

**St. Mary's University College**

**Business Faculty**

**Department of Management**

**An Assessment of Employee's Motivation Practice on  
Commercial Bank of Ethiopia**

**By**

**Seble Getahun**

**June 2010**

**SMUC**

**Addis Ababa**

**An Assessment of Employees Motivation  
Practice on Commercial Bank of Ethiopia  
Particular Reference to Head Office**

**By  
Seble Getahun**

**A Senior Essay Submitted to the  
Department of Management**

**Business Faculty  
St. Mary's University College**

**In Partial Fulfillment of the Requirements for the  
Degree of Bachelor of Arts in Management**

**June 2010  
SMUC  
Addis Ababa**

# **St. Mary's University College**

## **An Assessment of Employees Motivation on Commercial Bank of Ethiopia Particular Reference to Head office**

**By**

**Seble Getahun**

**Faculty of Business**

**Department of Marketing Management**

**Approved by the Committee of Examiners**

\_\_\_\_\_  
**Department head**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Advisor**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Internal Examiner**

\_\_\_\_\_  
**Signature**

## **ACKNOWLEDGEMENT**

### **Thanks God!**

I would like to thank my advisor Ato Zellalem Tadesse who has been advising me in the preparation of my senior essay showed me that to the deepest knowledge.

I would like to appreciate his patience, willingness, constructive comments, struggle, suggestions and for sacrificing his precious time. God blessed his knowledge is my deepest wishes.

In addition, I want to express my deepest appreciation to these for helping my supervisor Ato Dawit Girma, Martha kebede, Bireket Kiflu for you limitless support and to those who responded to the questionnaires & interview at head office Staff scarifying their precious time with love.

# Table of Contents

	<b>Page</b>
Acknowledgement .....	i
Table of Content .....	ii
List of table .....	
Abbreviation .....	
<b>Chapter One</b>	
1. Introduction .....	1
1.1. Background of the Study .....	1
1.2. Statement of the Problem .....	3
1.3. Research Questions .....	4
1.4. Objectives of the Study .....	4
1.4.1. General Objective .....	4
1.4.2. Specific Objectives .....	5
1.5. Significance of the Study .....	5
1.6. Delimitation of the Study .....	5
1.7. Research Design & Methodology .....	6
1.7.1. Research Method .....	6
1.7.2. Population and Sampling Technique .....	6
1.7.3. Type of Data to be Collected .....	6
1.7.4. Methods of Data Collection .....	6
1.7.5. Data Analysis Method .....	7
1.8. Organization of the Study .....	7

## **CHAPTER TWO**

### **2. Literature Review**

2.1. An Overview of Motivation .....	8
2.2. Historical Concepts of Motivations .....	8
2.3. Importance of Motivation .....	8
2.4. Types of Motivation .....	9
2.5. Approaches to Motivation .....	11
2.5.1. The Scientific Management Approach .....	11
2.5.2. The Maslow Approach .....	12
2.6. Motivational Tools .....	13
2.6.1. Ability, Motivation and Employee Work Behavior	13
2.7. Methods of Motivation .....	14
2.8. Theory of Motivation .....	15
2.8.1. Hierarchy of Needs Theory .....	15
2.8.2. Herzbergs Two Factors Theory .....	17
2.8.3. Equity Theory .....	17
2.8.4. McGregor’s Theory X and Theory Y .....	17
2.8.5. Hertzberg’s Motivation-Hygiene Theory .....	18
2.8.6. Vroom’s Valence-Expectancy Theory .....	19
2.9. ERG Theory .....	19
2.10. Practical Implications of Content.....	20
2.11. The Nature of Motivation .....	21
2.12. Causes of De-motivation .....	21
2.13. The Consequences of De-motivation .....	22

**CHAPTER THREE**

Presentation, Analysis and interpretation of data ..... 23

3.1 General Characteristics of the respondents ..... 23

3.2 Analysis of the major Findings ..... 26

**CHAPTER FOUR**

Summary, Conclusions and Recommendations .....36

4.1 Summary Findings ..... 36

4.2 Conclusions ..... 37

4.3 Recommendations ..... 38

Bibliography ..... 40

Appendix

## **List of Table**

	<b>Page</b>
Table 1. Gender, Age and educational background of respondents .....	24
Table 2. Respondent's response on Money .....	26
Table 3. Respondent's response on working Environment .....	27
Table 4. Respondent's response on recognition .....	28
Table 5. Respondent's response on Educational development .....	29
Table 6. Response regarding the organization .....	30
Table 7. Satisfaction of Employees by management .....	32



## **Abbreviations**

**CBE: Commercial bank of Ethiopia**

# **Chapter One**

## **Introduction**

### **1.1. Background of the Study**

Motivation is derived from Latin word *Movere* which means, “To move”. Motivation deals with the ways that people behave, managers wants workers to work efficiently and effectively, but the nature of the work may be such that workers don’t want to do it at all (Simadies, 1989:15).

