rewards increase the satisfaction of the employees. Dambisya (2007)

investigated that the use of nonfinancial incentives for health worker leads to satisfaction of employees. Danish & Usman (2010) revealed that human resources are the most essential area among all the resources of organization. Competent and knowledgeable personnel in an organization are very essential in overall performance of an organization. Motivated employees can help and make an organization competitively more value added and cost-effective. He also originate that different degree of work motivation and satisfaction are considerably linked and reward and recognition have great influence on motivation of the workers, and if the worker is motivated than it would increase his job performance, which leads to job satisfaction.

Tippet & Kluvers (2009) established that non-financial rewards are the helpful instrument to enhance the satisfaction of the workers. Stovall (2003) conducted research on non-financial rewards and worker job satisfaction and research told that an effective reward package could have an important impact on the employee's performance. They explained that non-financial rewards motivate workers which lead to job satisfaction. Douglas *et al.* (1991) had concluded that the old workforce is more satisfied with their job rewards than young workers.

According to Jensen *et al.* (2007) it is the intangible rewards which determine why an employee would choose one company over another when tangible rewards are given the same. This is a way how companies can really stand out of the crowd by the use of the attractive rewards.

2.4.3. Total Rewards

Total rewards are referring to both extrinsic (financial) and intrinsic (non-financial) rewards as a total an individual receives (Armstrong, 2009). Armstrong continued that “essentially, the notion of total reward says that there is more to rewarding people than throwing money at them.”

Based on the literature review there is knowing-doing gap when implementing the reward practices in place (Pfeffer & Sutton, 2006). It is common that the management is believing in certain rewards to be more efficient motivators than the others whereas employees' perceptions of the most significant rewards may differ highly from the reward practices which managers consider to be the most motivating.

Armstrong *et al.*, (2010) admit that reward management can never be totally 100 per cent scientific or 100 per cent right. The challenge is to find the best fit practice for your organization.

They also emphasized the importance of tailoring the reward programs to suit individual needs at the organization as many of the reward programs fail if the ‘one-size fits all’ approach is used without careful consideration and implementation. Jensen *et al.*, (2007) said that the “best-practice” regarding the reward programs is simply the one which suits your organization.

2.5. Previous Empirical Studies

Rajan (2015) applied descriptive research design approach to investigate Motivation and Job Satisfaction: a study of Pharmacists in private hospitals, Malawi. The study revealed that availability of resources, salary, communication channel and responsibility, authority to decide rest hours, lunch breaks and work assignments are the most important demotivating factors of the pharmacists. Moreover, the study indicated that the performance appraisal, unfair increment and reward poor welfare facilities, rigid leadership style of the manager, employees’ personal interest, inconsideration of ability and opinion are the most influential factors of low motivation of pharmacists.

Kiron *et al.*, (2012) in India Kenya followed a descriptive approach in order to study on the job satisfaction levels of Pharmacists working in a community pharmacy set-up at northern part of Kerala. The study indicates that payment and promotion, compensation packages and shortage of staff which in turn leads to excessive workload are the main factors that results low work motivation and satisfaction.

Yami *et al.* (2011) followed descriptive statistics in order to assess job satisfaction and its determinants among health workers in Jimma University specialized hospital, southwest Ethiopia; they concluded the major reasons were lack of motivation, bureaucratic management, lack of promotion, insufficient resources and supplies, poor infrastructure, poor participation and interaction with team members and supervisors and inadequate human power. The findings of the study have indicated that there is high level of job dissatisfaction and intention to leave job and can greatly affect the quality of health services provided and needs wide scale further study to maintain the quality of the health services.

Daneshkohan *et al.*, (2015) employed a descriptive statistics method to examine factors affecting Job Motivation among Health Workers in Iran. The results of the study highlighted that the most important motivating factor for health workers was good management, supervisors' and

managers' support and good working relations with colleagues. Given the results of the study strengthening managerial capacity in health services should be emphasized in order to increase motivation of health workers. Considering the negative impact of perceived unfairness on motivation, managers must apply personnel policies fairly on day to day basis, communicate appropriate information about equity to all employees and act in a transparent manner. Also, more attention needs to be given to developing a fair and objective performance appraisal system and implementing supportive supervision strategies.

Leshabari *et al.*, (2008) employed descriptive research design to assess motivation of health care workers in Tanzania: a case study of Muhimbili national hospital. The result showed that low salary levels, the frequent unavailability of necessary equipment and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channels in different organizational units and between workers and management, lack of participation in decision-making processes, and a general lack of concern for workers welfare by the hospital management were amongst the contributing factors for low motivation of the employees.

Wiese & Coetzee (2013) used a descriptive approach of likert scale in order to analyze the importance of non-financial motivators to pharmaceutical sales representatives; and they found out that good relationship with customers and being well informed were the two most important non-financial motivators. The study also showed that demographic groups differ in the importance they attach to non-financial motivators. Having power over other people' was a more important motivator for sales representatives with a lower educational background. Furthermore, growth and promotion opportunities were more important to males, while differences were found between various age groups and the importance they attached to flexibility of their job.

Nandanwar *et al.*, (2010) used descriptive and causal research design in order to assess the intervening factors affecting the relationship between incentives and employee motivation: a case study of pharmaceutical manufacturing organization in India Mumbai. Accordingly, they found that monetary and non-monetary incentives schemes had a great impact on employee motivation. But it was also observed that but the similar incentives in an organization can motivate some section of employees while some other employees get deeply de-motivated. The study was an attempt to understand which the factors that are intervening the success of

incentives towards positive employee motivation. The study also revealed that the types of incentives employee's age and gender were important intervening variables. Designation and background of employee did not have significant impact on employees' motivation.

Such review is very important in identifying missing gaps of the earlier studies and suggests hypothesis that can be tested empirically. Changes are taking place on the extent of employee interest and motivational practices of organizations. Hence, conducting such studies in different localities and organizations at different times is very help full to capture the extent and effects of the changing situations.

