



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

**THE IMPACT OF MOTIVATION IN FOSTERING ORGANIZATIONAL
COMMITMENT: IN THE CASE OF ETHIOPIAN SHIPPING AND
LOGISTICS SERVICE ENTERPRISE.**

BY

FANTAW MEKONNEN ALI

**JUNE, 2018
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL
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DECLARATION

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

Name

St. Mary's University College, Addis Ababa

Signature

June, 2018

ENDORSEMENT

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

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Advisor

St. Mary's University College, Addis Ababa

Signature

June, 2018

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LIST OF ACRONYMS/ABBREVIATIONS

ESLSE:- Ethiopian Shipping and Logistics Service Enterprise

SPSS: - Statistical Package for Social Sciences

ANOVA: - Analysis of Variance

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ABSTRACT

The purpose of this study is to investigate the impact of motivation in the fostering of organizational commitment of employees. The research used cross-sectional survey and explanatory design. The research approach applied for this study was quantitative approach in nature. The target population of this study was employees of Ethiopian Shipping and Logistics Service Enterprise specifically at head office. From 500 total populations at head office the study used 300 employees as target population, excluding management members and clerical work employees. From which 171 employees were selected as the sample of the study. Stratified sampling and simple random sampling method was used to the respondents. For descriptive aspects frequency, percentage and mean were used and for inferential part correlation and linear regression analysis were used to analyze the gathered data. The results of the study indicate that employees were satisfied with intrinsic factor of motivation and dissatisfied with extrinsic factor of motivation practiced by the enterprise. The study result shows that motivation factors were a significant positive relationship with employees' organizational commitment. Intrinsic and extrinsic factors of motivation used in this study have significant positive relationship with organizational commitment of employees. Intrinsic factor of motivation has significant relationship with the three organizational commitment levels (affective, continuance and normative) and extrinsic factor of motivation was significant relationship with continuance and normative level of commitment but no significant relationship was found with affective level of commitment. The regression results show that motivation factors have significant contribution for variability of organizational commitment. In this study, intrinsic factors of motivation were the most predictor of organizational commitment of employees than extrinsic factor of motivation. In general the result of the finding indicates that motivation factors have significant impact on the development of organizational commitment of employees in the enterprise. It's been recommended that to develop organizational commitment of employees the enterprise should improve working environment, focusing more on training programs, establish clear organization policy, procedures and rules. Moreover, the enterprise should establish proactive strategies as to how employees motivate.

Key words: *intrinsic motivation, extrinsic motivation, organizational commitment*

CHAPTER-ONE: INTRODUCTION

1.1 Background of the Study

Robbins (2002) defined motivation as the “willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need”. Nhat and Nguyen (2013) also argued that motivation is a set of indefinite factors that cause an employee to perform his or her duties in a special way. Similarly, Jang (2008) suggested that motivation is the direction and persistence of actions towards the satisfaction of certain needs and expectation. In other words, motivation can be defined as a concept used to describe the factor with in an individual which arouse, maintain and channel behaviour towards goals (Kaila, 2011).

Motivation is a very broad concept researchers have divided it in different categories and tested the impact of motivation for each type. The present study adopts the most basic classification which is intrinsic and extrinsic motivation. Intrinsic motivation is related to psychological rewards such as the opportunity to use one’s ability. A sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006).

Extrinsic motivation is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organisational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005; Armstrong, 2006). In relation the concepts of motivation we can see the other concept about organizational commitment.

Organization commitment is defined as the employees’ feeling of obligation to stay with the organization (Allen and Meyer, 1990). Organizational commitment, which is the dependent variable in this study, has been the focus of many researchers. A well-known model proposed by Allen and Meyer (1990) proposes that there are three components of organizational commitment,

namely, affective, continuous and normative commitment. As described by Allen and Meyer, the affective commitment refers to the employee's emotional attachment to, identification with and involvement in the organization. The continuous commitment refers to commitment based on the costs that the employee associates with leaving the organization. The normative commitment refers to the employee's feeling of obligation to remain with the organization.

In order to have employees satisfied and committed to their jobs, there is a need for powerful and effective motivational strategies at the organization (Warsi, Fatima & shahibza, 2009). Committed and satisfied employees are high performers that will lead to increase organizational productivity (Samad, 2007). Researchers argued the positive relationship of motivation and organizational commitment. Mohsan, Nawaz, Khan, Shaukat & Aslam (2004) found, a significant relationship between employee motivation and employee commitment. Warsi *et al.*, (2009) indicated that the work motivation is strongly positive associated with organizational commitment. George and Sabapathy (2011) argued that organizational commitment and work motivation are interrelated. In the service industry employees who are highly motivated and committed to the organization provide excellent quality to the customer (Mohsan *et al.*, 2004). Besides, to this the current case company Ethiopian Shipping and Logistics Service Enterprise (ESLSE) is one of the government service organizations that provide services for the countries import and export activities.

ESLSE acquiring its present name and organizational setup the following merger of three public enterprises, which used to operate as separate entities as Ethiopian Shipping Lines Share Company, Maritime and Transit Service Enterprise and Dry Port Services Enterprise. According to document obtained from ESLSE, considering the similar line operations and the interdependent nature of their functions, the Ethiopian Government taken a strategic decisions of merging those public enterprise in order to maintain the commendable economic growth that has been registered in the over the last several years. The Enterprise was formally established no 21st November 2011 as public enterprise by the Council of Ministers Regulation No. 255/2011 with an authorized capital of birr 3.76 billion. Moreover, the former truck operating company, known as Comet Transport SC, which was responsible for transportation of goods to and from ports has been transferred to ESLSE by the government decree issued in the mid of 2014.

As noted in the above-cited internal document and established law the Enterprise is vested with the huge responsibility of rendering sea-transport & logistics services to the country's importers,

exporters, and investors in a more effective and efficient way, by reducing transit time, cost and handoffs.

To achieve organizational objectives managers to consider the motivational factors that enhance organizational commitment by reducing turnover, absenteeism and also it improve relationship and performance of the organization. ESLSE is one of the backbones to support the economic growth of the country by giving service to customers import and export activities of commodities. The salary and other benefit packages are determined according to the government development organizations scale. Among those benefit package includes salary and other benefits like medical insurance, life insurance, transportation allowance, educational opportunities, responsibility by delegation and promotion are the major motivational factories of the enterprise. This research would intend to investigate the impact of motivation in fostering employees' commitment in the Enterprise.

1.2 Statement of the Problem

Organisations are continuously faced with the demand and supply challenges of the changing market. In order for the organisation to adapt to the intense competition in the market place and the rapid changes in technology, it requires organisational members have to be internally committed (Miller, 2003). The organisation is then faced with a challenge of managing its employees' commitment throughout, to ensure sustainability.

O' Reilly (1989) states that "to understand what commitment is and how it is developed, is by understanding the underlying psychology of commitment so that we can think about how to design systems to develop such an attachment among employees". It is therefore crucial for the organisation to first understand commitment in order to manage it.

In order to know the presence of organizational commitment of employees can be summarized in three indicators, such as "having faith in organizational values and sharing its aims, making efforts beyond expectations in the name of the organization and willingness to maintain membership of the organization" (Mowday, Steers and Porter, 1979). Chew and Chan (2008) also proposed that employees turn over intentions and rates could be an indication of their levels of organizational commitment.

When employees are committed to organization they may hardly be absent from work or to be late; instead they are passionate to do things better and help organization to achieve its goals. It, in turn, paves the way for excellent behaviours to be expressed inside organization. But when

employees do not sense a good commitment in them towards organization, they incur negative implications for it including great tendency to leave workplace, repeated absence from work, being reluctant for staying with organization, not trying to attract customer's confidence and earning less than expected. Thus, commitment to organization by employees is of outstanding importance. Organizational commitment forms a most fundamental aspect of every organization with huge implications over its performance. That is why researchers have always be mindful of it within the task of management (Saroughi, 2012). The current researcher papers tray to see the factors that affect the development of organizational commitment in the case of ESLSE.

According to the company report in the year of (2014, 2015, 2016 and 2017) Ethiopian Shipping and Logistics Service Enterprise the employees' turnover rate was 4.69%, 4.78%, 4.84% and 4.88% respectively. It shows that the turnover rate was in a growing trend and also the implications of employee's level of commitment in the enterprise. Human resource management department conduct exit interview of employees at the time of resignation give different reasons why do leaving the enterprise like get better salary and benefits, problem with supervisors ,working environment conditions, growth and development. So, there is a gap in employee's commitment in the organization due to the growing trend of employees turn over.

Therefore, to fill the gap organizations has design systems to develop commitment of employees in the organization by assessing different factors that affect the employees' commitment. There are many factors which affect the organizational commitment of employees. One of among other factors that shape organizational commitment of employee is motivation. Building a committed and motivated work force is considered as the main objective and a key to success in the competitive environment (Mohsan *et al.*, 2004). In relation to thus, the current research intend to investigate whether the motivational factories could give an impact towards fostering of organizational commitment.

Empirical studies in western countries show that intrinsic motivation and extrinsic motivation have different impacts on organizational commitment. Intrinsic motivation is found to be positively associated with organizational commitment (Johnson, 2011; Meyer & Maltin, 2010; O'Driscoll and Randall, 1999). Compared with intrinsic motivation research, much less attention has been paid to the relation between extrinsic motivation and organizational commitment, and the existing research shows differing results. For example, Currivan's (2000) research shows that

extrinsic motivation is not related with organizational commitment, while Meyer and Allen (1997) showed that extrinsic motivation may affect organizational commitment.

On other word Driscoll and Randall (1999) show that intrinsic motivation is positively associated with affective commitment. Johnson (2011) also found that intrinsic motivation is positively related to organizational commitment, but, they did not differentiate the components of organizational commitment. Similarly, Andressen, Konradt & Neck (2012) found that work motivation is positively related to affective commitment.

Meyer, Becker & Vandenberghe, (2004) show that employees with high affective commitment experience greater intrinsic motivation, while employees with high continuance commitment experience greater extrinsic motivation. Due to multi-dimensional concept of motivation and commitment the current study assess the contribution of motivation factors in the development of organizational commitment in the context of ESLSE which includes both intrinsic and extrinsic factors of motivation.

ESLSE uses both intrinsic and extrinsic motivational factors on its employees to enhance its employee's performance and organizational commitment. The intrinsic motivation in ESLSE included work accomplishment, work challenge and responsibility by delegation. Promotion, Salary, medical cost coverage, fuel allowance benefits, training and educational opportunities are main types of extrinsic motivations (ESLSE documents). Even though the enterprise used both types of motivational factors the staff is still unsatisfied unable to stay employees in the organization and search other employment opportunities to the better once.

Consequently the enterprise never conducts any study regarding what motivates employees what employees choose as their motivational factors and the impact of those motivational factors in the development of employee's commitment in the organization. This research paper try to study the impact of both intrinsic and extrinsic factors of motivation in fostering of organizational commitment in ESLSE.

1.3 Research Questions

The study is design to provide answers to the following research questions:

1. What is employee's' level of motivation (intrinsic and extrinsic factor) at ESLSE?
2. What is employees' level of commitment (affective, continuance and normative) at ESLSE?
3. To what extent does motivation contribute in terms of fostering organizational commitment?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this research is to investigate the impact of motivation factors in the development of employee's long term commitment to in Ethiopian Shipping and Logistics Service Enterprise.

1.4.2 Specific Objectives

The specific objectives of the present study are:

- To investigate the employees level of motivation (intrinsic and extrinsic motivation) at ESLSE.
- To investigate the employees level of commitment (affective, continuance and normative) at ESLSE.
- To determine the contribution of motivation in fostering organizational commitment.

1.5 Research Hypothesis

In order to provide answers to the basic questions raised above, the following hypotheses have been developed both null (*H₀*) and Alternative (**H₁**) form:

- **H₁**: intrinsic motivation is significant relationship with affective level of commitment.
- **H₂**: intrinsic motivation is significant relationship with normative level of commitment.
- **H₃**: extrinsic motivation is significant relationship with continuance level of commitment.
- **H₀₁**: intrinsic motivation is insignificant relationship with continuance level of commitment.
- **H₀₂**: extrinsic motivation is insignificant relationship with affective level of commitment.
- **H₀₃**: extrinsic motivation is insignificant relationship with normative level of commitment.

1.6 Significance of the Study

The research has been conducted in such a way that it has certain significances for practices as well as literature:

The findings of the study are help the organization to identify areas of potential problems related with the organization's human resource practices: mainly retention policies, compensation and reward policies and selection procedure which will have a direct or indirect impact employees commitment to the organization.

The recommendations to be made based on the conclusions of the research findings to help the organization either maintains improve or totally change the existing HR strategic approach. Besides, the study adds value for the researcher gaining more knowledge regarding the topic and then getting the opportunity to conduct a research with similar titles in different public sectors. The study also helps other governmental or nongovernmental organizations as a tool to customize the suggested models in to organizational context to improve their HR related strategic problems. Furthermore, the study helps other researchers working in similar/related topics as a reference.