Motivation is an important function, which a manager has to perform for getting things done from employees. As quoted in (Krishna and Aquinas, 2004:261) stated as motivation means a process of stimulating people to action to accomplish desired goals. Basically, people are motivated by heir own self-generated factors or what is done for them by others. In the further case, factors such as responsibility, autonomy and authority influence people to behave in a particular way or to move in a particular direction. In the latter one, the execution of rewards and punishments would motivate or demotivated employees in the organization.

As quoted in Krishana and Aguinias (2004:264) the motivational method applied by the managers has its own effect on the workers performance. If a manager wants to get work done by his employees, he may either hold out a promise of a reward (positive motivation) or he may either install fear (negative motivation). The choosing between the two methods also brings different motivational outcomes on the employees.

The State Bank of Ethiopia was founded in 1942 G.C with twin objectives: performing the duties of both commercial and central banking. In 1963, the Commercial Bank of Ethiopia (CBE) was legally established as Share Company to take over the commercial banking activities of the State Bank of Ethiopia. In the 1974 G.C revolution, CBE got its strength by merging with the privately owned Addis Ababa Bank.

Since then, it has been playing a significant role in the development endeavor of the country.

The CBE, which is striving to embark into a world-class commercial bank, is rendering state-of-the-art and reliable services to its millions of customers both locally and abroad. The business strategies of the Bank focus on the stakeholders it serves.

As at the end of fiscal year 2007/08, the number of branches reached 205 and stretched across the length and breadth of the country with 8,033 employees in 2007/08, which it regards as its key assets for banking development.

The state owned CBE still dominates the market in terms of assets, deposit, capital, and customer base and branch network despite the growing competition from private banks over the last 15 years. This makes it one of the most reliable and strong commercial bank, both in the country and the region.

Its strong capital base, above 67 years of rich experience in the market and large branch network throughout the country enabled the Bank to accommodate large demands for banking services, both from private and public companies and to increase its overall revenue on a sustainable basis (Annual report 2007/08).

The gap between the willingness of the managers and what employees dream lack coordination in the interdepartmental relationship and lack of motivation. The existing employee motivational system is presumed to be not effective.

To this end, the student researcher inspired to be motivated to assess employee's motivation on Commercial Bank of Ethiopia.

## **1.2. Statement of the Problem**

Motivation is a “driving force through which people strike to achieve their goals and fulfill a need or uphold a value (Mullins, 2002:64).

Motivation is the reason for behavior. A motive is a construct representing an unobservable inner force that stimulates and compels a behavioral response and provides specific direction to that response. A motive is why an individual does something (Hawkins, 2004:355).

It is obvious that human resource management play a significant role in the organization. Human resource management is a strategic and coherent approach to the management of an organization’s most valued asset the people working there whom individually and collectively contributes to the achievement of its objectives (Armstrong, 2003:3).

People who are unhappy or dissatisfied at work tend to miss work or come late more frequently than those who are satisfied (Ahuja, 1988:90).

The preliminary observation that is conducted by the student researcher revealed the following points:

- Too much complain on the inadequacy of motivational scheme
- Large majority of the employees are not willing to exert their energies to the attainment of organizational goal.
- Payments are crucial issue however it is not as attractive as compared with other private banks.

Having the issues identified above the student researcher guessed that these various factors would have an adverse effect on the entire picture of the organization.

To this end, having the above issues as a general theme, the student research specifically focuses on and attempts to answer the following research questions.

### **1.3. Research Questions**

- To what extent employee of CBE satisfied with the motivational scheme of the organization?
- What are the major factors that make employee to be disappointed with motivational practices of the organization?
- What are the main types of motivation that are used by the organization?

### **1.4. Objectives of the Study**

This part of the paper is devoted to general and specific objectives.

#### **1.4.1. General Objectives**

The general objective of this study is to assess employees' motivational practices of Commercial Bank of Ethiopia with particular reference to Head Office.

#### **1.4.2. Specific Objectives**

In line with above mentioned general objective, the study has the following specific objectives listed below:

- To describe to what extent the employees are satisfied with the current motivational schemes of the organization.
- To describe factors that affects the motivational scheme of the organization.
- To identify whether the firm has a well taught motivational scheme or not.

### **1.5. Significance of the Study**

The major importance of this research study is to show employees motivational practices of CBE. The output of this study will be used to improve the performance of the company. Furthermore, it used as a

stepping-stone for a prospective reader who wants to conduct an in-depth research in similar area to the title under consideration.