CHAPTER THREE

3. RESEARCH METHODOLOGY

The research method is a strategy of enquiry, which moves from the underlying assumptions to research design, and data collection (Myers, 2009). Accordingly this chapter specifically contains the type of research design, population and sampling design, research instrument and data analysis technique.

3.1. Research Design

For the purpose of this study a descriptive research design was employed. Research design can have a number of classifications which could incorporate the degree to which the research question has been crystallized, the method of data collection, and the research environment (Njambi 2014). A descriptive study collects data in order to answer questions about current status of the subject or topic of study; the researcher believed that a descriptive research design were appropriate for this study because this study is concerned with finding out packages of employee motivation practices and how these motivational practices contribute to employee performance in the organization.

3.2. Population and Sampling Design

3.2.1. Population

The study population comprised a total of 79 pharmacists (employees) of Addis Ababa Health Bureau office of kenema Pharmacies. The study population refers to the total collection of elements which one would like to study or make inferences.

3.2.2. Sampling Design

3.2.2.1. Sampling technique

Purposive or judgmental sampling technique was employed in the selection of sample elements from the sampling frame. The process of judgmental or purposive sampling is based on the assumption that the researcher is able to select elements which represent a 'typical sample' from

the appropriate target population. The quality of samples selected by using this approach depends on the accuracy of subjective interpretations of what constitutes a typical sample (Ross, 2005).

Accordingly the study covered only those employees working as pharmacist and branch managers (who are also pharmacists). Hence, it was not consider the views and opinions of other employees like administrative staffs. This is because most of the job burdens like purchasing of pharmaceuticals, arrangement on shelves, dispensing and consulting the patient, lie only on the pharmacists; so that the researcher selects only the pharmacists as a sample purposively.

3.2.2.2. Sample Size

A sample is a finite part of a statistical population whose properties are studied to gain information about the whole (Webster, 1985). According to Cooper and Schindler, (2001) cited on Njambi (2014) some of the principles which influence sample size comprise: the greater the dispersion or variance within the population, the larger the sample must be to provide estimation precision, the greater the desired precision of the estimate, the larger the sample must be, the narrower the interval range, the larger the sample must be, the higher the confidence level in the estimate, the larger the sample must be, the greater the number of subgroups of interest within a sample, the greater the sample size must be, as each sub group must meet minimum sample size requirements, and if the calculated sample size exceeds five percent of the population, sample size may be reduced without sacrificing precision.

Yamane (1967 : 886) cited on Israel (2013) provide a simplified formula to calculate a sample size which is show in the following equation:

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

Where, n is the sample size, N is the total population or sampling frame, and e is the level of precision (the value of $e = 0.05$).

$$n = \frac{79}{1+79(0.05)^2} = 66$$

Using these formulas therefore, 66 pharmacists were taken as a sample.

3.3. Research Instrument and Data Collection

Both primary and secondary data were gathered. Primary data was collected from pharmacists using semi-structured questioner and interview; and the secondary data were taken from different books, journals and previous studies. Furthermore, the instrument used in this study was a semi-structured questionnaire that was designed by the researcher. The questionnaire comprises two (2) parts or sections; with section “A” comprising five (5) items seeking demographic data such as age, sex, marital status, level of education etc. Section “B” consists of thirty three (33) items, which sought to collect information about the employee motivation practices.

3.4. Method of Data Analysis

The purpose of analyzing data is to obtain usable and useful information. The analysis, irrespective of whether the data is qualitative or quantitative, may: describe and summaries the data, identify relationships between variables, compare variables, identify the difference between variables, and forecast outcomes. Accordingly, considering the objectives of the study; to assess the type of employee motivational packages, to identify the pharmacists’ motivation level and to identify and rank the employee motivational factors the study utilized descriptive analysis such as mean values, standard deviation, and percentage and frequency tables.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

Totally 66 questionnaire were distributed to the respondents and all of them returned successfully. Before distributing the questionnaire a pilot study were conducted and the questionnaire full fill the necessary requirement which allows us to proceed to the data collection. In consistent with the objective this chapter generally encompasses two parts, the first part discusses about the socioeconomic characteristics of the respondents, and the second part concerns analysis of the motivational packages and practices of the organization.

4.1. Demographic Characteristics of Respondents

This part involves a brief description of the personal information and characteristics of respondents such as their sex, age, marital status, education level, and their working experience. Further, each variable is discussed below according to their sequential order which is written above.

4.1.1. Sex and Age of Respondents

According to the survey result 60.6 percent of the respondents were female; whereas, 39.4 percent were male. Apparently, 62.12 percent of respondents fall in the age group of 18-30 years, 31.81 percent were in the age range of 31-45 and the rest 6.06 percent were between the age ranges of 46 to 55 years. Moreover, seeing individually male and female, from male respondents 50 percent of them were between 18-30 years, 42.30 percent and 7.69 percent of male respondents were in the age range of 31-45 and 46-55 years of age respectively. Likewise, out of female respondents 70 percent of them were in the age range of 18-30 years, 25 percent of them between 31 and 45, and the rest 5 percent were between 46 and 55 years of age (Table 4.1).

The analysis indicate that in terms of proportion majority of the pharmacists were females, this may implies the field of pharmacist is a preference of females as well as the administration office encourage female professionals.; likewise, majority of the respondents/pharmacists fall in the age group of young which is also known as productive age, this may indicate the administration had trust and confident on young professionals.

Table 4.1 Description of age vs. sex of respondents

| Age of Respondents | Sex of Respondents | | | | Total | Percent |
|--------------------|--------------------|------------|-----------|------------|-----------|------------|
| | Male | Percent | Female | Percent | | |
| 18-30 | 13 | 50 | 28 | 70 | 41 | 62.12 |
| 31-45 | 11 | 42.30 | 10 | 25 | 21 | 31.81 |
| 46-55 | 2 | 7.69 | 2 | 5 | 4 | 6.06 |
| Total | 26 | 100 | 40 | 100 | 66 | 100 |

Source: Survey result, 2016

4.1.2. Marital Status and Education level of Respondents

The marital status contains only three categories single, married, and divorced. Hence, 62.1 percent of the respondents were single, 36.4 percent of them were married and the rest 1.5 percent of the respondents were divorced (Table 4.2). With regard to the educational status of the respondent's there were three categories diploma, degree and master's degree holders. Accordingly, majority (60.9 %) of the respondents was diploma holders, the rest 37.9 and 1.5 percent were degree and master's degree holders respectively (Table 4.2). Taking as a group, comparatively majority of the respondent who were single are a diploma holder; likely, most of the married one were both diploma and degree holders.