1.7 The scope of the study

Ethiopian Shipping and logistics service enterprise is one of the merge of four interdependent organizations such as Shipping lines, Maritime transit service and Comet transport Share Company. It has eight branches in Addis Ababa and regional areas of the country and one branch at Djibouti. The current study was confined to the head office of the enterprise due to lack of time and financial resource to address the whole branches of the enterprise. The research also covers only the time after merger of the former enterprises in one at the name of Ethiopian shipping and logistic service enterprise in the year (2013-2017). The study also targeted only permanent employees, included professional and semiprofessional employees who were employed in the enterprise.

The present study adopts the most basic classification, which is intrinsic, and extrinsic motivation independent variables and organizational commitment as dependent variable.

1.8 Limitation of the study

The major limitation of this study is the study area is limited to Ethiopian Shipping and Logistics Service Enterprise at head office and branches of the enterprise are not part of the study. The study is conducted by analyzing the impact of motivation in the fostering of organizational commitment of employees ‘used professional and semi-professional employees only; this implies that since the study excluded those manual or custodial and managerial employee, the sample size is limited. The study is limit motivation factors that impact organizational commitment of employees not included other factors that affect organizational commitment. The lack of up to date literature was also the major limitation during the study. Moreover, time constraints to complete the thesis work are some of the limitations that the researcher has faced with.

1.9 Organization of the Paper

The paper was organized in to five chapters. Chapter one discusses the introductory part which comprises background of the study, statement of the problem, research questions, objectives of the study, hypothesis, significance of the study, delimitation/scope of the study, limitation of the study. The second chapter is the review of related literature which contains the relevant literature compiled as related to the study. The third chapter describes the methods of the Study, which covers the research design, the population and sampling techniques applied, types of data used and the tools/ instruments adopted to collect the data, the procedure of data collection and methods of data analysis. The fourth chapter is about the dissemination of the research results/ findings and discussion of those results. And the final chapter is about the conclusion of the research findings and recommendations which aimed at addressing the research questions posed based on the statement of the problem.

1.10 Definition of terms

The study uses some important words or phrases that related to the research objectives to describe some of the terms in this study. The definitions are as follows:

Intrinsic factor of motivation: defined as positively valued experiences that an individual employee gets directly from their work tasks (Thomas & Velthouse, 1990). A sense of challenge and achievement, responsibility, growth and development related to in the job context.

Extrinsic factor of motivation: is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service.

Organizational commitment: A psychological condition that relates the criteria in the employee relationship in the organization and the implications on the decision to remain in the organization.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

In this chapter cover literature review regarding the issues raised in the research area by focusing on the different theoretical and empirical works on motivation, motivational factors and their impact on employee commitment in the organization. Based on the theoretical and empirical studies reviewed the researcher try to draw conceptual frame work of the study accordingly by considering both.

2.1 Concept of Motivation

Motivation can be defined as ‘the development of a desire within an employee to perform a task to his/her greatest ability based on that individual’s own initiative’ (Rudolf and Kleiner, 1989). By analysing this definition, one can ascertain, motivation to be the level at which an employee will perform a specified activity for the company, an imperative function for success. Motivation can also mean employees strive to reach peak performance every day enjoy the continual challenge of improving results, genuinely care about their peers and their company, and will maintain positive results” (Evenson, 2003), or as “the willingness to exert high levels of effort toward organisational goals, conditioned by the person’s ability to satisfy some individual need” (Robbins, 1993 as cited in Lu, 1999). The definitions of motivation, lead an organisation to believe their employees will perform their specified tasks better than the norm and will genuinely wish to do so, while this is important for the business, motivation can also have other benefits.

Salman, Amir, Asif & kahn, (2015) Motivation is about the ways a business can give confidence staff to give their most excellent. Motivated staff cares about the victory of the business and work better. In any organization employee motivation is the key factor for organizational presentation.

Hasibuan (2008) mentions that Motivation is a driving force provision that creates the excitement in working for someone in order for them to cooperate, work effectively, and integrates with all its resources to achieve satisfaction. Mangkunegara (2009) stated that Motivation is formed of an attitude of employees in facing the company employment situation. Motivation is a condition or energy that drives self-directed or directed employees to achieve organizational goals of the company.

According to Greenberg and Baron, the definition of motivation could be divided into three main parts. The first part focuses on arousal that deals with the drive, or energy behind the individual’s action. People tend to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part refers to the choice people

make and the direction their behaviour takes. The last part deals with maintaining behaviour, clearly defining how long people have to persist in attempting to meet their goals (Greenberg & Baron, 2003).

Considering the above definitions and conceptualization by different authors, it can be concluded that motivation is the inner force that drives individuals to achieve personal and organizational goals.

2.2 Work Motivation

Motivation is a psychological process resulting from the arousal, direction and persistency of voluntary action to attain organizational and personal goals (Pool, 2007). Pinder (1998) states “*Work motivation is set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work-related behaviour, and to determine its form, direction, intensity and duration*” (Pinder, 1998). The job motivating factors were examined by some researchers (Mottaz, 1985; Wong & Tsang 1999; Mahaney and Lederer, 2006; Bakay and Huang, 2010), in two variables are, respectively intrinsic and extrinsic variables. According to Wong & Tsang (1999), the intrinsic variables includes feeling of involvement, supervisor’s help with personal problems, interesting work, promotion or career development, supervisor’s help with personal problems, and appreciation of a job well done. As for the extrinsic variables, they are job security, good salary, tactful discipline, and good working conditions, respectively (Curtis and Severt 2009). Deci defines intrinsic motivation as behaviours that “*a person engages in to feel competent and self-determining*” (1975). For this reason, intrinsic motivation is not ascribed to expectation of any rewards for the individual and so there is no pecuniary or non-pecuniary outcome of the activity but only itself.

Furthermore, activity is only executed by the sake of oneself. “*Activities are ends in themselves rather than means to an end*” (Deci, 1975) clarifies the operational definition of the intrinsic motivation (Bakay and Huang, 2010). Motivation is gained through rewards, with rewards either intrinsic or external to the activity and whose procurement is enabled by activity performance (Thakor and Joshi, 2005). Intrinsic rewards include issues related to the job itself such as achievement, autonomy, variety, responsibility and personal and professional growth. The other intrinsic motivation tools contain status, recognition, praise from superiors and co-workers, personal satisfaction and feelings of self-esteem (Mahaney and Lederer, 2006).

Thakor and Joshi (2005) indicate that the feeling of accomplishment that arises from successful activity performance is regarded as an intrinsic motivator because it is rewarding psychological state that is directly attained through successful activity performance. Compensation taken in exchange for the activity performance provides people to acquire to be of value and so is regarded as an extrinsic motivator (Thakor and Joshi, 2005). On the other hand extrinsic motivation tools are comprise such factors as pay, fringe benefits, job security, promotions, private office space and the social climate. Moreover they involve competitive salaries, pay raises, merit bonuses and such indirect forms of payment as vacation and com-pensatory time off and external to the job itself (Mahaney and Lederer, 2006).

Certain academics have linked motivation as being a key determinant of job performance and how a poorly motivated force will be costly in terms of excessive staff turnover, higher expenses, negative morale and increased use of managements' time (Jobber, 1994). Therefore, managements need to know what exactly motivates their staff so resources are not misallocated and dissatisfaction does not develop among employees (Jobber, 1994). While motivation is a key determinant of performance, management must not neglect how motivation is also concerned with the educating of employees. Darmon (1974) believes motivation is the educating of employees to channel their efforts towards organisational activities and thus increasing the performance of the said boundary spanning roles.

2.3 Theories of Motivation

There are a number of different views or theories as to what motivates workers. Unfortunately these theories are not all reach the same conclusions about motivations of individuals. We can discuss among the most theories below:

2.3.1 Maslow's Hierarchy of Needs' Theory

In 1954 Maslow identified what he called a "Hierarchy of Needs". Maslow's theory is built on the premise that humans are motivated by various needs which exist in a hierarchical order. Maslow identified five general types of needs in ascending order. These are: physiological, safety, belongingness, esteem and self-actualisation (Daft, 2003). Maslow argued that once a need lower in the hierarchy is met; it ceases to be a motivator. It is then replaced by needs higher in the hierarchy.

- Biological and Physiological needs - air, food, drink, shelter, warmth, sex and sleep.
- Safety needs – protection from elements, security, order, law, limits and stability.

- Belongingness and Love needs - work group, family, affection and relationships.
- Esteem needs - self-esteem, achievement, mastery, independence, status, dominance and prestige.
- Self-Actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences.

Achieving satisfaction, according to Maslow's model, is about fulfilling successive needs. This however does not mean that the needs have to be met fully before subsequent needs arise. The higher level needs begin to show up gradually as lower level needs are met. Additionally the relative importance of these needs changes during the psychological development of the individual. Maslow's theory was considered flawed on three levels:

The first is regarding how the needs are grouped at different levels. Maslow gives the impression that there is a standardized way in which these needs are grouped and therefore a standardized solution can be found for employee needs. The argument is that people's motivation and attitude is to some extent influenced by or likely to change with age, time, accumulation of work experience and type of job among others (Martin, 2005).

Maslow's theory also emphasizes that human needs are satisfied mainly through work. This has also been criticized as it is believed that not all people attach the same meaning to work. In other words, work may not be of central interest as people do not satisfy their needs, especially high level needs through work. Secondly, as Martin (2005) argues, it is very difficult to predict when a particular need sets in or becomes important. There is also no clear distinction between needs and behaviour hence the application of standardised solutions is not possible. Thirdly, Maslow's theory is called a universal theory as he believes it applies to everybody. This has also attracted the criticism that it is not able to explain the differences between individuals or different cultures. In spite of these limitations, Maslow has been commended to be the first to attempt to make a comprehensive list of these human needs. His thinking has influenced and continued to influence management decisions with respect to job design, pay and reward structures. This is also evident in Huczynski and Buchanan's (1991) statement that 'Many subsequent management fashions such as job enrichment, TQM, business process re-engineering, self-managing teams, the 'new leadership' and employee empowerment incorporated Maslow's ideas in the search for practical motivational methods'.

2.3.2 Herzberg's Motivation- Hygiene Theory

Herzberg and his associates, writing in 1959 proposed one of the most famous and controversial theories of job satisfaction. Herzberg did not look directly at motivation, but at the causes of job satisfaction and dissatisfaction with the aim of trying to understand what motivates people (Beardwell, Holden & Claydon, 2004). He took a psychological, but yet a contemporary view based on two human needs: the need to avoid pain and the need to grow. This theory is known as the "Two Factor," "Dual" or "Motivator- Hygiene Theory." The basis of this theory was that there are two entirely separate sets of factors that contribute to employees' behaviour at work. One set was termed hygiene factors and the other motivators. Hygiene factors prevent dissatisfaction even though their presence does not motivate. This includes factors like working conditions, company policies and administration, pay and interpersonal relationships. Motivators were considered as 'high level needs' believed to include achievement, recognition, responsibility and opportunity for growth. Additionally, jobs had specific factors, which were related to job satisfaction or dissatisfaction. Herzberg did not however, believe that all jobs can be enriched to bring about job satisfaction. The highlight of Herzberg's findings was that the hygiene factors listed above do not motivate, but prevent dissatisfaction and pain. They provide the right environment for work. Motivators allow for growth towards self-actualisation.

2.3.2.1 Extrinsic Factors

The extrinsic factors are supervision, working conditions, co-workers, salary, policies and procedures, status, personal life, and job security (Herzberg, Mausner & Snyderman, 1959; Herzberg, 1966). Herzberg claimed that these factors did not serve as satisfiers, but their absence could well be a source of dissatisfaction. Thus, a neutral state would obtain.

Supervision: An employee's general attitude about his/her relationship with an immediate supervisor. Negative perceptions in this category have been shown to have a substantial influence on lower job satisfaction, commitment, and the intent to quit (Mardanov, Sterrett, & Baker, 2007). A positive supervisor-employee relationship influences the quality of two-way communication, trust, and performance while increasing job satisfaction, organizational commitment, and lower intentions to quit.

Work Conditions: This item concerns the physical work atmosphere including space, lighting, ventilation, and equipment. In a study of industrial and office workers conducted by Lee in 2006,

job satisfaction was found to be positively related to individual flexibility, personal control of the immediate work environment, social interaction, privacy, and few distractions or disruptions.

Co-Workers: The quality of interpersonal relationships between co-workers at all levels influences the good feelings and positive support associated with job satisfaction (Harris, Winkowski, & Engdahl, 2007). This includes coaching, helping with assignments, and giving instruction. A positive relationship has been found to contribute to motivation and mediate against stress (Shirey, 2004).

Pay: Research has shown that compensation does not have a long-term motivational effect (Furnham, 2006). Nor does it necessarily increase productivity. However, Furnham found that if pay does not meet expectations or there is disparity, motivation and performance is negatively affected. Further, uniform pay adjustments are less motivational than merit based increases.