## **1.6. Delimitation of the Study**

The scope of the study is limited to the head office of the commercial bank of Ethiopia, which is located in Addis Ababa. Furthermore, the study covers only the motivational level of professional employees because the turnover rate of these employees is greater than that of the non-professional employees.

The data collection is delimited to three years i.e. 1999-2001 E.C. since the organization has been made an adjustment since 1999.

## **1.7. Research Design & Methodology**

### **1.7.1. Research Method**

To address the objectives and research questions descriptive research method was used. This method enables the student researcher to describe the problem associated with employee motivation practices of CBE.

### **1.7.2. Population and Sampling Technique**

In this study employees and human resource manager were considered as the informant of the study. As the data obtained from the bank shows that there are 400 clerical employees in the head office. To make representative interpretation 30% of the total population was contacted. Furthermore, to approach the informant's of the study simple random sampling technique was used. By assuming that this sampling technique gives equal chance to all professional employees.

### **1.7.3. Type of Data Collected**

The study consumed both primary and secondary sources of data.

### **1.7.4. Methods of Data Collection**

The data collection method includes questionnaires and interview. An In-depth interview was conducted with human resource manager of the organization. Questionnaire that covers open-ended and close-ended was prepared to illicit data from workers of the company.

### **1.7.5. Data Analysis Method**

To complete the research successfully the collected data were analyzed by using both quantitative and qualitative data analysis technique. Among quantitative data percentage was used.

## **1.8. Limitation of the Study**

During conducting the research the student researcher faced shortage of relevant materials in the area under investigation. Furthermore, some respondents were not positive to fill and to return the questionnaire on time.

## **1.9. Organization of the Study**

This research paper contains four chapters. The first chapter tries to cover the introductory parts, statement of the problem, objectives of the study, significance of the study, delimitation of the study, research design and methodology, limitation of the study and organization of the study. The second chapter deals with the review of related literature. Moreover, the third chapter deals with the presentation, analysis and interpretation of data. The last chapter includes summary, conclusions and recommendations. And finally list of bibliography and appendices were annexed.



## **Chapter Two**

### **Literature Review**

#### **2.1. An Overview of Motivation**

Motivation may be defined as those forces that cause individuals to behave in particular way. It defines as “a process that starts with physiological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive. Motivation encompasses all those pressures and influences that trigger channel, and sustain human behaviors. Most successful managers have learnt to better understand the concept of human motivation and are able to use that understanding to achieve high standards of subordinate work performance (Hunt, 1992:13).

#### **2.2. Historical Concepts of Motivation**

As Pinder (1994:173) stated that, development of modern motivational concepts has evolved from a series of interesting and helpful historical perspectives. The early approaches to motivation were based on the idea of hedonism – the concept that people seek comfort and pleasure and avoid discomfort and pain. Although this philosophy explains some human behavior, it doesn't explain a lot of worker behavior for instance; hedonism doesn't explain why people work long hours to help others.

#### **2.3. Importance of Motivation**

According to Aswathapa (2002:314) cited that probably no concept of HRM receives as much attention of academicians, researchers, and practicing managers as motivation. The increased attention toward motivation is justified by several reasons.

Motivated employees are always looking for better ways to do a job. This statement can apply to corporate strategists, and to production workers,

when people actively seek new ways of doing things, they usually find them. It is the responsibility of managers to more employees look for better ways of doing their jobs.

A motivated employee, generally, is more quality oriented. This is true whether we are talking about a top manger spending extra time on data gathering and analysis for report, or a clerk taking extra care when filing important documents. A clear understanding of the way motivation works helps a manager make his employees quality oriented.

Highly motivated workers are more productive than apathetic workers. Productively of workers becomes a question of the management's ability to motivate its employees.

In other words, for an organization to be effective, it must come to grips with the motivational problems of stimulating both the decision to participate and the decision to produce at work.

## **2.4. Types of Motivation**

There are different types of motivation stated by different authors. The following are some of the type of motivation stated by (Ramasamy, 1998:287)

### **1. Negative Motivation**

Negative motivation is based on force of fear. If the worker fails to complete the work, they may be threatened with demotion, dismissed, lay-off and pay-cut etc. The negative motivation gives maximum benefits available to the organization. Negative motivation results in disloyalty to the group as well as to organization (Ramasamy; 1998:286).

## **2. Positive Motivation**

Positive motivation is based on rewards. According to Flips “Positive motivation is a process of attempting to influence others to do four will through the possibility of gain or reward “participation in decision making process, pride and delegation of authority and responsibility and some of the methods of positive motivation (Ramasamy; 1998:287).