Table 4.2 Marital status vs. education level of respondents

| | Education level of respondents | | | Total |
|-----------------------|--------------------------------|-----------|----------|-----------|
| | Diploma | Degree | Masters | |
| Marital status Single | 27 | 14 | 0 | 41 |
| Married | 12 | 11 | 1 | 24 |
| Divorced | 1 | 0 | 0 | 1 |
| Total | 40 | 25 | 1 | 66 |

Source: Survey result, 2016

4.1.3. Working Experience of Respondents

This sub topic describes the working experience of respondents; hence, more than 74 percent of respondents had experience of 1 to 5 years; 16.7 percent had 6-10 years of working experience, and the rest 9.1 percent had a working experience of 11-20 years (Table 4.3). Based on the analysis majority of the pharmacists who work for this organization were young as well as a new for the organization. Furthermore, it implies that the organization filled with young and new professionals.

Table 4.3 Work experience of respondents

| Experience | Frequency | Valid Percent |
|-------------------|------------------|----------------------|
| 1-5 | 49 | 74.2 |
| 6-10 | 11 | 16.7 |
| 11-20 | 6 | 9.1 |
| Total | 66 | 100.0 |

Source: Survey result, 2016

4.2. Motivational Practices of the Organization

This part directly concerns the stated objectives; basically this research had one major and three specific objectives. Accordingly, this section involves a description of motivational packages implemented in the organization, practices of financial and non-financial rewards, and also it holds brief explanations of the motivational level of the pharmacists. Apart from these, this section also discusses about different motivational factors.

4.2.1. Motivational Packages Applied in the Organization

Basically, there are two types of motivational packages, financial and non-financial. 47 percent of the respondents confirmed that there were no any kinds of motivational package in the organization. 31.8 percent of them also responded that both financial and non-financial motivational packages were there. Further, 10.6 percent of the respondents confirm that there

was only financial motivational package in the organization, the same (10.6 %) amounts of respondents also confirmed that only non-financial rewards were applied in the organization (Table 4.4). The analysis indicates the pharmacists are not happy with the type and application of motivational packages; further this may had a direct effect on the organization.

Table 4.4 Explanation of motivational packages

| Motivational packages | Frequency | Valid Percent |
|------------------------------|------------------|----------------------|
| Financial | 7 | 10.6 |
| Non-Financial | 7 | 10.6 |
| Both | 21 | 31.8 |
| Non | 31 | 47 |
| Total | 66 | 100.0 |

Source: Survey result, 2016

4.2.2. Financial Rewards

This part depicts the perception of pharmacists towards the financial rewards at Addis Ababa Health Bureau Offices of Kenema Pharmacies. Accordingly, 83.3 percent of the respondents said that the payment made for the pharmacist was not adequate compared to their work load; also 66.6 percent confirmed that the yearly and periodic salary increment was not reasonable. Apparently, 77.3 and 72.7 percent of the respondents reported that the housing and transport allowance was not good and competitive respectively. 75.8 percent of the respondents confirmed that the insurance allowance was not good. Apart from this, only 13.6 percent were satisfied with the overall financial rewards.

In measuring the perception of pharmacists towards the financial rewards the researcher employees 10 different questions, from these, motivation of employees to work in the organization till retirement and benefit of insurance allowance score the minimum and maximum mean score of 3.35 and 4.15 respectively. Further, the overall grand mean for financial reward was 3.85 (Table 4.5). Hence, possibly to conclude that the financial reward aspect lies on “Disagree level”. This implies the pharmacists were not happy on financial reward policies of the office; the office need to revise its financial reward policies in order to retain its employees,

otherwise it is sure that the pharmacist leave the organization at any moment of time when a slight different opportunity come.

It is needless to say in current competitive business world the most important precious asset of an organization is human power; therefore, any organization need to be take care of their employees in controlling their motivation and productivity. One of these techniques was providing financial rewards for its employees; in line with this, in Addis Ababa Health Bureau Office of Kenema Pharmacies the practice of financial reward system was very low, this may make the employees off course to search another option and better opportunities. Hence, the organization need to be sure most of the pharmacists leave the organization at any moment of time unless it makes some amendment on it financial reward policies.

Table 4.5 Analysis of financial rewards

| No. | Items | Mean | Std. Deviation |
|-----|--|-------------|----------------|
| 1 | My payment compared with my contribution is good enough | 4.09 | 1.019 |
| 2 | My yearly and periodic salary increment is reasonable | 3.67 | 1.340 |
| 3 | I am adequately paid for what I do | 3.82 | 1.108 |
| 4 | I have fair and competitive housing allowance | 4.06 | 1.036 |
| 5 | I have transport and hardship allowance that consider the cost of living | 3.97 | 1.095 |
| 6 | The yearly bonus I have got deserves my contribution | 3.45 | 1.243 |
| 7 | The administrative allowance is good enough to the position I have | 3.76 | 1.110 |
| 8 | I have good insurance allowance like life, health insurance etc. | 4.15 | 1.193 |
| 9 | I am motivated to work in the organization until retirement | 3.35 | 1.409 |
| 10 | I am satisfied with financial rewards | 4.03 | 1.150 |
| | Financial reward | 3.85 | 1.1703 |

Source: survey result, 2016

4.2.3. Non-financial Rewards

This sub-topic concerns the status of the non-financial motivational packages practiced at Addis Ababa Health Bureau Offices of Kenema Pharmacies. Accordingly, 31.8 percent participate and recognized in decision making concerning the organization; however, 45.55 percent didn't. Moreover, 53.1 percent confirmed that there was lack of visibility of top management. Apart from this, 48.5 percent agreed that their superiors always recognize their work; however, 24.2 percent said their superiors didn't recognize their effort.