Policies: Employee perceptions about communications, administrative practices, and benefits overall. In this regard, policies, procedures, and practices that reflect a genuine interest in employee well-being encourage organizational commitment (Anuna, 1997). However, if the actual leadership style is inconsistent with extant policy, job satisfaction and commitment will decline.

Job Security: This factor refers to objective considerations that could affect job stability or tenure (Herzberg *et al.*, 1959; Herzberg, 1966). It also concerns matters such as level of responsibility and opportunity for advancement (Ito & Brotheridge, 2007). Reductions in these areas lead to lower levels of commitment. Organizational instability and ongoing change with potentially negative consequences undermine job security (Cooper, 2006).

Status: According to Herzberg, (Herzberg *et al.*, 1959; Herzberg, 1966), this factor is defined as any consideration that would enhance an employee's sense of importance, prominence, or position in life. Examples would be a big office, company provided transportation, or any other special privilege that would distinguish one employee from another.

2.3.2.2 Intrinsic Factors

On the other side the intrinsic factors such as achievement, recognition, the work itself, responsibility, advancement, and growth (Herzberg *et al.*, 1959; Herzberg, 1966). By contrast, their absence was not necessarily dissatisfying. However, when present, they could be a motivational force. Accordingly, motivation could be enhanced by restructuring work with

increased opportunities for advancement, personal development, recognition, and responsibility (Ramlall, 2004).

Achievement: Associated with feelings of accomplishment such as completing a task or resolving an issue. Employees who demonstrate a strong orientation for achievement may be characterized by working long hours, accepting challenging tasks, and a willingness to do whatever it takes to reach maximum outcomes (Scott, Moore & Micelli, 1997).

Recognition: According to Herzberg (Herzberg *et al.*, 1959; Herzberg, 1966), this factor is related to positive or negative feedback about an accomplishment. Recognition is an effective means of motivation and a signal from supervision to employees that they are valued for their contributions (Richardson, 2003).

Responsibility: This factor pertains to control over one's work or that of others.

Advancement: Factor relates to an employee's attitude following a change in position or status. The positive relationship between organizational support for this factor and improved job satisfaction along with a lower degree of intent to quit was found in a study by Jawahar and Hemmasi (2006).

Growth: While advancement pertains to an actual change, growth is about the potential for advancement in the future (Herzberg *et al.*, 1959; Herzberg, 1966). The positive relationship between this factor and job satisfaction was found in a study conducted by Stein and Craft in 2007.

The Work: This aspect of Herzberg's (Herzberg *et al.*, 1959; Herzberg, 1966) theory concerns personal employee attitudes about the job requirements and assigned tasks (Freed, 2003). This includes complexity and scope of work. Thus, job design is an important consideration in the elevation of motivational levels among workers.

Criticism of the Theory

Herzberg's theory has however been criticised by Moxley (1977), Padilla-Velez (1993), Poling (1990), Steers and Porter (1992), Bowen (1980). Bowen's assertion was that Herzberg's theory was not applicable to certain categories of workers like educators in Agriculture; as his theory was born out of studying accountants and engineers. Moreover, Bowen views all the factors as related to job satisfaction except that the hygiene factors explained a higher proportion of job satisfaction as compared to the satisfiers. Vroom's assertion of the two factor theory was that, it was just one

of many conclusions that could be drawn from a research. Mullins (2005) has also commented that Herzberg's model has at least five theoretical interpretations. The two general criticisms are therefore that the theory least applies to unskilled workers and people whose jobs are mostly repetitive and monotonous even though they happen to be in the majority and are the very people who often present management with the biggest problem of job satisfaction and motivation. Moreover, some workers do not seem to be interested in the job content of their work, or with motivators or growth factors.

The second general criticism is with the methodology employed by Herzberg. The view was that the method used had an influence on the responses. That is the critical incident method and the description of the sequence of events that give rise to good or bad feelings. Furthermore, the descriptions from the respondents were interpreted by interviewers who could also be influenced. It was argued that people were likely to attribute satisfying incidents at work (motivators) as a favourable reflection on their own performance. The dissatisfying incidents (hygiene factors) are more likely to be attributed to external influences and the efforts of other people (Mullins, 2005). Despite the criticisms of Herzberg's theory, it is believed to be a good attempt to practically look at the study of motivation. His work also drew attention to job design and job enrichment. According to Crainer and Dearlove in Mullins (2005) 'the current emphasis on self-development, career management and self-managed learning can be seen as having evolved from Herzberg's insight'.

2.3.3 Equity Theory

Equity theory (Adams, 1963) considers the employment situation as an exchange relationship of benefits/contributions between employers and employees, where benefits include pay, recognition and promotions. Contributions include employee's education, experience, effort, and ability (Daft, 2003). The principle governing equity theory suggests that people evaluate the fairness of their input/output balance by comparing it with their perception of the input/outcome balance of another, where this other may be another person, a class of people, an organisation, or the individual relative to the individual's experiences from an earlier point in time.

The equity model postulates that under conditions of perceived equity the individual experiences job satisfaction. On the other hand, under conditions of perceived inequity (under-rewarded or over-rewarded relative to others) the individual experiences dissatisfaction. A state of equity is therefore said to exist whenever the ratio of one person's outcomes to inputs equals the ratio of

another's outcomes to inputs, (Daft, 2003). According to Martin (2005) this can lead to tensions and some psychological discomfort. This may also be followed by a desire to do something about it or take action so as to lessen the tension being experienced. Adams (1963) suggests actions that an employee could employ to ease the tensions: modify inputs, seek to modify outputs, modify perception of self, modify perception of comparator, change comparator or leave the situation (Mullins, 2005). This is believed to restore a feeling of balance.

Even though the equity theory is considered straight forward, it cannot cover every contingency (Martin, 2005). Martin further added that even where inequities are perceived, employees are able to tolerate it to some extent provided that the reason for the inequity is justified. The equity theory therefore has three implications for human resource managers according to Martin (2005). His assertion is that employees will make comparisons, which are subjective. Jobs must therefore be matched properly in terms of the wage/effort bargain. Additionally, managers must be open regarding the basis on which the rewards are made to avoid wrong conclusions about equity. The equity theory illustrates the importance of performance management and reward systems in which, the outcomes are seen by individuals as relevant. The second implication is that, there is a need for managers to redesign current compensation systems in order to avoid the destroying performance as a result of perceived inequities and thirdly, to ensure that the redesigned systems do not lead to over rewarding of performance as that will not guarantee higher productivity or improved performance.

2.4 Organizational Commitment

Like it is hard to comprehensively define commitment as such, the same difficulty is for organizational commitment. However, it has been possible to find common factors to various definitions. Common to all of these conceptualizations is a connection with turnover, “employees who are strongly committed are those who are least likely to leave the organization” (Allen & Meyer, 1990).

Commitment in the workplace has been quite widely studied since 1950's (Cohen, 2003). On the other hand, like Jokivuori (2002) points out, there is quite rational reason behind that, since organizational commitment is connected to many things we consider important work satisfaction, sickness related absences and willingness to change job, just to mention few. Despite the vast amount of studies and interest towards commitment, there is still disagreement about what it is,

how it develops and affects behaviour (Meyer & Herscovitch, 2001). Becker, Randal, and Riegel (1995) defined the term in a three dimensions:

- A strong desire to remain a member of a particular organization;
- A willingness to exert high levels of efforts on behalf of the organization;
- A define belief in and acceptability of the values and goals of the organization.

To Northcraft and Neale (1996), commitment is an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which organization members express their concern for the organization and its continued success and wellbeing. Organizational commitment is determined by a number of factors, including personal factors (e.g., age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors (availability of alternatives). All these things affect subsequent commitment (Northcraft and Neale, 1996).

A similar definition of commitment emphasizes the importance of behaviour in creating it. Salancik (1977) commitment as a state of being in which an individual becomes bound by his actions and it is these actions that sustain his activities and involvement. From this definition, it can be inferred that three features of behaviour are important in binding individuals to act: visibility of acts, the extent to which the outcomes are irrevocable; and the degree to which the person undertakes the action voluntarily. To Salancik therefore, commitment can be increased and harnessed to support for the organizational ends and interests through such things as participation in decision-making.

2.5 Models of Organizational Commitment

Based on the multidimensional nature of organizational commitment, different theories describe different types of organizational commitment models large studies used for organizational commitment three component model proposed by Meyer and Allen (1991). The three components are:

2.5.1 Affective Organizational Commitment of employees

According to Meyer and Allen (1997), Affective organizational commitment refers to an employee's affection to, recognition with, and participation in the organization. An employee who has a strong affective organizational commitment to an organization stays with the organization because he or she needs to continue working in the organization. Members who are committed to an affective level stay with the organization because they view their personal employment

relationship as congruent to the goals and values of the organization (Beck and Wilson, 2000). Meyer and Allen (1997) found that the best forecaster of affective organizational commitment was work experience. Employees whose work knowledge is steady with their expectations and whose basic needs within the organization are satisfied have a stronger level of affective commitment to the organization. Employees with strong affective commitment stay with the organization because they have no wish to leave.

Meyer (2001) reported that affective commitment has been found to associate with a wide range of proceeds, absenteeism, job performance, and organizational nationality behaviour. The cost of affective organizational commitment are lower earnings and turnover intentions, better on- the job behaviour, and better employee health and wellbeing (Angel and Lawson,1994). Meyer and Allen (1997) further indicate that affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation, and dependability.

2.5.2 Continuance Organizational Commitment

Continuance organizational commitment refers to the awareness of cost linked with the departure from the organizations (Meyer and Allen, 1997). Employees with a strong continuance organizational commitment know that leaving the organization may be harmful to them fiscally due to the lack of employment option and a loss of savings. Kanter (1968) supports this definition and states that it is the profit associated with continued participation and a cost associated with leaving the organization.

Meyer and Allen (1991) further state that employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Meyer et al. (1990) also maintain that accrued investments and poor employment alternatives tend to force individual to maintain their line of action and are responsible for these individuals being committed because they need to. Individuals stay in the organization because of the investments they accumulate due to time spent in the organization, not because they want to.

2.5.3 Normative Organizational Commitment of employees

Normative organizational commitment reflects an emotion of obligation to carry on employment (Meyer and Allen, 1997). An employee with a strong normative organizational commitment feels he or she has a moral obligation to stay in the organization. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Meyer and

Allen, 1990). The normative component is viewed as the commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years (Marsh and Mannari, 1977).

According to Schneider (2003), normative organizational commitment is the ethical obligation the employee develops after the organization has spent on him or her. He argued that when an employee starts to sense that the organization has spent either too much time or money developing and training him or her, such an employee might feel a compulsion to stay with the organization. Normative organizational commitment is most likely when individuals find it difficult to give return the organization's investment in them. Moreover, Meyer and Allen (1997) use the tri-dimensional model to conceptualize organizational commitment in three dimensions namely affective, continuance, and normative commitments. Allen and Meyer (1996) urged researchers to investigate the dimensionality of organizational commitment across cultures to discern if multidimensional conceptualizations developed in the US are applicable to other cultures or not.

According to Meyer and Allen (1997), the models of commitment have been developed and tested in western countries. There is a need for more systematic research to determine whether this model apply elsewhere. Therefore, the current study seeks to test this model in Ethiopia. The model of Allen and Meyer is thus used as basis for this study with regard to organizational commitment variable.

2.6 Empirical review of the Studies

More of past studies focus on the relationship of motivation and job satisfaction, organizational performance, organizational effectiveness and the like. However not more focus directly motivation and organizational commitment. some previous researches, it is seen that factors that affect the employees organizational commitment, job-related factors; employment opportunities; personal characteristics; positive relationships; organisational structure and management style, working environment, human resource policies and procedures etc. Those factors are motivational factors that shape the organizational commitment.

Gupta, Sharma & Rahman (1971) in their study on scientist and their commitment to organizational goals found that the more harmonious the researcher- supervisor relations, the greater is the commitment. The study also indicated that people with both high experience and low experience need recognition to maintain their commitment to organization goals.

Steers (1977) in his study tested a preliminary model concerning the antecedents and outcomes of employees committed to organization. It was found that for both samples i.e. 382 hospital employees and 119 scientist and engineers, personal characteristics, job characteristics, and work experiences influenced commitment. Performance was unrelated to commitment.

Raju *et al.*, (1986) examined the organizational commitment in relation to certain job attributes. The study indicated that job involvement has significance relation to the company's satisfaction but not significantly related with organizational commitment. Organizational commitment was significantly related to company satisfaction and with the intrinsic motivation. The study has suggested that employees who are satisfied with a company may develop commitment to the organization and vice-versa.

Mottaz (1987) investigated the interrelationship between individual characteristics, work rewards, work satisfaction and organizational commitment. The sample of 1,385 workers representing a variety of occupational groups was analyzed. The study suggested that individual characteristics have very little impact on either satisfaction or commitment, while work reward is found to be better predictors of satisfaction than commitment. Further indicated that satisfaction and commitment have reciprocal effects, however, it appeared that satisfaction has a significantly greater effects on commitment than the reverse.