## **3. Extrinsic Motivation**

Motivation is available only after the completion of a job. Increases in wages, retirement benefits, rest periods, holidays, health wages, health insurance and the like are examples of extrinsic motivation (Ramasamy, 1998:287).

## **4. Intrinsic Motivation**

Intrinsic motivation is available at the time of performance of work. These motivations provide a satisfaction during the performance of the work itself. Recognition, power, delegation of authority and responsibility, competition and participation in the decision making process are some of the examples of intrinsic motivation (Ramasamy, 1998:287).

## **5. Financial Motivation**

Financial motivation is directly or indirectly associated with many rewards. The most important financial motivations are wages and salaries, bonus, profit-sharing, vacation pay, fee-medical services, retirement benefits are some of the other financial motivations (Ramasamy, 1998:287).

## **6. Non-Financial Motivation**

Non-financial motivation is that motivation which is not associated with monetary rewards, praise, job rotation, delegation of authority and responsibility, participation, recognition and power are some of the

examples of non-financial motivation. According to Robert Dulin “non-financial incentives are the psychic rewards or the rewards of enhanced position that can be secured in the work organization. (Ramasamy, 1998:287)

## **2.5. Approaches to Motivation**

Managerial attentions to the role of motivation are the most recent phenomenon despite large scale and complex organizations has existed for several hundred years. There are three types of managerial approaches to motivation (Malitlan, 1995:110).

There are:

- The scientific management approach.
- Maslow approach.

### **2.5.1. The Scientific Management Approach**

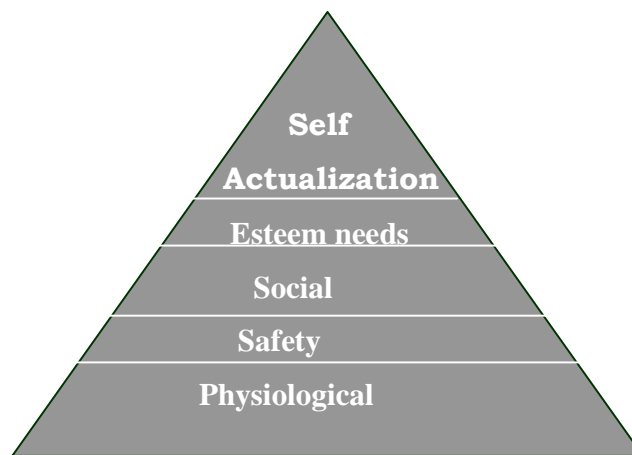
The scientific management approach, authored by Taylor and Kaniger, (1997:173) the father of scientific management, holds that workers are economically motivated to earn as much money as possible. His approach to management included the use of incentive pay or piece rate, so that workers could satisfy their economic need by producing more and more products. Sometimes called the traditional approach to motivation, scientific management calls for the manager to determine the most effective way to perform a repetitive task, assign workers whose skills and attributes are most applicable to the give task, and motivate performance through a system of wage incentives.

### 2.5.2. The Maslow Approach

As Ivancevich, (1993:125) stated that the Maslow theory is that peoples are motivated by multiple needs that are arranged in hierarchy.” The lowest level needs are the physiological needs and the highest level needs are self actualization needs. These are discussed below:

According to Maslow, there are five general categories of needs in order of ascendance:

1. **Physiological needs are:** this most basic level of Maslow’s hierarchy includes the needs for food, water, sleep, oxygen, warmth, and freedom from pain. If these needs are sufficiently met, a second set of needs will emerge.
2. **Safety needs are:** the needs for a safe and secure environment. In the workplace, these are the needs for job safety, job security, and fringe benefits.
3. **Social needs are:** the needs represent the needs to have satisfactory social relationships, to be accepted by one’s peers, to be part of a group. In the organization, these needs are reflected by the need to participate in a work group and to have positive relationships with both coworkers and supervisors.
4. **Esteem needs:** deal with the desire to receive attention and appreciation from others. In a work environment, this is the need for status and recognition for one’s contributions to the work group and the organization.
5. **Self-actualization needs:** include the needs for self-fulfillment and competency self-respect.



Maslow's Hierarchy of Needs

## **2.6. Motivational Tools**

According to Michael (1995:367) cited various tools of motivation are generally used in the business environment. There are monetary and non monetary motivational tools. Wages and salaries, allowance, and bonus schemes have been used as an effective motivational tool from the time immemorial. Various incentive schemes are also introduced for motivating the workers. But any motivation tool may have limited effect. Though it makes an impact in the mind, after sometimes its effect can decline. Hence, the motivator must realize that a motivational tool is not a once for all affairs. A proper plan for a constant motivational programmed must, therefore in accordance with the situation from time to time.