There were 8 items under non-financial rewards; and its grand mean score was 3.022 with a standard deviation of 1.33 (Table 4.6). Visibility of the top management scored the highest mean of 3.47. The items which scored the lowest mean were the feel that the job gives a good status with the mean score of 2.17. But looking at the grand mean we can conclude that the pharmacists were not as such happy on non-financial reward policies of the office; the office need to revise its rewarding policies in order to retain its employees, otherwise it is sure that the pharmacists leave the organization at any moment of time when a slight different opportunity came. Furthermore, the analysis indicates only 28.8 percent of the respondents were satisfied with the non-financial rewards; the rest didn't

Satisfied, highly-motivated and loyal employees represent the basis of competitive company. The growth of satisfaction is to be reflected in the increase of productivity, improvement of the service quality or rendered services and higher number of innovations. Satisfied employees form positive reference to the employer and thus increase its attractiveness for potential job seekers and strengthen its competitive position in the market. Management of the organization does not often know opinions of own employees and underestimates dependence between motivation of employees and total successfulness of the company in the market. This sub-article brings the results of the employees' survey in non-financial rewards, over all with regard to this point it is possible to generalize that the pharmacist was not happy with the non-financial rewards; therefore, the office need to see its rewarding policies.

Table 4.6 Analysis of non-financial rewards

| No. | Items | Mean | Std. Deviation |
|-----|---|--------------|----------------|
| 1 | I participate and recognized in decision making authority concerning the organization | 3.35 | 1.364 |
| 2 | Visibility of the top management is good enough | 3.47 | 1.449 |
| 3 | I feel that my superior always recognizes the work done by me | 2.73 | 1.259 |
| 4 | I feel that the job I do gives me a good status | 2.17 | 1.145 |
| 5 | I am satisfied with the support from the HR department | 3.20 | 1.338 |
| 6 | In this organization there is fair amount of team spirit | 2.85 | 1.339 |
| 7 | I find opportunities for advancement in this organization | 3.39 | 1.413 |
| 8 | Over all I am satisfied with non-financial rewards | 3.38 | 1.401 |
| | Non-financial rewards | 3.022 | 1.3385 |

Source: survey result, 2016

4.2.4. Motivation Level of Respondents

One of the objectives of this study was to measure the motivation level of employees with the intension of in sighting some ways to the organization. The researcher measures this with eight different questions. Hence, 68.2 percent of the respondents confirmed that the mission statement of the organization makes them to feel good on the importance of their job; however, 13.75 percent replied the mission statement doesn't give any sense for them. Apart from this, 39.4 percent agreed that they had all the necessary materials and equipment's which was needed to accomplish their day to day activities, as well as their duty; to the reverse, considerable (34.8 %) amounts of respondents said that all the necessary materials was not there. The analysis indicates, even though most of the pharmacists understand the reason why they are there, nonetheless, considerable amount of respondents confirmed that every necessary material was not provided to them which would help them much to achieve the stated missions of the organization; this indirectly affect the productivity of the pharmacist in a way that if the necessary and important resources couldn't provide to them they may not use their full potential; and this ultimately reduce the productivity of the organization.

Moreover, consecutively 48.5 and 65.1 percent agreed that they have got the necessary feedback regarding their work performance and good relationship makes them to discuss openly with their bosses; conversely, 36.4 percent and 24.3 percent reported that they didn't get any feedback on their progress as well as their relation with their bosses didn't help them to discuss openly with their superiors. Apparently, 56.1 percent and 51.1 percent agreed that they are free to use their own method of working and also they had opportunity to innovate and work on their own initiation. Conversely, 22.7 percent and 30.45 percent confirmed that they were not free to use their own method to work and also they didn't have opportunities to work on their own initiation. In addition to this, 42.4 percent of the respondents agreed on that currently they had good motivation to stay and work in the organization; unlikely, 37.8 percent didn't have any motivation to stay and work in the organization (Table 4.7). Furthermore, the grand mean score of motivation level was 2.74. Employees have got motivational rewards when they perform well has score the highest mean of 3.32. The mission of the organization makes employees feel their job is

important has the lowest mean score of 2.21. The overall grand mean score was 2.74 (Table 4.7). Therefore, possibly to say the motivation level of the pharmacists were low to stay and work in the organization.

The analysis indicates it is not confidently to say the pharmacists are motivated well to stay in the organization. This is may be because of they didn't get enough motivational rewards, they are not free to use their own method of work, and also they were not let to work with their own initiation. Even if this generalization didn't represent the whole respondents but considerable amounts of respondents confirmed this.

Table 4.7 Analysis of motivation level

| No. | MOTIVATION | Mean | Std. deviation |
|-----|---|-------------|----------------|
| 1 | The mission or purpose of my organization makes me feel my job is important | 2.21 | 1.183 |
| 2 | I have the opportunity to do what I do best every day | 2.39 | 1.201 |
| 3 | I have all the materials and equipment I need to do my best every day | 2.98 | 1.183 |
| 4 | The relationship with my boss enables me to be open when discussing work problems and concerns. | 2.35 | 1.295 |
| 5 | I have opportunities to innovate and work on my initiative. | 2.77 | 1.322 |
| 6 | I am free to choose my own method of working | 2.65 | 1.246 |
| 7 | I got feedback about my job performance in the organization | 2.91 | 1.400 |
| 8 | I have got motivational rewards when I perform good | 3.32 | 1.303 |
| 9 | Currently I have good motivation to work in this organization | 3.08 | 1.385 |
| | Motivation level | 2.74 | 0.3713 |

Source: survey result, 2016

4.2.5. Job Safety

Table 4.8 discusses about job safety of employees; with regard to this, 40.9 percent agreed that the provided physical working conditions were good and comfortable; on the other hand, 43.9 percent confirmed good physical working condition was not provided. With regard to job security 30.3 percent agreed employees of the organization feel secured on their job; conversely, close to 50 percent responded that they didn't feel secured on their job. Moreover, consecutively 21.2 percent and 19.7 percent agreed that the medical and retirement benefit were sufficient and

satisfactory; whereas, 56.1 and 56 percent confirmed these benefits was not sufficient respectively.