Balaji (1988) in his study on organizational commitment of job satisfaction which explains intent to quite better found that organizational commitment contributes to intent to quit and job satisfaction. It was found that intentions to quit strongly negatively related to the organizational commitment and job satisfaction.

Somers (1995) used a three component model of organizational commitment to study job withdrawal intentions, turnover and absenteeism. Affective commitment emerged as the most consistent predictor of these variables and was only view of commitment related to turnover and to absenteeism. In contrast, normative commitment was related only to withdrawal intentions while no direct effects for continuance commitment were observed. Continuance commitment, however, interacted with affective commitment in predicting job withdrawal intentions and absenteeism.

Sharma (1997) evaluated organizational commitment and its determinants in a private sector manufacturing organization with a sample of 200 respondents from skilled workers, resulted that both situational and personal factors contribute to workers' commitment to organization. Between

the two, situational factors contribute more to commitment than do person-related factors. Organizational characteristics (i.e. adequacy of resources) and two task characteristics (i.e., task difficulty and task ambiguity) are important determinants of organizational commitment.

Poon, Rahid & Othman (2006) tested a model of trust-in-supervisor that included propensity to trust and supervisor attributes as antecedents and affective organizational commitment. The result showed that supervisor ability, benevolence, and integrity as well as employees' propensity to trust were positively associated with trust-in-supervisor. Trust-in-supervisor, in turn, predicted employees' affective organizational commitment but did not have any influence on their willingness to help co-workers.

Nammi and Nezhad (2009) in a study focused on investigating the existence of relationships between components of psychological climate and teachers commitment highlighted that teachers' perception of aspects of the work psychological climate such as autonomy, cohesion, trust, support, recognition, fairness and innovation has a strong influence of commitment to school, commitment to teaching occupation, to teaching work and commitment to work group.

Ponnu and Chuah (2010) in their study organizational commitment, organizational justice and employee turnover in Malaysia investigated the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. The study based on the responses of 172 employees of Malaysia and found that both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention. Further, found significant, strong and positive relationship between organizational justice and organizational commitment. On other hand, there was a significant, strong and negative relationship between organizational justice and turnover intention.

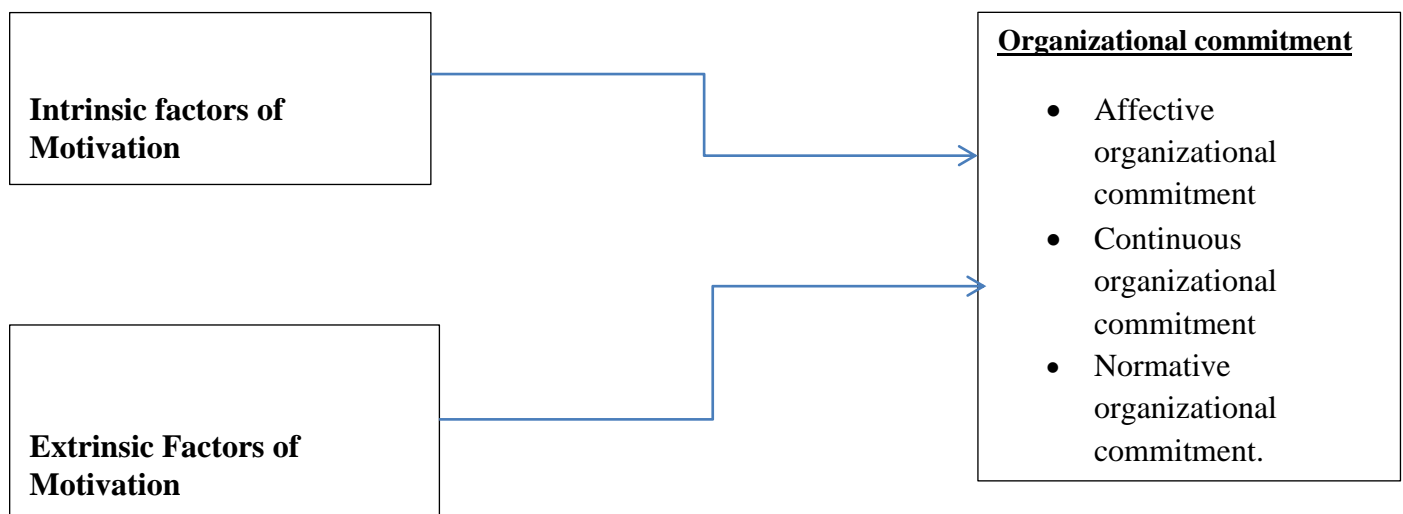
Padala, (2011) during a study on employees' job satisfaction and organizational commitment in Nagarjuna Fertilizers and Chemical Limited, India found the overall satisfaction level of employees is fairly high. The greater satisfaction level of employees appears to be more as a function of good social and culture background of employees. Further, results showed that the employees as inclined positively in their commitment to organization. Age, education, nature of job, and income have negative relations with respondents' job satisfaction as well as organizational commitment.

Madi, Jarad & Alqahtani (2012) examined the impact of perceived job satisfaction, perceived job characteristics, perceived organizational characteristics and role perception on three dimensions of organizational commitment namely affective commitment, continuance commitment and normative commitment of employees of the banks in Gaza, Palestine. The results showed that the employees of the banks in Gaza were quite affective and continuous committed and less normative committed. Further, regression analysis result showed that perceived job satisfaction, perceived job characteristics, and perceived organizational characteristics were found positive significant correlated with affective commitment and role perception was not found significantly correlated to affective commitment. The result also showed that only perceived job satisfaction was found positive significantly correlated with continuance commitment and only perceived organizational characteristics and role perception were found to have a significantly positive correlation with normative commitment.

2.7 Conceptual Frame Work of the Study

From the above literature review, the researcher reaches at the conceptual frame work that is concerned motivation and organizational commitment. Motivation and organizational commitment is multi-dimensional concepts, motivation theories are different views as to what motivates an individuals. Beside this, the current research adopts the Herzberg motivation theories intrinsic, extrinsic factors of motivation and modified according to the context of the ESLSE. On the other hand organizational commitment dimensions three component model proposed by Meyer and Allen (1991) used in this study.

Figure 1. Conceptual frame work



Source: Owen explanation based on the works of Herzberg (1975), Mottaz (1985), Wong&Tsang (1999), Meyer and Allen (1991).

The above figure show that the independent variables including intrinsic and extrinsic factor of motivation may impact on the dependent variable of overall employee organizational commitment and three levels of commitment(affective, continuance and normative) in Ethiopian Shipping and Logistics Service Enterprise. The intrinsic factors of motivations are work challenge, work achievement, responsibility, growth and development. The extrinsic factors of motivations are like salary, fringe benefits, promotion, company rules and regulation, work environment, supervisory relationship, subordinate relationship, training and development.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

In these chapter incudes, the study attempts are made to examine the research method, research approach and design, population sample and techniques, the source of data, procedure of data collection, the data analysis method and ethical consideration.

3.1 Research Approach and Design

There are three types' of research approaches (qualitative, quantitative and mixed methods). The research approach used for this study was quantitative in nature. A quantitative research is a type of research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased, objective manner (Creswell, 2005). The purpose of this study is to assess the impact and observe through a survey instrument if the response variable (organization commitment) has a measurable relationship with the predictor variable (intrinsic and extrinsic factor of motivation). To achieve these objectives the study would adopt a quantitative research approach to provide a quantifiable statistical analysis of the responses to the survey.

In terms of the purpose which this study entails to serve, explanatory design was used. This is chosen to identify if there is a relation between the predictor variable and the response variable. The research design for this study also used cross-sectional survey method to assess the relationship between intrinsic and extrinsic work motivation and organizational commitment of employees in Ethiopian Shipping and Logistics Service Enterprise. This purpose of this research is to identify if there is a relation between the predictor variable and the response variable. The predictor variable is intrinsic and extrinsic factors of work motivation and the response variable is organizational commitment. Therefore, the study also said to be correlation in design because there is the intent to investigate the relationship between dependent and independent variable of the study.

3.2 Population and Sampling Techniques

As obtained from the Company's report of October 2017, Ethiopian Shipping and Logistics Service Enterprise has a total of 3,757 employees who are working in the head office and 9 branches of the enterprise. However, due to geographical and resource constraints to study the overall employees of the company the researcher has chosen employees of Head quarter as the target population whereby there are a total of 500 permanent employees. The target population was taken by excluding the management employees and nonprofessional employees from the total

population which is equivalent to 300. The researcher excluded the non-clerical/manual and custodial employees because the employees are not permanent in the enterprise rather outsourced by other agencies and also the studies specifically focus on employees rather than management employees. Stratified sampling technique was adopted in the selection of the sample based on dividing the target population two strata, core process and support process. Core process is that included departments perform the main activities of the organization and most of the company's activities are dependent upon the performance of these departments. Support process also included departments which support the main activities of the company that are the core process department activities. The student researcher included all 18 departments of core and support process in this study. From which 7 departments (uni-modal operation, multi-modal operation, commercial operation, technical, inland operation, port facility development department) are core process and the rest 11 departments (finance, human resource, change management, planning and business development, internal audit, law and insurance, procurement, property and general service, information technology, gender and social affair and corporate communication department) are support process.

The study was applied simple random sampling techniques for the selection of sample from each stratum of target population. To calculate the sample size by using the formula of developed by Yamane(1967), based on 5% margin of error and 95% confidence level the sample size is 171.

$$n = N / (1 + N(e)^2)$$

Where:

N= population size =300

n= sample size

e= level of statistical significance set (5% =0.05)

Therefore, the sample size (n) = $300 / (1 + 300 * (0.05)^2) = 300 / 1.75 = 171$

Based on the information's from the total sample size to determine the sample size of each stratum using proportionate sampling.

$$n_i = (n * N_i) / N$$

Where

n_i =sample of i^{th} strata

n =targeted sample=171

N_i =population of i^{th} strata

N =Total population=300

let N_1 = Finance = 35

$$n_1 = (n * N_i) / N = (171 * 35) / 300 = 20$$

Based on the above formula to determine the sample size of each stratum is describes as follows.

Table 1 Sample size determination of each stratum

No.	Department	Number of population each	Sample select from($n_1 = (n * N_i) / N$)
1	Finance department	35	20
2	Commercial department	24	14
3	Multimodal operation department	38	22
4	Unimodal operation department	23	13
5	Inland port operation department	12	7
6	Port facility department	10	6
7	Human resource department	26	15
8	Operation department	18	10
9	Law and Insurance department	11	6
10	Change management department	8	4
11	Planning and Business development	9	5
12	Procurement department	16	9
13	Information technology department	20	11
14	Technical department	15	9
15	Gender and social affair department	4	2
16	Internal audit department	6	3
17	Property and general service dept.	15	9
18	Corporate communication dept.	10	6
	Total	300	171

3.3 Sources and Tools/Instruments/ of Data Collection

Both primary and secondary data was collected and used for the study. The primary data was gathered by using structural questionnaires which was developed and disseminated to be filled by the target sample group. The secondary data gathered from published and unpublished materials, which includes related books, journals and articles, different electronic search engine such as the internet, and the ESLSE website and annual as well as quarterly enterprise reports.

The researcher used different intrinsic and extrinsic motivational factors that take as independent variables. According to Herzberg (1959) intrinsic motivational factors include challenge work, achievement, work itself, responsibility, opportunity for growth and advancement. Whereas extrinsic motivation factors involves salary, job security, working conditions, status, Company policies, quality of technical supervision and quality of interpersonal relationship consider independent variables for these studies. Employee's organizational commitment is taken as a dependent variable, which are affective commitment, continuance commitment and normative Commitment (Meyer and Allen's, 1991).

3.4 Procedures of Data Collection

In this study both primary and secondary data relevant to the topic was gathered. The primary data was collected using questionnaire which were adopted from different study of intrinsic and extrinsic factors of motivation and organizational commitment to collect information. After adopting the questionnaire the researcher distribute 25 sample questionnaires' pre-test the reliability of the instrument. Then after some modifications and standardization such as improving the structure of some indicators and reduction of redundant questions the instrument was distributed to collect the primary data. Then face-to-face contact, telephone and e-mails reminder communication tools were used to collect the data. Secondary data was also collected from ESLSE websites, books, reports, magazines and journals and acknowledges it.

3.5 Methods of Data Analysis

The researcher used descriptive and inferential data analysis method to analyse the data collected through questionnaires. The processing of data for analysis was facilitated by the use of SPSS computer software. The collected data was clearly presented by using tables which are expressed in the form of frequency, percentage and mean for the descriptive aspect. To examine the relationship between motivation factors and organizational commitment, the Pearson's

Correlation has been used. Moreover, regression analysis was used to examine the extent to which motivation could contribute to the fostering of organizational commitment or to find out which factors have the greatest influence in development of organizational commitment.

3.6 Reliability

Reliability is the extents to which a variable or a set of variables is consistent in what it is intended to measure. To ensure the inner consistency of the present instrument, it was used the cronbach's alpha coefficient. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. In this study, all the independent variables and dependent variables met the above requirement. The alpha value for each measurement variables identified and summarized in Table-2 as shown below.