### **2.6.1. Ability, Motivation and Employee Work Behavior**

According to Milkovich (2006:165) what leads one employee to perform a job better than another? What causes some employees to come to work reliably and regularly, while others are frequently absent? What causes some employees to work for decades for an employer, while others leave after a short time? Three general factors affect employee's work behaviors.

First is individual ability. Everyone has heard stories of the super sales person or super engineer who when promoted to management, turned out to be mediocre or worse. Skills aptitudes and knowledge that are well suited to one job may be useless in another. Second is the complex dimension of motivation, resulting from the match between the individual's needs/value and job outcomes as well as the perceived link between engaging in work behaviors and obtaining the desired, outcomes. By sales commissions, while others fail to work hard for such rewards? Unlike ability, motivation can not be measured, only inferred by observing behavior: it can fluctuate among individuals and overtime in the same individual. The third factor effecting employee work behaviors is conditions beyond the individual's control.

## **2.7. Methods of Motivation**

There are two methods of motivation

- i. Financial motivators (incentives)
- ii. Non-financial incentives

### **i. Financial Motivators**

Money is basic motivator for all employees as the primary needs are to be meeting only with money. However, money is not an end; it only serves as a means for achieving the minimum of living. Financial incentives are of two types:

- A. Individual financial incentives.
- B. Collective financial incentives.

All financial incentives which induce on individual to produce more individual financial incentives where as collective incentives are given to a group e.g. bonus, profit sharing etc.

## **ii. Non – Financial Incentives**

These method of motivation include the following participation – subordinate staff should be associated with the decision making process. Employees should be encouraged to participate in the decision making process.

- Job enrichment – workers should have a hand in setting their goals so that they have a feeling of personal responsibility for their task.

Their goals so that they have a feeling of personal responsibility for their task. They should be given more latitude in deciding about certain routine things. An effort should be to create pride in the job among staff members. All this results in job enrichment.

- **Integrating the communication flow** – if there is proper communication among the employees of between the management and employees, it acts as a motivator. Let all employees be given adequate information to solve their problems. It is very essential that employees should know as to what is going on in the enterprise. Upward communication is very essential as it reflects response to various policies and program.
- **Positive reinforcement** – the performance of workers increases manifold when there is a positive reinforcement among the workers by the management. Such guidance from time to time enhances vitality and efficiency of workers, sometimes, praise of work is a great motivator for an employee.

## **2.8. Theory of Motivation**

### **2.8.1. Hierarchy of Needs Theory**

Abraham Maslow a psychologist has developed a widely accepted model of motivation in which he claims that human needs may be put into five



categories ranked according to priority that is certain higher needs are activated as lower needs are satisfied or mostly satisfied.

The two central ideas of Maslow's hierarchy of needs theory are hierarchy needs exists, and that lower level needs, such as physiological needs, must be satisfied before higher level needs. Such as physiological needs must be satisfied before higher level needs, such as self-esteem or self actualization, will assume importance for an individual and once a need is satisfied it becomes less important as a motivator.

As the needs for safety and security are met, and physiological needs remain satisfied may need for belonging acceptance and association become the primary sources of motivation. Then, the third order of Maslow's hierarchy of needs is human being's social needs. Man is gregarious animal and needs social outlets. Neglecting these needs will probably result in employee's unrest and decreased morale.

The next level of need theory according to Maslow is ego or esteem need, which is classified into two groups: those related to self esteem and those related to reputation. The self-esteem group of ego needs include, among other, the need for self-confidence, independence and job knowledge. Desire for status, recognition and respect fall in the category of ego needs.

For an employee in the lower level of an organization, who may be involved with the routine work of mass production, opportunities for satisfaction of the ego or esteem needs on the job are limited. Thus, the ego need for most employees in a typical organization is rarely satisfied. The first three needs, the physiological, safety and social needs are the predominant motivating forces. The fourth and fifth needs the ego and self actualization of fulfillment needs become very strong motivators.

### **2.8.2. Herzbergs Two Factors Theory**

A departure from the idea of hierarchically ordered needs is given in the theory of Frederick Herzberg and his co-workers. Herzberg avoids using the word “need” and instead, divides the work environment into two major groups: hygiene factors and motivators. His theory hinges on the idea that people are motivated by things that make them feel good about work, but have a version to things that makes them feel bad. In this theory, motivators are factors that produce good feeling about work, while hygiene factors if not present, can result in feeling that the work situation is unsatisfactory. However, it is important to note that the two sets of factors are not opposites. They have different rules and in Herzberg’s views and they are equally important.