The medical benefits provided in the organization are satisfactory has the highest mean score of 3.68; and Good physical working conditions were provided in the organization has the lowest mean score of 3.15. Furthermore, the grand mean score for job safety is near to 3.45. From these it is possible to conclude that the job safety in Addis Ababa Health Offices of pharmacies were not good.

Organizations that manage safety and health successfully invariably have a positive safety culture and active safety consultation programs in place. Successful organizations can establish and maintain a culture that supports safety and health. Practical methods of designing, building, operating, and maintaining the appropriate systems should be there in order to maintain the safety of employees. In regard to this the pharmacists are not happy with their job safety such as on their working condition, job security and medical benefit; this may insight to the organization to look at it this issues.

Table 4.8 Analysis of job safety

| | Safety | Mean | Std. deviation |
|---|--|-------------|-----------------------|
| 1 | Good physical working conditions are provided in the organization | 3.15 | 1.522 |
| 2 | The employees in the organization feel secured in their job | 3.36 | 1.355 |
| 3 | The retirement benefits available are sufficient | 3.62 | 1.274 |
| 4 | The medical benefits provided in the organization are satisfactory | 3.68 | 1.267 |
| | Job safety | 3.45 | 0.2448 |

Source: Survey result, 2016

4.2.6. Rank of Employee Motivational Factors

Eight different important motivational factors were identified and offered to the sampled pharmacists in order to identify which factors motivate them best from the given alternatives of motivational factors. Basically, respondents were asked to rank these eight motivational factors from the least to the most (one to eight) according to their preference. Accordingly, 19 respondents gave a rank of 8 for salary, 28 respondents gave a rank of 1 for interesting job out,

15 respondents gave a rank of 7 for fringe benefit, 13 of them gave a rank of 2 for training, 15 respondents gave a rank of 5 for delegation and decision making, 13 respondents gave a rank of 5 for job security, 16 respondents gave a rank of 4 for opportunity for advancement, and 22 respondents gave a rank of 3 for working environment. accordingly, interesting job was the number one factor which motivate the pharmacists, the factor which take the second rank was the working environment, the third influential factor was salary, existence of opportunity for advancement takes the fourth rank, both fringe benefit and decision making takes the 5th rank in which they both score the same amount and the factors which takes the least rank was training and job security (Table 4.9).

Table 4.9 Description of rate of factors of motivation

| No. | Description of factors that motivate workers | Frequency of Rate of Factors | | | | | | | | Total | Highest Value | Rank |
|-----|--|------------------------------|----|----|----|----|----|----|----|-------|---------------|------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | | | |
| 1 | Salary | 15 | 3 | 3 | 10 | 5 | 5 | 6 | 19 | 66 | 19 | 3 |
| 2 | Interesting job | 28 | 8 | 9 | 6 | 4 | 6 | 4 | 1 | 66 | 28 | 1 |
| 3 | Fringe benefit | 1 | 11 | 3 | 8 | 6 | 8 | 15 | 14 | 66 | 15 | 5 |
| 4 | Training | 9 | 13 | 7 | 5 | 6 | 6 | 11 | 9 | 66 | 13 | 6 |
| 5 | Delegation and decision making | 4 | 5 | 8 | 4 | 15 | 13 | 10 | 7 | 66 | 15 | 5 |
| 6 | Job security | 1 | 9 | 10 | 11 | 13 | 11 | 4 | 7 | 66 | 13 | 6 |
| 7 | Opportunity for advancement | 2 | 9 | 3 | 16 | 7 | 15 | 11 | 3 | 66 | 16 | 4 |
| 8 | Working Environment | 5 | 10 | 22 | 7 | 10 | 2 | 4 | 6 | 66 | 22 | 2 |

Source: Survey result, 2016

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

This final chapter presents the general study and discusses the major findings. This chapter includes a summary of the study and methodology, a discussion of the major findings of the study, conclusions, implications, limitations, and suggestions for future research.

5.1. Summary

Employee motivation is vital to the success of organizations. A lack of employee motivation may cause organizational problems in turnover and retention, morale, and poor productivity. Most organizations are familiar with human resource issues including organizations which involve pharmaceutical business. Recognition of the problem of employee motivation is the first step the organization may choose to tackle the problem. There have been numerous studies on employee motivation, but this issue does not address in Addis Ababa city administration office of kenema pharmacies; therefore, particularly the study was performed to examine current employee motivational practice.

The purpose of the study was to assess the employee motivational practice of Addis Ababa health bureau Office of Kenema Pharmacies. In pursuit of this the researcher employed descriptive research design and also it used five point likert scales to measure the variables; Furthermore, 66 pharmacists were taken as a sample.

- Accordingly, in terms of proportion 60.6 percent of the respondents were male and 39.4 percent were female; out of this 62.1 percent were single, 36.4 percent married and 1.5 percent were divorced. Further, 74 percent of had 1 to 5 years' experience; 16.7 percent had 6-10 years' experience, and 9.1 percent had 11-20 years' experience.
- Two kinds of motivational packages were applied in the organization, financial and non-financial; this was confirmed by 53 percent of the respondents. But 47 percent of the respondents confirmed that there were no any kinds of motivational package in the organization.
- Regarding the financial rewards the overall grand mean was 3.85 which are near to 4; this indicates concerning financial rewards respondents were disagree on the availability of financial rewards.

- The grand mean score of non-financial rewards were 3.022; which was almost equal to 3; since 3 represents neutral, respondents couldn't decide the availability of non-financial rewards. This may insight there is some gap on the implementation of non-financial rewards.
- The study also tries to determine the motivation level of the pharmacists; the overall grand mean of the motivation level was 2.74. This average number fall between agree and neutral but it slightly close to neutral; this may indicate the pharmacists are not as such motivated to stay in the organization.
- Furthermore, with regard to job safety, the grand mean score for job safety was near to 4 i.e. 3.45; hence, this may indicate the pharmacist almost disagree on the job safety condition; they are highly dissatisfied with the condition of job safety.
- With regard to the employee motivational factors, pharmacists ranked their most to least important factors which makes them to perform well. From the given eight alternatives the pharmacists confirmed that interesting job should be given priority from all other factors, secondly working environment should be comfortable, the third influential factor was salary, existence of opportunity for advancement takes the fourth rank, both fringe benefit and delegation and decision making takes the 5th rank and also the factors which takes the least rank was training and job security.