Table 2 Reliability test of measurement variables

No.	Variables of the study	No. Items	Cronbach's Alpha Value
1	Intrinsic factor of motivation	9	0.840
2	Extrinsic factor of motivation	13	0.700
3	Motivation	22	0.804
4	Affective level of commitment	3	0.764
5	Continuance level of commitment	3	0.801
6	Normative level of commitment	3	0.811
7	Organizational commitment	9	0.736

Source: own computation using SPSS version 20

3.7 Validity

Validity is concerned with how well the concepts are defined by the measure(s). It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration.

To ensure the validity of the study: The measurement of each variable are supported by theories and literatures in that measures the concepts of the study. The researcher was pre-test the instruments before goes to the final data collection in order to check the instrument is clear or not and makes some modification according. Data has been collected from the reliable sources, i.e. most of the respondents who have experiences in Ethiopian shipping and logistics service enterprise. On the other hand to ensure validity addressed through selection of the right statistical method used for hypotheses testing. Therefore, the appropriate statistical testing is Pearson

coloration; simple and multiple linear regressions given that all of the independent and dependent variables of the study and also researchers check the assumption of multiple regression model before goes to regression analysis in order to ensure statistical conclusion is valid. for goes to regression analysis have been measured in ordinal scale is carefully selected by researcher so that it realized the statistical conclusion validity.

Furthermore the study has been examined by the advisor and other colleagues to use appropriate research methodology based on the objective of the study that can be address.

3.8 Ethical Considerations

The researcher wants to address ethical considerations of confidentiality and privacy. Guarantees were given to the respondents that their names should not be revealed in the questionnaire and research report.

There were also ethical measures that have been followed in the data analysis. To ensure the integrity of data, the researcher checked the accuracy of encoding of the survey responses. This was carried out to ensure that the statistics generated from the study are truthful and verifiable. Ethical issues related to the use secondary data sources are by acknowledging it.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Response Rate

A total of 171 questionnaires were distributed to employees and 160 (93.6%) useable questionnaires were obtained valid and used for analysis. The analysis begins with a description of the respondents biographical profiles, which will help the reader to understand the workforce of the respondent. The questions on motivation and employee organizational commitment presented and analyzed by using table in the form of frequency, percentage and mean and inferential statics methods like correlation and regression to see the contribution of motivation in the development of organizational commitment.

4.2 Respondents Profile (Characteristics)

General information has been discussed in which the respondents requested to provide different types of biographical information, such as gender, age, year of experience, educational level and marital status.

Table 3 Characteristics of respondents by Gender, Age Educational level, year of service and marital status

Characteristics	Frequency	Percentage (%)
Gender		
Male	105	65.6
Female	55	34.4
Age		
under 25	1	.6
25-30	42	26.3
31-35	92	57.5
36-40	10	6.3
41-45	8	5.0
46-50	3	1.9
56-60	4	2.5
Educational Level		
Diploma	3	1.9
First Degree	134	83.8
MA/MSc Degree	23	14.4
PHD Degree	----	---
Year of experience		
0-3	51	31.9

Characteristics	Frequency	Percentage (%)
4-8	81	50.6
9-14	20	12.5
15 and above	8	5.0
Marital status		
Single	90	56.3
Married	70	43.8
Divorced	-----	-----
Widow(er)	-----	-----

Source: own survey, (2018)

As indicated in table 3 about 105(65.6%) of respondents are male and the remaining 55(34.4%) of the respondents are female. Based on the information, we can infer that the majority of employees currently working in Ethiopian Shipping and Logistics Service Enterprise are male. Regarding the age of the participants, the largest group 92(57.5 %) is in the range of 31-35 years age group. The second largest group 42(26.3%) indicated in the range of 25-30 years of age group and finally 10(6.3 %), 8(5%), 4(2.5%), 3(1.9%) and 1(0.6%) of the respondents are in the 36-40, 41-45, 56-60, 46-50 and under 25 years age group respectively. Therefore, almost of the current sample employees of the enterprise are less than age group of 35 years. So, the majorities of the respondents are young and mature productive. The other demographic characteristics also show educational level of respondents the majority of the respondent 134(83.8%) are undergraduate or degree holder followed by post graduate or Masters Holders 23(14.4%) and Diploma 3(1.9%), respectively. There are no respondents who are Phd holder.

Consequently regarding year of experience among 81(50.6%) of the respondent 4 to 8 years, 51(31.9%) of 0-3 years 20(12.5%) of 9-14 years and 8(5%) of 15 and above work experience in the enterprise. Therefore, the majority of the respondents have been working in the enterprise for 4 to 8 years. Concerning the marital status of the respondents 90(56.3%) of the respondents currently working in the enterprise are single whereas, 70(43.8%) of them are married. There are no respondents divorced and widowed in this sample.

4.3 Analysis of Data Gathered for the Study

4.3.1 Intrinsic factor of work

In this section, the researcher by applying descriptive statistics (frequency, percentage and mean) for the sake of better understanding and summarization of respondents level of agreement about intrinsic factor of motivation in Ethiopian Shipping and Logistics Service Enterprise.

Table 4. Response regarding intrinsic factor of work motivation.

No			Level of Agreement					Total	Mean
			Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree		
1	Satisfied with the type of work I perform since it provides me with opportunity for achievement.	Count	4	19	3	118	16	160	3.8
		%	2.5	11.9	1.9	73.8	10.0	100	
2	Satisfied with the type of job I perform since it is a challenging Work.	Count	7	24	19	85	25	160	3.6
		%	4.4	15.0	11.9	53.1	15.6	100	
3	I am responsible for my job.	Count	6	6	6	51	91	160	4.3
		%	3.8	3.8	3.8	31.9	56.9	100	
4	My present job makes good use of my skills and abilities.	Count	5	14	2	117	22	160	3.9
		%	3.1	8.8	1.3	73.1	13.8	100	
5	I have an opportunity to participate in decisions	Count	16	106	6	28	4	160	2.4
		%	10.0	66.3	3.8	17.5	2.5	100	
6	The type of work perform provides me with opportunity for personal growth and Development	Count	7	23	6	108	16	160	3.6
		%	4.4	14.4	3.8	67.5	10.0	100	

Source: own survey, (2018)

As indicated in table 4 most of respondents 134(83.8%) of the employees were agree and strongly agree on their job provides them with opportunity for achievement. While, 23(14.4%) respondents disagree and strongly disagree to this statement, besides, 3(1.9%) respondents were indifferent with the job provides the opportunity for achievement. Moreover, the mean of the distribution of responses was about 3.8 which were nearest to the value of ‘Agree’. This implies that employees tended to reflect that they are satisfied with their work provide them to the opportunity of achievement. In terms of performing challenging work, 110(68.7%) of respondents agree and strongly agree performing challenging work. The rest of the respondents which constitute 31(19.4%) disagree and strongly disagree about performing challenging work and 19(11.9%) were indifferent on this matter. In addition to this the mean value was 3.6 which also nearest to the value of agree. This shows that employees were satisfied with performing challenging work.

Likewise, in table 4, about 142(88.8%) respondents were agree and strongly agree with responsibility about their job, the other 12(7.6%) respondents were disagree and strongly disagree about the statement and the only 6(3.8%) of the respondents were neutral with the statement. Furthermore the mean distribution of the respondents were 4.3, it was nearest to the value of agree. Therefore, it is clear that employees of the enterprise were satisfied with the sense of responsibility they get from their job. The other intrinsic factor of motivation most of the respondents 139(86.9%) were agree and strongly agree with the present job was good use for their skill and abilities. Whereas, 19(11.9%) respondents were disagree and strongly disagree with the present jobs good use for their skill and abilities. The rest 2(1.3%) of respondents were indifferent on this matter.

More over the mean distribution of the respondents were 3.9 which was nearest the value of agree. This implies that employees tended to reflect that they are satisfied with jobs performing in the enterprise due to good use of their skill and abilities accordingly. Regarding to the opportunity of participate in decisions majority of the respondents 122(76.3%) were disagree and strongly disagree with the opportunity to participation in decision making. About 32(20%) of respondents were agree and strongly agree with the statement and the only 6(3.8%) were neutral opinion to this statement. We can see the mean of the distribution of responses was found to be 2.4., which was close to ‘Disagree’, indicating that frequency of concentrated around disagreement on satisfaction with the opportunity to participate in decision. Therefore, it can be concluded that employees are dissatisfied with the opportunity to contributing ideas in decision making process.

Finally, in terms of the types of work there perform provides the opportunity to personal growth and development, from the total respondents, about 124(77.5%) respondents agree and strongly agree with this, about 30(18.8%) respondents disagree and strongly disagree with the types of work the perform were provide the opportunity to personal growth and development. The rest 6 (3.8%) were neutral on this matter. In addition, the mean of the distribution was found to be 3.6, which was nearest to the value of ‘Agree’. This implies that employees tended to reflect that they are satisfied in terms of the types of work there perform it provides opportunity to personal growth and development.

4.3.2 Extrinsic factor of work

The following table describes that the employees or respondents response about the satisfaction level of agreement with the extrinsic factors of motivation in the case of Ethiopian Shipping and Logistics Service Enterprise.

Table 5. Response regarding extrinsic factor of work motivation

No	Items		Level of Agreement					Total	Mean
			Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree		
1	My salary is satisfactory.	Count	31	96	13	19	1	160	2.1
		%	19.4	60.0	8.1	11.9	0.6	100	
2	My allowances and fringe benefits are adequately satisfactory as compared with other similar industry’s benefit package.	Count	58	87	1	12	2	160	1.8
		%	36.3	54.4	0.6	7.3	1.3	100	
3	The office space, furniture, equipment and other facilities are convenient and appealing to do my job.	Count	31	71	1	55	2	160	2.5
		%	19.4	44.4	0.6	34.4	1.3	100	
4	Promotion process is clear and transparent.	Count	78	74	1	6	1	160	1.6
		%	48.8	46.3	0.6	3.8	0.6	100	
5	Recognized regularly for my work done.	Count	81	72	1	6	-	160	1.5
		%	50.6	45.0	0.6	3.8	-	100	
6	The work environment is good to express my feelings and opinions	Count	68	87	-	5	-	160	1.6
		%	42.5	54.4	-	3.1	-	100	

No	Items		Level of Agreement					Total	Mean
			Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree		
7	Organization's rules and procedures are clear	Count	70	90	-	-	-	160	1.6
		%	43.8	56.2	-	-	-	100	
8	Good relationship with my supervisor.	Count	3	33	14	92	18	160	3.5
		%	1.9	20.6	8.8	57.5	11.3	100	
9	Harmonious relation with subordinates.	Count	2	34	8	96	20	160	3.6
		%	1.3	21.3	5.0	60.0	12.5	100	
10	I have a good job security.	Count	12	83	2	57	6	160	2.8
		%	7.5	51.9	1.3	35.6	3.8	100	
11	Working hours are reasonable.	Count	16	78	4	58	4	160	2.7
		%	10.0	48.8	2.5	36.3	2.5	100	
12	There is opportunity for outside training.	Count	45	93	4	16	2	160	2.0
		%	28.1	58.1	2.5	10.0	1.3	100	
13	There is opportunity for long term training (1 st degree and 2 nd degree programs).	Count	3	32	2	113	10	160	3.6
		%	1.9	20.0	1.3	70.6	6.3	100	

Source: own survey, (2018)

From the above table shows that most of respondents 127(79.4%) of the employees were disagree and strongly disagree on the satisfaction of a given salary. While, 20(12.4%) respondents agree and strongly agree satisfied with salary, the rest, 13(8.1%) respondents were indifferent with the satisfaction of the salary. Moreover, the mean of the distribution of responses was found to be 2.1 which were nearest to the value of 'Disagree'.

This implies that employees tended to reflect that their dissatisfaction with the salary paid by the enterprise. Similarly, regarding to the satisfaction of allowance and fringe benefits most of the respondents 145(90.7%) were disagree and strongly disagree, whereas, 14(8.6%) were agree and strongly disagree with satisfied allowance and fringe benefits practiced by the enterprise. The only 1(0.6%) were neutral opinion to this statement. In addition to this the mean value was 1.8 which was nearest to the value of disagree. This indicates that employees were dissatisfied with the allowance and fringe benefits practiced by the enterprises. In terms of office space, furniture, equipment and other facilities are convenient and appealing to do their job, majority of the

respondent 102(63.8) were disagree and strongly disagree with the statement. On the other hand 57(35.7%) respondents were agree and strongly agree with the office space, furniture and other facilities convenient and appealing to do their job. The rest 1(0.6%) of the respondent were indifferent on this matter. Furthermore, the mean distribution of the response was found to be 2.5.