### **2.8.3. Equity Theory**

As Mcshane observed that equity theory is a process motivation theory that explains how people develop perceptions of fairness in the distribution and exchange of resources. As a process theory of motivation it explains what employees are motivated to do when they feel inequitably treated. In this incident, perceived inequalities motivated several employees to complain to the telecommunications manager and try to change the source of perceived inequity. Though the basis of their equity comparison is one’s perception, the fact remains that organizations must attempt to bring about equity to avoid the feeling of dissatisfaction (Mcshane, 1998:79).

### **2.8.4. McGregor’s Theory X and Theory Y**

Douglas McGregor is proposing that two sets of assumptions about human nature: Theory X and Theory Y. Very simply, Theory X presents an essentially negative view of people. It assumes that workers have little ambition, dislike work, want to avoid responsibility, and need to be

closely controlled to work effectively. Theory Y offers a positive view. It assumes that workers can exercise self-direction, accept and actually seek out responsibility, and consider work to be natural activity. McGregor believed that Theory Y assumptions best captured the true nature of workers and should guide management practice.

Theory X assumed that lower-order needs dominated individuals, and theory Y assumed that higher-order needs dominated. McGregor himself held to the belief that the assumptions of Theory Y were more valid than those of Theory X. Therefore, he proposed that participation in decision making, responsible and challenging jobs, and good group relations would maximize employee motivation.

### **2.8.5. Herzberg's Motivation-Hygiene Theory**

According to Frederick Herzberg's theory say that motivation-hygiene theory proposes that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction. Believing that individuals' attitudes toward work determined success or failure, Herzberg investigated the question, "what do people want from their jobs?" He asked people for detailed descriptions of situations in which they felt exceptionally good or bad about their jobs.

Herzberg concluded from his analysis that the replies people gave when they felt good about their jobs were significantly different from the replies they gave when they felt bad. Certain characteristics were consistently related to job satisfaction and others to job dissatisfaction. Those factors associated with job satisfaction were intrinsic and included things such as achievement, recognition, and responsibility. When people felt good about their work, they tended to attribute these characteristics to themselves. On the other hand, when they were dissatisfied, they tended to cite extrinsic factors such as company policy and administration,

supervision, interpersonal relationships, and working conditions (Jane Weightman, 1999:395).

### **2.8.6. Vroom's Valence-Expectancy Theory**

Vroom's theory in certain essential aspects is more complicated than Maslow's Hierarchy of need theory or Herzberg's motivation Hygiene theory. Valence is strength of an individual's preference for a particular outcome. Outcomes are the things that result from behavior and can be expressed at two levels. These are first level outcome and second level outcome. First level outcomes are the immediate results of behavior. Second, level outcomes are those that flow in the longer term form first-level outcomes. Expectancy is the person's perception that his or her behavior will result in the first-level outcome in this instance, whether he or she will be able to perform the new task successfully.

Instrumentally consists of the perceived strength of the connection between first level and second level outcomes. So expectancy is the degree of confidence a person has in his or her ability to perform a task successfully (Singh, 2003:108).

### **2.9. ERG Theory**

According to Saiyadain argues that there are basically three groups of needs, generally arranged in a hierarchy. These are:

1. **Existence:** Concerned with providing material necessary for survival.
2. **Relatedness:** The desire to establish and maintain social relation.
3. **Growth:** An intrinsic desire for personal growth and development. (Saiyandain, 2003:49).

**The theory propounds that:**

- (a) By and large, lower-order needs must be satisfied to move on to higher-order needs (what is called satisfaction-progression in process).
- (b) In case of the frustration of higher-order needs the person can go back to lower-order needs (what has been called frustration-regression process).
- (c) The greater the satisfaction of higher-order needs the more satisfying they become.
- (d) All three needs can operate simultaneously.
- (e) All these needs can be influenced by educational, social, and cultural determinants.

**2.10. Practical Implications of Content**

Content theories of motivation suggest that different people have different needs at different times. Some employees are ready to fulfill growth needs, whereas others are still struggling to satisfy their minimum existence needs. Needs change as people enter new stage of their life.

Most organizations distribute the same reward, such as a salary increase or paid time off, to all employees with good performance. But rewards that motivate some people have less effect on those with different needs. Thus, content motivation theories advise organizations to offer employees their choice of rewards. Those who perform well might trade part of the bonus for extra time off. The result of a flexible reward system is that employees can create a reward package with the greatest value to them. This principle is also found in flexible benefits systems, in which employees alter their pensions, vacation time, and other benefits to match their particular needs.