5.2. Conclusion

Employee motivation is a highly sensitive concept which is affected by a multiplicity of factors. On the basis of these findings, it can be said with reasonable degree of confidence that overall a well-designed incentive schemes was not implemented in the organization. Pharmacists were less motivated with work conditions, management style, salaries, performance evaluation system and ability to be involved in decision making. Most of these factors are within the controls of the organizational management and can as such be exploited by the management in order to boost the levels of employee motivation. To enhance staff motivation, the administration should take measures to improve work conditions, raise work reward and pay more attention to the professional development of their employees.

5.3 Recommendation and Implication

Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The findings of this study can be handy tool which could be used to provide solutions to individual conflict that has resulted from poor reward system. Further, this study provides information which could benefit the human resources department in better understanding the feelings and needs of the pharmacists. The human resource director could consider and develop the following factors to respond to the needs of his employees:

- To provide the right motivational factors to employees, the human resources director should evaluate the needs of employees every year. Based on the finding of this study the kenema office should make amendment on salary, working environment and as well as should strive to make their job more interesting.
- Management can make a job more interesting by using job design such as job rotation or job characteristics, because an interesting job is in the first rank for a pharmacist motivational factors.
- Managers of each branch should develop a family atmosphere within the office

Recommendations for Further Studies

Apart from assessing the motivational practices it is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance. It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance.

REFERENCES

- Abonam, N. D. (2011). *The role of motivation on employee performance in the public sector: a case study of the university for development studies- wa campus*. Kwame Nkrumah University of Sciences and Technology.
- Adano, U. (2006). Human resource management (HRM) in the health sector Technical brief 2.
- Armstrong, M. (2009). *A Handbook of Human Resource Management Practice* (11th ed.). Cambridge, UK: Kogan Page Limited.
- Armstrong, M., Brown, D., & Reilly, P. (2010). *Evidence-Based Reward Management : Creating Measurable Business Impact from Your Pay and Reward Practices*. London, UK: Kogan Page Ltd.
- Ayam, J., Nyamekye, A. T., Kusi-Appiah, G., Amoah, A., & Kyei-Addae, A. (2012). *Effects of motivation on employees performance at first allied savings and loans limited, adum branch -kumasi*. christian service university college.
- Ball, B. (2013). A summary of motivation theories by Benjamin Ball. Retrieved from <http://www.yourcouch.be/en/employee-motivation-ebook/>
- Barreiro, P. L., & Albandoz, J. P. (2001). *Population and sample . Sampling techniques*.
- Bartol, K. ., & Martin, D. . (1998). *Management*. McGraw Hill.
- Brock, J. M., & Leonard, K. L. (2012). *Generosity norms and intrinsic motivation in health care provision : evidence from the laboratory and the field*.
- Burke, W. W. (1987). *Organizational Development*. Addison-Wesley Publishing Company.
- Cantt, W. (2012). Influence of Non Financial Rewards on Job Satisfaction : A Case Study of Educational Sector of Pakistan. *asian journal of management research*, 2(2), 688–696.
- Caston, R. J., & Braoto, R. (1985). *The Worker-to- Job “Fit” Hypothesis Some Further Evidence.* *Work and occupations*.
- Cheema, F., Shujaat, S., & Alam, R. (2013). Impact of Non- monetary Rewards on Employees ’ Motivation : a Study of Commercial Banks in Karachi. *Journal of Management and Social Sciences*, 9(2), 23–30.
- Dambisya, Y. M. (2007). *A Review of Non-Financial Incentives for Health Worker Retention in East and Southern Africa* (No. 44). South Africa.
- Daneshkohan, A., Zarei, E., Mansouri, T., & Maajani, K. (2015). Factors Affecting Job Motivation among Health Workers : A Study From Iran. *Global Journal of Health Science*,

7(3), 153–160. <http://doi.org/10.5539/gjhs.v7n3p153>

- Danish, R. Q., & Usman, A. (2010). Impact of Reward and Recognition on Job Satisfaction and Motivation: An Empirical Study from Pakistan. *International Journal of Business and Management*, 5(2), 159–177.
- Daschler, P. J., & Ninemeier, J. D. (1989). *Supervision in the Hospitality Industry*. East Lansing.
- Dessler, G. (1980). *Human Behavior: Improving Performance at Work*. Reston, VA : Reston Publishing Company, Inc.
- Dieleman, M., & Harnmeijer, J. W. (2006). *Improving health worker performance : in search of promising practices*. The Netherlands.
- Douglas, E., Norland, S., Brady, E. M., & Fortinsky, R. H. (1991). The job satisfaction of older workers. *Journal of Organizational Behavior*, 12(7), 609–620.
- Duttweiler, P. C. (1986). *Educational Excellence and Motivating Teachers*. *Eric Journal The Clearinghouse*. ERIC.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (1979). *Organizations; Behavior, Structure, Process*. Dallas, Texas: Business Publications, Inc.
- Gupta, N., & Shaw, J. D. (1998). *Let the Evidence Speak: Financial Incentives Are Effective!! Compensation and Benefits Review*.
- Hall, J., & Williams, M. S. (1986). *Work Motivation Inventory*. The Woodlands, Texas: TelemetricsInternational, Inc.
- Hamner, W. C., & Organ, D. (1978). *Organizational Behavior An Applied Psychological Approach*. Dallas: Business Publications.
- Hersey, P., & Blanchard, K. (1982). *Management of Organizational Behavior Utilizing Human Resources*. EnglewoodCliffs, NJ: Prentice-Hall.
- Herzberg, F. (1976). *The Managerial Choice, To be efficient and to be Human*. Homewood.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The Motivation to Work*. New York: Wiley.
- Imel, S. (1982). *Quality Circles: Implications for Training*. Columbus: ERIC.
- Israel, G. D. (2013). *Determining Sample Size*.
- Jensen, D., McMullen, T., & Stark, M. (2007). *The Manager's Guide to Rewards: What You Need to Know to Get the Best for and from Your Employees*. USA: Hay Group Inc.
- Jerris, A. L. (1999). *Human Resource Management for Hospitality*. Upper Saddle River, NJ: Prentice-Hall, Inc.