This was in the middle of 'Disagree' and 'Neither Agree nor Disagree'. Regarding to clear and transparent of organization's promotion process almost all of the respondents 152(95.1%) were disagree and strongly disagree, whereas, 7(4.4%) of respondent were agree and strongly disagree with promotion process are clear and transparent and the only 1(0.60) were neutral with the statement. Beside to this, the mean value was found to be 1.6. Which was nearest to the value of disagree. This implies that employees tended to reflect that their dissatisfaction with the clear and transparencies of promotion process that are practiced in the enterprise. Most of the response 153(95.6%) were disagree and strongly disagree with regularly recognize in the work done. The rest 7(4.4%) were agree and strongly agree with the statement and 1(0.6%) of the respondent neutral on this matter. More over the mean distribution of the respondent was 1.5. Which the middle was of disagree and strongly disagree. It indicated that employees of the enterprise were dissatisfied due to regularly recognition in the work done.

Consequently, most of the respondents 155(96.9%) were disagree and strongly disagree with the working environments to express their feeling and opinions. Whereas, 5(3.1) of the respondents were agree about the working environment was good express their feeling and opinions. In addition to this the mean distribution of the response was found to be 1.6. Which was the middle of disagree and strongly disagree. Therefore, it can be concluded that employees were dissatisfied with the work environment to express their feeling and opinions about different issues of the enterprises. All of the respondents 160(100%) were disagree and strongly disagree with the organization's rules and procedures are clear. Furthermore the mean distribution of response was found to be 1.6. It was nearest to the value of disagree.

This implies that employees were dissatisfied with the clarity of enterprises rule and procedures that was in practice. Relationship with supervisor majority of the respondents 110(68.8%) were agree and strongly disagree about good relationship with supervisors. Whereas, 36(22.5%) were disagree and strongly disagree with the statement and the only 14(8.8%) were neutral with the statement about good relationship with supervisors. Moreover, the mean of the distribution of responses was 3.5, which was in the middle of neither agree nor disagree and agree. Therefore, it

can be concluded that employees were good relationship with their supervisors working in the enterprise. Similarly regarding to relationship with sub-ordinates majority of the respondents 116(72.5%) were agree and strongly agree with harmonious relationship with sub-ordinates. The rest of respondents 36(22.6%) were disagree and strongly disagree about the relationship of subordinates and the only 8(5%) were neutral on this matter. In addition, the mean of the distribution of responses was 3.6, which was nearest to in the value of agree. This implies that employees were harmonious relationship with sub-ordinates they are working in the enterprise.

The highest proportion of the respondents expressed their dissatisfaction with job security 95(59.4%) of the respondents were disagree and strongly disagree with their job being secured, on the other hand 63(39.4%) of the respondents were agree and strongly disagree with their job was secured. The only 2(1.3%) were indifferent. Furthermore, the mean of the distribution of responses was found to be 2.8, which was close to the value of 'Neither agree nor disagree'. It shows that employees of the enterprises' were indifferent with the availability of job security. Concerning about the reasonability of working hour's majority of the respondents 94(58.8%) were disagree and strongly disagree with the working hours of the enterprise. Whereas, 62(38.8%) of the respondents were agree and strongly agree with the working hours are reasonable. The rest 4(2.5%) were indifferent with on this matter. In addition the mean of the distribution of responses was found to be 2.8, which was close to the value of 'Neither agree nor disagree'. It shows that employees were indifferent with the reasonability of working hours of the enterprise.

Finally, in terms opportunities for outside training most of the respondents 138(86.2%) were disagree and strongly disagree with opportunities of outside training. The rest 18(11.3%) were agree and strongly disagree about there is the opportunity of outside training. The only 4(2.5%) of the respondent were neutral with opinion to this statement. Furthermore, the mean of the distribution of responses was also found to be 2, which was equal to the value of 'Disagree'. Therefore, it is clear that the majority of the employees were dissatisfied with the opportunity for outside training.

On the other hand the majority of the respondents were expressed satisfied with the opportunity for long term training specially 1st and 2nd degree programs. About 123(79.9%) of respondents were satisfied the opportunity for long term training. Whereas, 34(21.9%) were disagree and strongly disagree with the opportunity for availability of long term training. The only 1.3% of the respondent was indifferent on this matter. In addition, the mean of the distribution of responses

was 3.6, which was nearest to in the value of agree. This implies that employees tended to reflect that they are satisfied in terms of opportunity for long term training given by the enterprises.

4.4 General level Motivation about intrinsic and extrinsic factor of work

Based on the multiple response frequency result the table below shows that the respondent's level agreement in general factors of motivation.

Table 6. Response regarding general level of motivation intrinsic and extrinsic factor

No	Items		Level of Agreement					Total	Mean
			Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly agree		
1	Intrinsic factor of motivation	Count	45	192	42	507	172	960	3.7
		%	4.7	20.0	4.4	52.8	18.1	100	
2	Extrinsic factor of motivation	Count	498	930	51	535	66	2080	2.4
		%	23.9	44.7	2.5	25.7	3.2	100	

Source: own survey, (2018)

As indicated in the above table the general level of satisfaction with intrinsic factors of work most of the respondents about 70.9% were agree and strongly agree with the intrinsic factors work practiced by the enterprise. Whereas, 24.7% of the respondents were disagree and strongly disagree about the general intrinsic factors of work. The rest 4.4% were indifferent with opinion to this statement. Moreover, the mean of the distribution of responses was found to be 3.7 which were nearest to the value of 'Agree'. This implies that employees are satisfied with almost all of intrinsic factor of motivation that was practiced by the enterprise. Regarding to extrinsic factors of work motivation the majority of employees were dissatisfied with the extrinsic factor of work motivation that provide by the enterprise. About 68.6% of the respondents were disagree and strongly disagree with this. The rest of 28.9 % were agree and strongly disagree with satisfaction of extrinsic factor of work and the only 2.5% of the respondents were indifferent on this matter. Furthermore, the mean of the distribution of responses was found to be 2.4 which were nearest to the value of 'Disagree'. This clearly indicates that employees were dissatisfied with the majority of extrinsic factor of work of motivations that was practiced by the enterprise.

4.5. Affective level of organizational commitment

As a result of the multiple response analysis of three items that measure the affective level of organizational commitment the following table shows that the respondents level of agreement about affective level of organizational commitment.

Table 7. Response regarding affective level of organizational commitment

Scale	Frequency	Percent	Mean scale
Strongly disagree	71	14.8%	2.4
Disagree	270	56.2%	
Neither agree nor disagree	34	7.1%	
Agree	105	21.9%	
Strongly agree	-	-	
		100.0%	

Source: own survey, (2018)

As indicted in the table 7, majority of the respondents 71% were disagree and strongly disagree with happy to spend the rest of their careers with the enterprise. Whereas, 21.9% of the respondent were agree with very happy to spend the rest of careers with in the enterprise. The only 7.1 % was neither agreed nor disagreed on this matter. In addition, the mean of the distribution of responses was found to be 2.4 which were nearest to the value of ‘Disagree’. This implies that employees tended to reflect that they are not emotionally attached the rest of their careers with in the enterprises.

4.6. Continuance level of organizational commitment

Based on the measurement items of continuance level of organizational commitment the following table shows that the respondents level of agreements about continuance level of organizational commitment.

Table 8. Response regarding continuance level of organizational commitment

Scale	Frequency	Percent	Mean scale
Strongly disagree	22	4.6%	3.1
Disagree	182	37.9%	
Neither agree nor disagree	46	9.6%	
Agree	192	40.0%	
Strongly agree	38	7.9%	
		100.0%	

Source: own survey, (2018)

Regarding to continuance level of organization commitment most of the respondent were expressed loyal to the enterprises because of economically benefits and the matter of necessity cost to leave the enterprise. About 47.9 % of the respondent were agree and strongly disagree with loyalty to the enterprise as a result of leave in the organization would be incurred high cost. The rest of respondents which constitute 42.5% were disagree and strongly disagree with loyalty of the enterprises based on cost of leave in other organization. The only 9.6 % was neither agreed nor disagreed on this matter. In addition, the mean of the distribution of responses was found to be 3.1 which were nearest to the value of ‘Neither agree nor disagree’. This indicates that employees are indifferent with to continue in the organization due to incurring cost of leave from the enterprises.

4.7. Normative level of organizational commitment

Based on the multiple response frequency of three items that measure the normative level of organizational commitment the following table indicates that the respondents level of agreement about the general normative level of commitment.

Table 9. Response regarding normative level of organizational commitment

Scale	Frequency	Percent	Mean scale
Strongly disagree	39	8.1%	2.8
Disagree	210	43.8%	
Neither agree nor disagree	74	15.4%	
Agree	128	26.7%	
Strongly agree	29	6.0%	
		100.0%	

Source: own survey, (2018)

From the above table indicate that majority of the respondents were disagreed with continue to work the enterprise in the sense of moral obligation to remain. About 51.9 % of the respondents were disagreed and strongly disagree with loyalty to work the organization due to the sense of moral obligation. The rest of respondents which constitute 32.7% were agree and strongly agree with loyalty to continued working the enterprises in the sense of moral obligations to remain. The only 15.4% was neither agreed nor disagreed on this matter. Moreover, the mean of the distribution of responses was found to be 2.8 which were nearest to the value of ‘Neither agree nor disagree’. Accordingly, it can be concluded employees were neither agree nor disagree about loyalty to continue working in the enterprises due to the sense of moral obligation to remain.

4.8. Inferential analysis

Using inferential statistical techniques attempts were made to check whether the independent variables were association with dependant variables and also the significant relationships between them. In order to test the research hypothesis, the Pearson’s Correlation coefficient was calculated as well as simple linear regression analysis. Multiple regression analysis also used to now the independent variables are significant relationship with dependent variable. Based on the results obtained from the research, conclusions are drawn with respect to each hypothesis generated for the research undertaken in at ESLSE which the research was conducted.

4.8.1 Correlation

The Pearson's Correlation coefficient was computed for the purpose of determining the relationships between the variables. Correlations are the measure of the linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship. Interpretation of the relationship between variables using guide that Evan (1996) suggest for the absolute valve of r: 0.00-0.19 very weak, 0.20-0.39 weak, 0.40 - 0.59 moderate, 0.60- 0.79 strong, 0.80-1.00 very strong relationship between variables.

4.8.1.1 Correlation analysis between motivation and organizational commitment in ESLSE.

As a result of Pearson's Correlation was conducted to know the degree of relationship between motivation and organizational commitment of employees in Ethiopian Shipping and Logistics Service Enterprise. The correlation analysis undertaken here used to check the hypothesis under this study.

As shown in the table 27 there is significant and strong positive relationship between motivation and organizational commitment ($r= 0.725$, $p= 0.00$). The correlation was positive which means as motivation increases organizational commitment also increases. These indicates that employees highly motivated were committed and maintain a long term relationship with their organization and employees low motivated are also less committed to the enterprises.

Table 10. Correlation analysis between motivation and organizational commitment in ESLSE

	r coefficient	P- valve
Motivation	725**	.000

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

Source: own survey, (2018)

4.8.1.2 Correlation analysis between motivation factors and organizational commitment levels in ESLSE

The following correlation analysis is done between intrinsic, extrinsic factor of motivation and three levels of organizational commitment of employees in ESLSE. Based on the result of this analysis is used to test the specific research hypothesis of the study.

As indicated the below table the correlation matrix intrinsic factor of motivation and affective level of organizational commitment($r=0.489$, $p=0.000$) it shows that there is a significant and moderate relationship between intrinsic factor of motivation and affective level of organizational commitment of employees. Therefore, the outcome does support the alternative hypothesis (H1) intrinsic motivation is significant relationship with affective commitment employees in ESLSE. Similarly the correlation analysis for intrinsic factor of motivation and continuance level of organization commitment($r=0.248$, $p=0.000$) does not support for H0 states that intrinsic motivation is insignificant relationship with continuance commitment in ESLSE. Because of a correlation coefficient $r=0.248$ and $p=0.000$ it indicates intrinsic motivations is significant and weak relationship with continuance commitment employees in ESLSE. The correlation result also shows that there is a strong and significant relationship between intrinsic factor of motivation and normative level of organizational commitment($r=0.714$, $p=0.000$). Thus result does support for H2 states that the significant relation between the two variables.

On the other hand the result indicates that there was very weak positive correlation between extrinsic factor of motivation and affective level of organizational commitment but not significant relationship. The correlation was($r=0.119$, $P=0.133$). The value of $P>0.05$ shows that the correlation between the variables were insignificant. The hypothesis H2 was accepted states that extrinsic motivation is insignificant relationship with affective commitment. Because of between them there is low correlation but not significant relationship. The table below (Table-4.6.2) also illustrates the correlation analysis for extrinsic factor of motivation and continuance level of organizational commitment($r=0.383$, $P=0.000$). The result supports the hypothesis H3. Outcome indicates the weak positive relationship between the variables. The correlation of $P=0.000$, $P<0.01$ also indicates that the extrinsic factor of motivation has significant relationship with continuance level of organizational commitment at a significant level of 0.01. The correlation

analysis also indicate significant relationship between for extrinsic factor of motivation and normative level of commitment($r= 0.358$, $P= 0.000$). The outcome does not support for H03 states extrinsic motivation is not associated with normative commitment. Because of a correlation coefficient $r=0.358$ it indicates intrinsic motivations is weak positively associated with continuance commitment employees in ESLSE and the value $p=0.000$ shows there is a significant relationship between variables.