### **2.11. The Nature of Motivation**

1. Motivation is an internal feeling motivation points to energetic forces within individuals that drive them to behave in certain ways and to environmental forces that trigger these drives. (A. Sudan Naveen Kumar, 2004: 284-285)
2. Motivation produces goal – directed behavior- motivation has got a profound influence on human behavior, it harnesses human energy to organizational requirements. There is the notion of goal orientation on the part of individuals; their behavior is directed towards something. (A. Sudan Naveen Kumar, 2004: 285)
3. Motivation is a psychological concept motivation deals with the psychology of workers. An efficient worker will not perform the work desirable well unless he is properly motivated. So, effective performance requires proper motivation. Proper motivation is possibly only through proper analysis of the psychology of workers. (T. Rasamy, 1998:283)

### **2.12. Causes of De-motivation**

According to Herzberg's two factors theory (1959:134), distinguished between two broad categories of factors that affect people working on their job. The first category: hygiene is characteristics of the work place company policies, working conditions, pay, workers relations and so forth. These factors can make people unhappy if they are poorly managed. If they are well managed and viewed as positive by employees, the employees, the employees will no longer be dissatisfied. However, no matter how good these factors are, they will not make people truly satisfied or motivated to do a good job.

According to Herzberg, the key to true job satisfaction and motivation to perform lies in the second category: the motivator. The motivators design

the job itself, that is, what people do at work. Motivators are the nature the work it self, the actual job responsibilities, opportunity for personal growth and recognition and feelings of achievement, the job provides. When these factors are present, jobs are presumed to be both satisfying and motivating for most people.

### **2.13. The Consequences of De-motivation**

**Absenteeism** – people who are unhappy or dissatisfied at work tend to mis-work or come late more frequently than those who are satisfied absenteeism are times considers withdrawal or avoidance behaviors and they are consistently through only moderately, related to job satisfaction. Ahuja (1988:90) said that absenteeism refers to worker absent from his regular task no matter what the cause. The reasons for absenteeism are many and individual workers may absent themselves for different reasons. The various causes of absenteeism the reasons are accountable for absenteeism of work. Sickness, industrial accidents and occupational disease, poor production and material control lack of interest or a feeling of responsibility working condition, etc.

**Labor Turnover** - is an important factor of certain undesirable condition and attitudes on the part of the participants in industry. Employees turnover is a symptom of inefficient hiring methods service and disagreeable work, bad working condition, in adequate methods and systems, poor planning, poor coordinating and co-operation between different functions and units of the company (Ahuja 1988:96).

## **Chapter Three**

### **Data Presentation, Analysis and Interpretation**

This chapter presents analysis and interpretation of the data collected through questionnaire and interview. The information obtained from the sample respondents was considered as a basis for the analysis of an assessment of employee's motivation practices. The following presentation and analysis is based on responses obtained through questionnaires filled by the employees and interview conducted with corporate HR manager.

From the 120 questionnaires distributed 110(92%) were filled and returned satisfactorily, 10(8%) were not filled properly. As a result, this presentation and analysis is carried out by taking in to account the 110 respondents.

#### **3.1 General Characteristics of the Respondents**

The table below shows the general characteristics of the sample respondents that include gender, age, educational qualification, and experience in the organization.



**Table 1 General Characteristics of the Respondents**

No	Items	Respondents	
		Number	Percentage
1	Gender		
	A. Male	68	61.82
	B. Female	42	38.18
	<b>Total</b>	<b>110</b>	<b>100</b>
2	Age		
	18-27 years	15	13.63
	28-37 years	55	50
	38-47 years	30	27.27
	48-57 years	10	9.10
	58 years and above	-	-
	<b>Total</b>	<b>110</b>	<b>100</b>
3	Educational Background		
	Certificate	-	-
	Diploma	50	45.45
	First Degree	40	36.36
	2 <sup>nd</sup> degree and above	20	18.18
	<b>Total</b>	<b>110</b>	<b>100</b>
4	Experience with CBE?		
	Below 5 years	5	4.55
	6-10 Years	33	30
	11-15 Years	45	40.91
	16-20 Years	18	16.36
	Above 20 years	9	8.18
	<b>Total</b>	<b>110</b>	<b>100</b>

With regards to gender distribution 68 (61.81%) of the respondents were male, while the remaining 42 (38.18%) of the respondents were female. These percentages indicate dominance of male.

Concerning the distribution of the responds 100 (90.91%) of the respondents were less than 47 years old. This age group can be considered the most productive, energetic and highly ready for change. If they are being treated highly, they may increase organizational performance.

Concerning with educational background of the respondents, 50 (45.45%) were diploma holders where as the rest 40 (36.36%) and 20 (18.18%) were second degree and above respectively. This implies that in the organization majority of the employees were well educated and qualified.

As shown in item 4 of table 1, from the total of respondents 5(4.55%) had below five years experience, 33(30%) of the respondents had 6-10 years of experience in the organization 45(40.91%), 18(16.36%) and 9(8.18%) of them had experience of 11-15 years, 16-20 years and above 20 years respectively. This implies that their knowledge about CBE would greatly depend on experience and stay long in the organization and the respondents were capable enough to give information.