- Jones, R. ., & George, M. J. (2003). *Contemporary management* (third edit). United state of America: McGraw-Hill publication.
- Kamalian, A. R., Yaghoubi, N. M., & Moloudi, J. (2010). Survey of Relationship between Organizational Justice and Empowerment (A Case Study). *European Journal of Economics, Finance and Administrative Sciences*, 24, 165–171.
- Kiron, S. S., Premaletha, K., Rajagopal, P. L., & Saritha, M. (2012). A study on the job satisfaction levels of Pharmacists working in a community pharmacy set-up at northern part of Kerala. *IOSR Journal of Pharmacy*, 2(3), 485–490.
- Kohn, A. (1993). *Why Incentive Plans Cannot Work*. *Harvard Business Review*.
- Lai, E. R. (2011). *Metacognition : A Literature Review Research Report*. *Research Reports*.
- Leshabari, M. T., P.Y.Muhondwa, E., M.A.Mwangu, & A.A.Mbembati, N. (2008). Motivation of health care workers in Tanzania: a case study of muhimbili national hospital. *East African Journal of Public Health*, 5(1), 32–37.
- Manzoor, Q. (2012). Impact of Employees Motivation on Organizational Effectiveness. *Business Management and Strategy*, 3(1), 1–12. <http://doi.org/10.5296/bms.v3i1.904>
- Markova, G., & Ford, C. (2011). Is money the panacea? Rewards for knowledge workers. *International Journal of Productivity and Performance Management*, 60(8), 813–823.
- Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper and Bros.
- Mathis, R. L., & Jackson, J. H. (1979). *Personnel Contemporary Perspectives and Applications* (2nd ed.). St. Paul: West Publishing Company.
- McClelland, D. C., & Johnson, E. W. (1984). *Learning to Achieve*. Glenview, Illinois: Scotti, Foresman & Co.
- Nandanwar, M. V, Surnis, S. V, Nandanwar, L. M., Nora, B., & Allen, M. (2010). Intervening factors affecting the relationship between incentives and employee motivation : a case study of pharmaceutical manufacturing organisation in Navi Mumbai efforts to provide positive motivation to greater. *Journal of Business Excellence*, 1(2), 6–11.
- Neagu, C. (2014). *Non- Non - Financial Motivation of Staff - Challenges a nd Solutions*.
- Nelson, B. (2004). *Misunderstanding rewards hampers motivation*. *Canadian HR reporter*.
- Njambi, C. (2014). *Factors influencing employee motivation and its impact on employee performance: a case of amref health africa in kenya*. united states international university - africa.

- Pardee, R. L. (1990). *Motivation Theories of Maslow , Herzberg , McGregor & McClelland A Literature Review of Selected Theories Dealing With Job Satisfaction and Motivation.*
- Pfeffer, J., & Sutton, R. (2006). *Evidence-based Management. Harvard Business Review.*
- Pragya, S. (2008). Scope of Non-monetary Rewards. *Indian Journal of Industrial Relations, 44(2), 256–271.*
- Rajan, D. (2015). Motivation and Job Satisfaction: a Study of Pharmacists in Private Hospitals. *Samvad, IX(March), 87–100.*
- Razee, H., Whittaker, M., Jayasuriya, R., Yap, L., & Brentnall, L. (2012). Listening to the rural health workers in Papua New Guinea–The social factors that influence their motivation to work. *Social Science & Medicine, 75(5), 828–835.*
- Reem, Y. (2011). *Motivating Public Sector Employees:An Application-Oriented Analysis of Possibilities and Practical Tools.* Hertie School of Governance, Berline.
- Roos, W. (2005). *The relationship between employee motivation, job satisfaction and corporate culture.* university of south africa.
- Ross, K. N. (2005). *Sample design for educational survey research.*
- Shahzad, S. (2013). Determining Motivation Through Reward. *International Review of Management and Business Research, 2(1), 57–64.*
- Sims, R. R. (2007). *Human resource management: contemporary issues, challenges, and opportunities.* International Age Publishing, Inc.
- Spector, P. E. (2003). *Industrial and organizational psychology – Research and practice* (3rd ed.). New York: John Wiley & Sons, Inc.
- Stovall, K. (2003). *Increasing Employees participation in fire safety education program using non monetary rewards.*
- Suliman, A. M., & Al-sabri, N. (2009). Surviving Through the Global Downturn : Employee Motivation and Performance in Healthcare Industry. *The Open Business Journal, 2, 86–94.*
- Sunita, M. S. (2012). Employee ’ s motivation : theories and perspectives. *Asian Journal of Multidimensional Research, 1(2), 56–64.*
- Tippet, J., & Kluvers, R. (2009). Employee Rewards and Motivation in Non Profit Organizations. Case Study from Australia. *International Journal of Business and Management, 4(3), 7–14.*
- Trevor, J. (2008). *Can pay be strategic? in Rethinking Reward.* Palgrave Macmillan.