Table 11. Correlation analysis between motivation factors and organizational commitment levels in ESLSE .

		Affective level of commitment	Continuance level of commitment	Normative level of commitment
Intrinsic Motivation	r coefficient	.489**	.248	.714**
	p-value	.000	.002	.000
Extrinsic Motivation	r coefficient	.119	.383**	.358**
	p-value	.133	.000	.000

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

Source: own survey, (2018)

4.8.2 Regression analysis

Regression is a method of estimating or predicting a value on some dependent variable given the values of one or more independent variables. Like correlations, statistical regression examines the association or relationship between variables. Unlike with correlations, however, the primary purpose of regression is prediction.

Multiple regression analysis is used to confirm the significant relationship between motivation factors (intrinsic and extrinsic motivation factors) and organizational commitment in general. And also used simple linear regression to test hypothesis the relationship of each motivation factors with the levels of organizational commitment (affective, continuance and normative).

A linear multiple regression analysis was used to screen out which variable among the independent variables identified exerts a significant predictive power on the components of organizational commitment. Before running regression analysis checks the assumptions the of

multiple regression model in order to be the final analysis reliable and valid. The assumptions are linearity, multicollinearity, homoscedasticity and normal distribution of variables. In order to test these assumptions the researcher used SPSS Version 20 and the result was as follows.

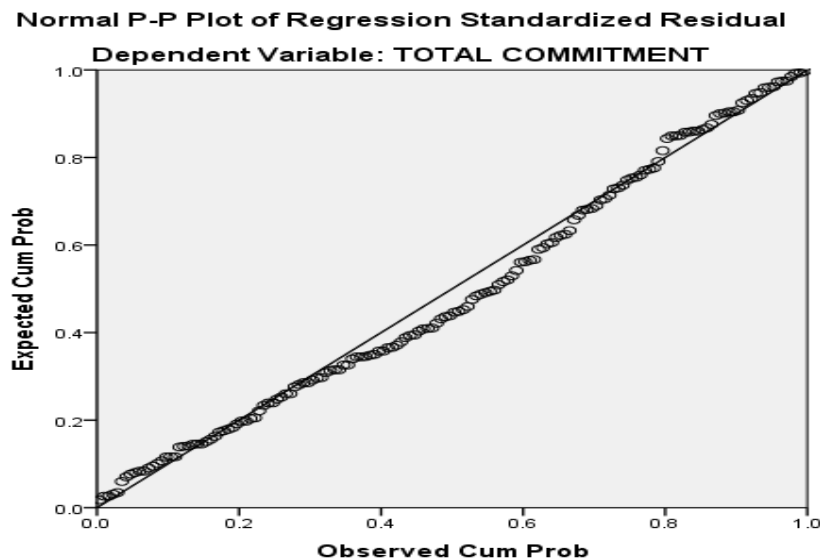
Table 12 Collinearity statistics

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Intrinsic motivation	.916	1.091
Extrinsic motivation	.916	1.091

The collinearity statistics of the above table shows that the tolerance and VIF value. Tolerance is an indicator of how much of the variability of independent variables is explained by other independent variables in the model. If this value is very small (less than 0.1) it indicates the possibility of multicollinearity. The value of VIF (variance inflation factor) which is just the inverse of tolerance value. If the VIF value is above 10 it indicates the existence of multicollinearity (Jalie Pallant, 2005).

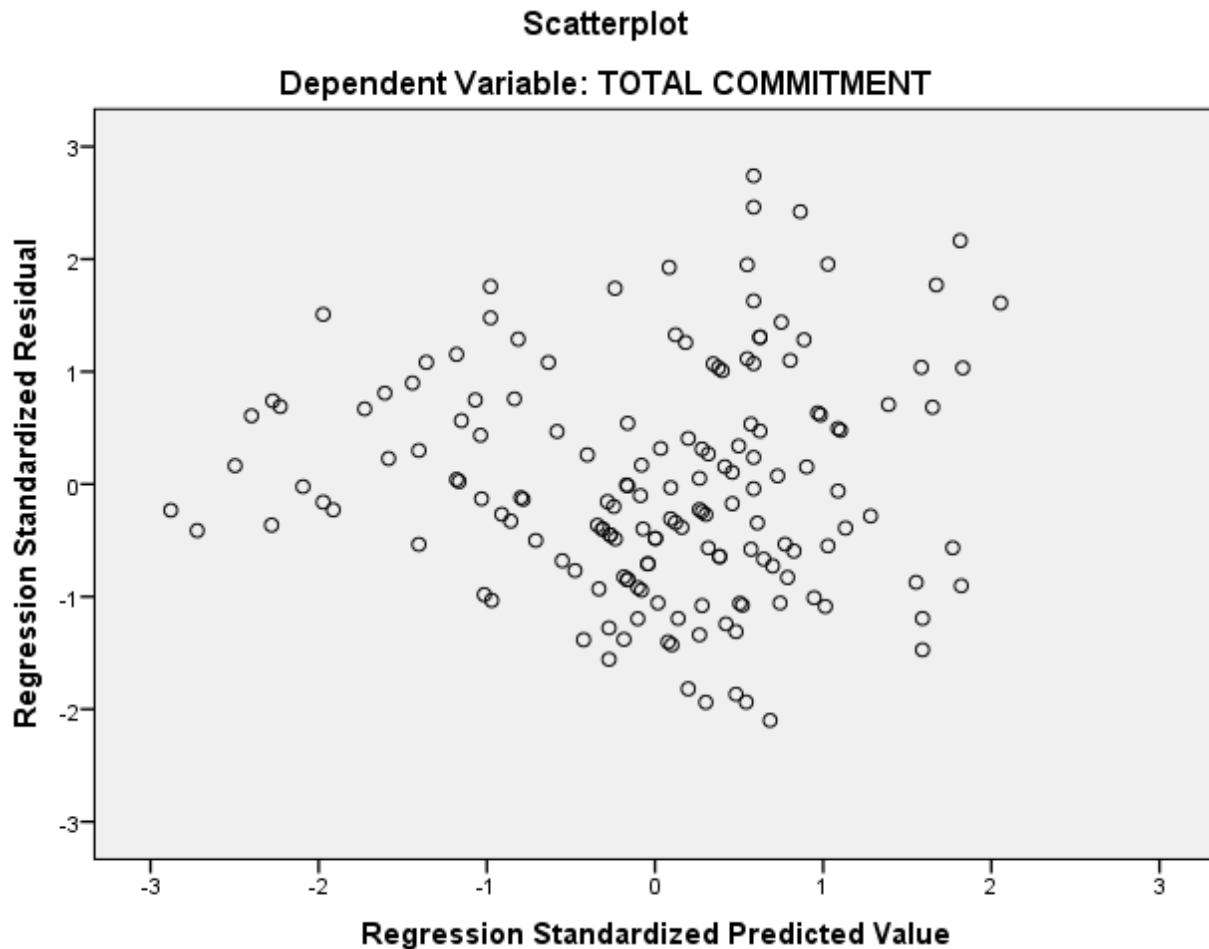
Based on the assumption of this the collinearity statistics of the above table shows that tolerance value for all independent variable is above 0.1 and the VIF for all independent variable is below 10 which implies that no violation of multicollinearity.

Figure 2. Normal P-P plot Regression standardized residual



The probability plot of the regression standardized residual shows that the point lied in reasonably straight diagonal line from bottom left to top right which suggest that there is no major deviation from normality

Figure 3 scatterplot



In the above figure shows the scatter plot of standardized residual, residuals is distributed rectangular with most of the scores concentrated in the in the center which shows, no violation of assumptions of homoscedasticity and linearity. After checked of these assumptions the research goes to regression analysis and the results were presented as follow.

4.8.2.1 Regression analysis for affective level of commitment

As indicated table 4.6.2.1 the regression analysis of predict variables (intrinsic and extrinsic factor of motivation) and dependent variable affective level of commitment. As a result of regression analysis Depending on the R Square value of (0.239), the intrinsic factor of motivation could explain 23.9% variation in the employees' affective organizational commitment.

Furthermore, the beta value indicates the amount of change in the dependent variable (affective level of commitment) due to changes in independent variable (intrinsic factor). This means if there is 1% change in the value of intrinsic factor of motivation then affective level of commitment increases by 48.9% if other factors remain constant. In other word R Square value of (0.014), the extrinsic factor of motivation could explain 1.4% variation in the employees' affective organizational commitment. This indicates extrinsic factor of motivation very low variation on affective level of commitment because it closes to 0. Moreover $p=0.133$ so, $p>0.05$ the result shows extrinsic factor of motivation has no significant effect on affective level of commitment.

Table 13. Regression analysis for affective level of commitment

Variables: intrinsic and extrinsic factor of motivation	Model 1	Model 2
	Standardized coefficients (beta)	Standardized coefficients (beta)
Intrinsic factor	.489	
Extrinsic factor		.119
R Square	.239	.014
Adjusted R Square	.234	.008
ANOVA(F)	49.641	2.275
T	7.046	1.508
Sig.	.000	.133

Source: own survey, (2018)

4.8.2.2 Regression analysis for continuance level of commitment

Regression result show that the intrinsic factor of motivation significant effect on continuance level of commitment because of $p=0.002$ so significant at 0.05 level. In addition to this R Square value of (0.061), the intrinsic factor of motivation could explain 6.1% variation in the employees' continuance level of commitment. The beta value also indicates the amount of change in the dependent variable (continuance level of commitment) due to changes in independent variable (intrinsic factor). This means if there is 1% change in the value of intrinsic factor of motivation then continuance level of commitment increases by 24.8% if other factors remain constant. Similarly the R Square value of (0.147), the extrinsic factor of motivation could explain 14.7% variation in the employees' continuance level of commitment. The beta value also show that if there is 1% change in the value of extrinsic factor of motivation then continuance level of commitment increases by 38.3% if other factors remain constant

Table 14. Regression analysis for continuance level of commitment

Variables: intrinsic and extrinsic factor of motivation	Model 1	Model 2
	Standardized coefficients (beta)	Standardized coefficients (beta)
Intrinsic factor	.248	
Extrinsic factor		.383
R Square	.061	.147
Adjusted R Square	.055	.141
ANOVA(F)	10.320	27.162
T	3.212	5.212
Sig.	.002	.000

Source: own survey, (2018)

4.8.2.3 Regression analysis for normative level of commitment

The following table indicates the intrinsic factor of motivation strong significant effect on normative level of commitment because of $p=0.00$ so significant at 0.001 level. In addition to this R Square value of (0.510), the intrinsic factor of motivation could explain 51% variation in the employees' normative level of commitment. More over the beta value indicates if there is 1% change in the value of intrinsic factor of motivation then normative level of commitment increases by 71.4% if other factors remain constant. In other ward the R Square value of (0.128), the extrinsic factor of motivation could explain 12.8% variation in the employees' normative level of commitment. The beta value also show that if there is 1% change in the value of extrinsic factor of motivation then continuance level of commitment increases by 35.8% if other factors remain constant. Generally both intrinsic and extrinsic factor of motivations significant effect on employee normative level of commitment in ESLSE

Table 15. Regression analysis for continuance level of commitment

Variables: intrinsic and extrinsic factor of motivation	Model 1	Model 2
	Standardized coefficients (beta)	Standardized coefficients (beta)
Intrinsic factor	.714	
Extrinsic factor		.358
R Square	.510	.128
Adjusted R Square	.507	.122
ANOVA(F)	164.327	23.169
T	12.819	4.813
Sig.	.000	.000

Source: own survey, (2018)

4.8.2.4 Regression analysis for organizational commitment

The multiple linear regression analysis of predict variables motivation (intrinsic and extrinsic factor of motivation) and dependent variable organizational commitment were also conducted. As a result of regression analysis the R Square value of (0.572) shows that the general motivation factor (both intrinsic and extrinsic factor) could explain 57.2% variation in the employees' organizational commitment and the rest are described by other factors that impact on organizational commitment. Furthermore, the beta coefficient value of intrinsic factor of motivation (0.644) and extrinsic factor of motivation (0.252). This indicates the amount of change in the dependent variable (organizational commitment) due to changes in independent variables motivation in general (intrinsic and extrinsic factors). This means if there is 1% change in the value of intrinsic factor of motivation then organizational commitment of employee's increases by 64.4% and if there is 1% change in the value of extrinsic factor of motivation then organizational commitment of employees increases by 25.5% if other factors remain constant. Based on the result both motivation factors (intrinsic and extrinsic factors) were significant impact on organizational commitment of employees in ESLSE. Because of both independent variables $p=0.000$ the p-value $p<0.05$. It could conclude that motivation factors were strong significant impact on organizational commitment of employees in ESLSE. In this study, intrinsic factors of motivation were the most predictor of organizational commitment of employees then the 2nd was extrinsic factor of motivation.