- Wallace, P., Goldstein, J. H., & Nathan, P. (1987). *Introduction to Psychology*. Dubuque: Wm. C. Brown.
- Webster, M. (1985). *Webster's ninth new collegiate dictionary*. Meriam - Webster Inc.
- WHO. (2000). *The World Health Report: Improving performance*. Geneva.
- Wiese, M., & Coetzee, R. (2013). The importance of non-financial motivators to pharmaceutical sales representatives : A demographic study. *Southern African Business Review*, 17(1), 23–56.
- William, A. N. (2010). *Employee motivation and performance: Ultimate Companion Limited*. Mikkeli University of Applied Sciences.
- Willis-Shattuck, M., Bidwell, P., Thomas, S., Wyness, L., Blaauw, D., & Diltop, P. (2008). Motivation and retention of health workers in developing countries: a systematic review. *BMC Health Services Research*, 8(247).
- Yami, A., Hamza, L., Hassen, A., Jira, C., & Sudhakar, M. (2011). Job Satisfaction and Its Determinants among Health Workers in Jimma University Specialized hospital, southwest Ethiopia. *Ethiop J Health Sci.*, 21.
- Yorks, L. (1976). *A Radical Approach to Job Enrichment*. New York: Amacom.
- Zameer, H., Ali, S., & Amir, M. (2014). The Impact of the Motivation on the Employee ' s Performance in Beverage Industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 4(1), 293–298. <http://doi.org/10.6007/IJARAFMS/v4-i1/630>

APPENDICES

QUESTIONER

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

MASTERS OF BUSINESS ADMINISTRATION PROGRAM

Questioner filled by pharmacists

I would like to express my sincere appreciation and deepest thanks in advance for sharing your valuable experience and time in completing the questionnaires.

I am Master's Degree student at St. Mary's University in the department of Business Administration. I choose to conduct my master's thesis on Employee Motivation Practices at Addis Ababa city Administration office of Kenema. This research will be conducted only for the purpose of partial fulfillment of academic requirements of master's degree in business administration (MBA). Your cooperation is a valuable input for the research findings; therefore you are kindly requested to provide your genuine opinion.

Confidentiality

I would like to assure you that this research is only for the purpose of academic requirement which is authorized by St. Mary's University; and the result will not be submitted to other purposes. Thus, your ideas and comments are highly honored and kept confidential.

Please you don't need to write your name.

You are respectfully required to return the questionnaire to the person who brought to you.

Thank you for your kind cooperation

Kind regards,

Fitsum Tsegaye

Section A: Personal Information

The following personal information is necessary for validation of the questionnaire. All responses will be kept confidential. Your cooperation in providing this information will be greatly appreciated; please select by circling

1. Demographic characteristics of the respondents

- 1.1. Gender A. Male B. Female
 1.2. Age A. 18-30 B. 31-45 C. 46-55 E. above 60
 1.3. Marital status A. single B. Married C. Widowed E. Divorced
 1.4. Education A. diploma B. Degree C. Masters D. other if any _____
 1.5. Year of Experience A) 1-5 B) 6-10 C) 11-20 D) 21-30 E) 31-40 F) > 41

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

- A. Financial B. Non-financial C. Both financial and Non-financial D. Non

Section B

This section concerns about your feeling, observation and perception about the motivational packages implemented or practiced by your organization. Please mark the appropriate response to indicate your own personal feeling by making tick (√) on the following scale:

SA = Strongly Agree; A = Agree; N = neither Agree nor Disagree (Neutral); D =Disagree; SD = Strongly Disagree

| No. | Description | SA | A | N | D | SD |
|-----------|---|----|---|---|---|----|
| 3. | FINANCIAL REWARDS | | | | | |
| 3.1 | My payment compared with my contribution is good enough | | | | | |
| 3.2 | My yearly and periodic salary increment is reasonable | | | | | |
| 3.3 | I am adequately paid for what I do | | | | | |
| 3.4 | I have fair and competitive housing allowance | | | | | |
| 3.5 | I have transport and hardship allowance that consider the cost of living | | | | | |
| 3.6 | The yearly bonus I have got deserves my contribution | | | | | |
| 3.7 | The administrative allowance is good enough to the position I have | | | | | |
| 3.8 | I have good insurance allowance like life, health insurance etc. | | | | | |
| 3.9 | I am motivated to work in the organization until retirement | | | | | |
| 3.10 | I am satisfied with financial rewards | | | | | |
| 4. | NON-FINANCIAL REWARDS | | | | | |
| 4.1 | I participate and recognized in decision making authority concerning the organization | | | | | |
| 4.2 | Visibility of the top management is good enough | | | | | |
| 4.3 | I feel that my superior always recognizes the work done by me | | | | | |
| 4.4 | I feel that the job I do gives me a good status | | | | | |
| 4.5 | I am satisfied with the support from the HR department | | | | | |
| 4.6 | In this organization there is fair amount of team spirit | | | | | |
| 4.7 | I find opportunities for advancement in this organization | | | | | |
| 4.8 | Over all I am satisfied with non-financial rewards | | | | | |

| | | | | | | |
|----------|---|--|--|--|--|--|
| 5 | MOTIVATION | | | | | |
| 5.1 | The mission or purpose of my organization makes me feel my job is important | | | | | |
| 5.2 | I have the opportunity to do what I do best every day | | | | | |
| 5.3 | I have all the materials and equipment I need to do my best every day | | | | | |
| 5.4 | The relationship with my boss enables me to be open when discussing work problems and concerns. | | | | | |
| 5.5 | I have opportunities to innovate and work on my initiative. | | | | | |
| 5.6 | I am free to choose my own method of working | | | | | |
| 5.7 | I got feedback about my job performance in the organization | | | | | |
| 5.8 | I have got motivational rewards when I perform good | | | | | |
| 5.9 | Currently I have good motivation to work in this organization | | | | | |
| 6 | SAFETY | | | | | |
| 6.1 | Good physical working conditions are provided in the organization | | | | | |
| 6.2 | The employees in the organization feel secured in their job | | | | | |
| 6.3 | The retirement benefits available are sufficient | | | | | |
| 6.4 | The medical benefits provided in the organization are satisfactory | | | | | |

SA = Strongly Agree A = Agree N =neither Agree nor Disagree (Neutral) D =Disagree SD = Strongly Disagree

5. Rate each of the following factors from the best to the least that motivate you to perform good on your job (or which one of the following factors motivate you more) write the ranked number on the black space provided. (eg. If you feel salary motivate you more than any others write 1, and so on)

Salary_____ Delegation and decision making_____

Interesting job_____ Job security_____

Fringe benefits_____ Opportunity for advancement_____

Training_____ Working environment_____

6. Note: if you have further explanation on motivational practices applied on your organization and other problems, please specify on the space provided below