Table 16. Regression analysis for general organizational commitment

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 ^a	.572	.566	3.59571

a. Predictors: (Constant), Intrinsic motivation, Extrinsic motivation

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2712.027	2	1356.014	104.881	.000 ^b
	Residual	2029.873	157	12.929		
	Total	4741.900	159			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Intrinsic motivation, Extrinsic motivation, Extrinsic motivation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.602	2.006		-1.297	.196
	Intrinsic motivation	.587	.050	.644	11.802	.000
	Extrinsic motivation	.248	.054	.252	4.622	.000

Source: own survey, (2018)

a. Dependent Variable: Organizational commitment

Table 17. Summary of Hypothesis Testing

N	Hypotheses	Result
1	H1 intrinsic motivation is significant relationship with affective commitment.	Accept
2	H2: intrinsic motivation is significant relationship with normative commitment.	Accept
3	H3: extrinsic motivation is significant relationship with continuance commitment.	Accept
4	Ho1: intrinsic motivation is insignificant relationship with continuance commitment.	Reject
5	Ho2: extrinsic motivation is insignificant relationship with affective commitment.	Accept
6	Ho3: extrinsic motivation is insignificant relationship with normative commitment.	Reject

Source: own survey, (2018)

CHAPTER FIVE: SUMMERY, CONCLUSION AND RECOMMENDATION

In this chapter cover the results and the findings based on the analysis done on the data collected from respondents. This research focuses on the impact of motivation in the fostering of organizational development in Ethiopian Shipping and Logistics Service Enterprise. The discussion would to accomplish all the objectives of the study. As a result, recommendations are given for the case company to handle the problems.

5.1 SUMMERY

Based on the analysis and interpretation made in the previous chapter the major findings of the Research summarized as follow:

The data reveals that majority of the respondents 65.6% were male the rest 34.4% respondents were female. It is also evident from the demographic distribution most of the respondents 57.5% were aged between 31-35 years old. As also reveals from the demographic distribution majority of respondents 83.8% were degree holders. Furthermore, most of the respondents were a service year between 4-8 years. Regarding the marital status most of the respondents were single. The findings of the study also show motivation level intrinsic and extrinsic factor of work in ESLSE. Among intrinsic factor of motivation most of the respondents were agreed about achievement, challenging work, responsibility growth and development the mean scale were 3.8, 3.6, 4.3 and 3.6 respectively. On the other hand disagreed with the opportunity of participating decision making the mean scale was 2.4. Finding of the study indicated that most of the respondents were disagree with extrinsic factor of motivation, salary, fringe benefits, promotion, recognition, work environment, organization rule and procedures and opportunity for outside training the mean scale were 2.1, 1.8, 1.6, 1.6, 1.7, 1.5 and 2.0 respectively. Respondents agree with supervisory relationship, subordinate relationship and opportunity for long term training there mean scale were 3.5, 3.6 and 3.6 respectively and respondents in different about office space, furniture and other facilities, job security and working hour the mean scale was 2.5, 2.8 and 2.7 respectively.

The finding of study also shows the organizational level of commitment of employees in ESLSE. Most of the respondents disagree with affective level of commitment the mean scale were 2.5 and indifferent with continuance and normative level of commitment the mean scale were 3.1 and 2.8. Based on the findings of result the correlation of motivation factors and level of organizational commitment of employees were intrinsic factor of motivation a positive correlation ($r = .489^{**}$, $p < 0.01$, $r = .248$, $p < 0.05$ and $r = .714^{**}$, $p < 0.01$) with affective, continuance and normative level of

commitment respectively and also extrinsic factor of motivation positive and low correlation ($r = .119$ $p > 0.05$) with affective level of commitment, positive correlation ($r = .383^{**}$ $p < 0.01$ and $r = .358^{**}$, $p < 0.01$) with continuance and affective level of commitment. Moreover motivation strong correlation with in general organization commitment ($r = .725^{**}$, $p < 0.01$).

Consequently, The regression analysis of the study show intrinsic factor of motivation were significant relation with affective, normative ($p = 0.000$) continuance level of commitment ($p = 0.002$). Whereas extrinsic factor of motivation were significant relation with continuance and normative level of commitment ($p = 0.000$) and insignificant relation with affective level of commitment ($p = 0.133$). In addition to this the findings show that the impact of each factor of motivation on organizational commitment. Based on the result both intrinsic and extrinsic factor of motivation were significant impact on organizational commitment. Intrinsic factor of motivation has the highest standardized coefficient (0.644) and the lowest significance, which means intrinsic factor of motivation are the best predictor. Extrinsic factor of motivation also the lowest standardized coefficient (0.252) and the lowest significance which means extrinsic factor of motivation are the predictors of organizational commitment next to intrinsic factor of motivation in ESLSE. Finally the Adjusted R Square value of (0.566) shows that the general motivation factor (both intrinsic and extrinsic factor) could explain 56.6% variation in the employees' organizational commitment and the remaining (44.4%) of variability could be explained by the other factors.

5.2 CONCLUSIONS

The objective of this study was to investigate impact of motivation factors in the development of employee's long term commitment to in Ethiopian Shipping and Logistics Service Enterprise. For this the first three specific objectives of the study is to find out the employees level of motivation, to find out the employees level of commitment and to determine the contribution of motivation in fostering organizational commitment. To this end, the following conclusions are drawn based on the analysis and the interpretation of the findings.

The results obtained from this study indicate that employees of Ethiopian Shipping and Logistics Service Enterprise were satisfied with the intrinsic factor work such as challenging work, achievement, responsibility, and growth and development. However, employees are dissatisfied with the opportunity to participate decision making. In general from the total respondents result employees were satisfied with intrinsic factor of motivation practiced by the enterprise.

The employees of the enterprises were dissatisfied with the extrinsic factors of work. They expressed their disagreement in many of the context of their work such as the salary they get paid, the allowances and fringe benefits available in the enterprises were considered inadequate, and the promotion process practiced were considered not clear and transparent. Employees of the enterprise feel that recognized of the wok done and the work environments expressed their opinions and feelings about the enterprise. Furthermore, the enterprise rules and procedures were not clear and the opportunity for outside training given by the enterprise was unsatisfactory. On the other hand employees were expressed their satisfaction about other factors of extrinsic motivation there is a good supervisor and subordinate relationship in the enterprise, satisfied with the opportunity for long term training 1st degree and 2nd degree programs given by the enterprise. Generally employees were dissatisfied about extrinsic factor motivation available to the enterprises.

Regarding to the organizational level of commitment employees did not have emotionally attachment to the enterprises; that is, they are not interested to be spend the rest of careers with in the enterprise. Employees were indifferent with continuance and normative levels of commitment that was neither agree nor disagree about temporarily loyal to the organization based on cost benefit consideration and to continue membership in the enterprise due to feel a sense of moral obligation to remain. Hence, the employees are low committed to the enterprise.

The correlation analysis result indicates that motivation factors were positive association with levels of commitment. Moreover motivation factors in general were found to have strong correlation with the organizational commitment of employees in Ethiopian Shipping and Logistics Service Enterprise.

Based on the regression result it is clearly observed that intrinsic factor of motivation were found to have significant impact on affective, continuance and normative level of commitment. Whereas, extrinsic factor of motivation resulted in significant impact on continuance and normative level of commitments, but was insignificant in terms of impacting affective level of commitment. In general, based on the discussion so far, it can be concluded that motivation play an important role in fostering Organizational commitment of employees in ESLSE. It is observed that motivation factors (intrinsic and extrinsic factor) were positive relationship and significant impact on organizational commitment of employees. It means that motivation is directly proportion to organizational commitment. The increasing or decreasing of motivation factors it

also increasing or decreasing organizational commitment of employees. Finally among the factor of motivation intrinsic factor was the best predictor of employee's commitment in ESLSE than extrinsic factor of motivation.

5.3 RECOMMENDATION

Based on the findings and the conclusions made before the following recommendations are provided:

- ❖ It is evident that employees are satisfied with intrinsic factor of motivation and found to significant impact on their organizational commitments. Hence, ESLSE should keep its good progress. However, employees expressed their dissatisfaction with opportunity to participating decision making process. So that, ESLSE should encourage employees to participate in decision making process.
- ❖ Extrinsic factors of motivation are positive and significant relation with organizational commitment, but employees of the enterprises are almost dissatisfied with salary, fringe benefits and allowances practiced by the enterprise. Surely, this money related dissatisfaction would result in loose of core and skilled manpower's turn over, low organizational commitment, and job dissatisfaction. Then to reduce these troubles first ESLSE should take corrective actions specially, to see the applicability of the existing salary and fringe benefits, arranging and balancing those according to their educational qualification and work experience's to their best as much as possible.
- ❖ ESLSE should establish clear company policies, procedures and promotion process it can strongly influence the employee satisfaction which in turn enhances the commitment of employees in organization.
- ❖ The enterprise should be focusing more on training programs; both short term and long term programs specially, the opportunity to outside training and the chance to employee continue their 1st degree and 2nd degree educations. It is not only ensure increased employee productivity but also it can have impact on employee job satisfaction and organizational commitment as it can increase the chance of moral obligations to remain loyal to the organization based on consideration of what it has done before.
- ❖ To develop organizational commitment of employees the enterprise should improve the working environment and working hours of the organization through implementing favourable working conditions for employees.

- ❖ ESLSE should establish proactive strategies as to how employees motivate by assessing the current market value, living conditions and the availabilities of other motivation factors of employees outside the organization. Then it enhances the chance of fostering organizational commitment of employees in the enterprise.

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Appendix

St. Mary's University
School of Graduate Studies

Questionnaire to be filled by Ethiopian Shipping and Logistics Service Enterprise Employees.

Dear Respondents,

I am currently attending a Master's degree in Masters of Business Administration (in General Management) at St. Mary University. I am conducting a thesis on the impacts of motivation in the fostering of organizational commitment in the case of Ethiopian Shipping and Logistics Service Enterprise. The purpose of this study is to assess the impact of intrinsic and extrinsic factor of motivation in the development of organizational commitment. Therefore, your response is very crucial for the fulfillment of my study, I greatly appreciate your contribution and I can assure that your response is confidential and only used for academic purpose.

Part One: General information

1. Gender

Male Female

2. Age

Under 25 25-30 31-35 36-40 41-45 46-50
51-55 56-60

3. Level of Education

Diploma First Degree MA/MSc PHD

4. Years of service in the Enterprise

0-3 4-8 9-14 15 and above

5. Marital status

Single Married Divorced Widow(er)

Part Two: Related to motivation factors

Read each of the following questions and please mark your answers with a cross (X) according to the scale correspond to the following:

5= Strongly agree 4= Agree 3= Neither agree nor disagree 2= Disagree 1 = Strongly disagree

2.1 Regarding to intrinsic factors (work content).

No.	Items	Scale				
		1	2	3	4	5
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	I am satisfied with the type of work I perform since it provides me with opportunity for achievement.					
2	I am satisfied with the type of job I perform since it is a challenging Work.					
3	I am responsible for my job.					
4	I feel that my work is valuable to the enterprise.					
5	My present job makes good use of my skills and abilities.					
6	I feel happy when my work contributes to the achievement of my organizations goal.					
7	I have an opportunity to participate in decisions.					
8	My work is the way for future success in the profession.					
9	The type of work I perform provides me with opportunity for personal growth and development					

2.2 Regarding to extrinsic factors (work context)

No.	Items	Scale				
		1	2	3	4	5
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	I am satisfied with the salary.					
2	My allowances and fringe benefits (fuel allowance, overtime payment, health insurance, bonus and others) are adequately satisfactory as compared with other similar industry's benefit package.					
3	The office space, furniture, equipment and other facilities are convenient and appealing to do my job.					
4	The organization's promotion process is clear and transparent.					
5	I am recognized regularly for my work done.					
6	The work environment is good to express my feelings and opinions.					
7	The organization's rules and procedures are clear.					
8	I have a good relationship with my supervisor.					
9	I have a harmonious relation with subordinates.					
10	I have a good job security.					
11	My working hours are reasonable.					
12	There is opportunity for outside training.					
13	There is opportunity for long term training (1 st degree and 2 nd degree programs).					

Part Three: Items related to organizational commitment of employees.

3.1 Affective Organizational Commitment

No.	Items	Scale				
		1	2	3	4	5
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	I would be very happy to spend the rest of my career with this organization.					
2	I enjoy discussing about my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					

3.2 Continuance Organizational Commitment

No.	Items	Scale				
		1	2	3	4	5
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically.					
2	Right now, staying with my organization is a matter of necessity as much as desire.					
3	It would be very hard for me to leave my organization right now, even if I wanted to.					

3.3 Normative Organizational Commitment

No.	Items	Scale				
		1	2	3	4	5
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1	I feel that I owe this organization quite a bit because of what it has done for me.					
2	My organization deserves my loyalty because of its treatment towards me.					
3	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.					

Thank You!!!!!!!!!!!!