### 3.2. Analysis of the Findings of the Study

**Table 2. Responses Regarding Money**

<b>No</b>	<b>Items</b>	<b>Number</b>	<b>Percentage</b>
1	Money is the means or factors to initiate employees to fulfill the organizational goal?		
	Strongly agree	100	90.91
	Agree	-	-
	Neutral	-	-
	Disagree	10	9.09
	Strongly disagree	-	-
	<b>Total</b>	<b>110</b>	<b>100</b>

From the total 110(100%) respondents 100(90.91%) strongly agreed as payment is the main motivational tool for employees, where as 10(9.09%) of the respondents rated as money is not a decisive tool to assure organizational goals. The result obtained favors the viewer of different writers they had on money, hence, payment (money) contribute significantly to job satisfaction to fulfill organizational goal. Therefore, employees can highly motivate when the return is comparable with other organization.

**Table 3. Respondent's response on working environment**

<b>No</b>	<b>Items</b>	<b>Number</b>	<b>Percentage</b>
1	The working environments of an organization encourage you for higher performance?		
	Strongly agree	-	-
	Agree	32	29.10
	Neutral	8	7.27
	Disagree	50	45.45
	Strongly disagree	20	18.18
	<b>Total</b>	<b>110</b>	<b>100</b>
2	Lack of good working environment contributed being absent from work?		
	Strongly agree	25	22.72
	Agree	50	45.45
	Neutral	10	9.10
	Disagree	25	22.73
	Strongly disagree	-	-
	<b>Total</b>	<b>110</b>	<b>100</b>

As it is attested in item 1 of table 32 (29.10%) of the respondents agreed that the work environment is encouraging for higher performance, 78(63.63%) of the respondents rated that the working environment used to measure their performance do not encourage on the most important aspect of their job. This information tells that most professional employees agreed that the work environment do not encourage for higher performance, i.e. company policy and administration, status, interpersonal relation with supervisors.

Concerning Item II of table 3, 75(68.17%) of the respondents agreed that lack of good working environment is one of the major variable for absenteeism. Hence, majority of the respondents agreed that good working conditions lead to employees satisfied with work and decreases absenteeism. In favor of this Jane Wightman (1999:170) understands that motivation of people at work means admitting that different things will have different values to different people. We will differ in our interests, attitudes and needs and that will affect how we react to different aspects of the job. We react differently to the work environment of peers and supervision and the organization climate. Motivation at work remains an important part of analyzing the behavior of people at work. So, the finding obtained is far from the theoretical perspective.

**Table 4. Respondents Response on Recognition**

<b>Item</b>	<b>Number</b>	<b>Percentage</b>
Recognition is one of the psychological satisfactions for employees?		
Strongly agree	90	81.82
Agree	20	18.18
Neutral	-	-
Disagree	-	-
Strongly disagree	-	-
<b>Total</b>	<b>110</b>	<b>100</b>

The findings shows that 90(81.82%) of the respondents rated strongly agreed, where as the remaining 20(18.18%) rated agree. This indicates that most of the employees recognized by work leaders to put their best effort to their organization.

**Table 5. Respondents Response on Educational Development**

<b>Item</b>	<b>Number</b>	<b>Percentage</b>
Your organization encourage employee to learning and hence you to upgrade you in education?	-	-
Strongly agree	10	9.09
Agree	-	-
Neutral	80	72.73
Disagree	20	18.18
Strongly disagree		
<b>Total</b>	<b>110</b>	<b>100</b>

From the above table 10 (9.09%) of the respondents rated agree and 10(18.18%) of them rated strongly disagree, and the rest 80 (72.73%) rated neutral the effort of the organization towards motivating employees' in education. From the finding it is possible to conclude that the organization does not give great attention to improve the educational level of the employees and this may lead to dissatisfaction of employees.

**Table 6. Response regarding the organization to accept complain, suggestion and others issue**

<b>No</b>	<b>Items</b>	<b>Number</b>	<b>Percentage</b>
1	How do you rate the organization in providing any methods or tools available to accept complain, suggestion and opinions of its employees?		
	Very high	-	-
	High	20	18.18
	Medium	-	-
	Low	80	72.72
	Very low	10	9.10
	<b>Total</b>	<b>110</b>	<b>100</b>
2	What is the extent of the organization in answering questions raised by its employees?		
	Very high	-	-
	High	30	27.27
	Medium	-	-
	Low	75	68.18
	Very low	5	4.55
	<b>Total</b>	<b>110</b>	<b>100</b>
3	What is the extent of the organization in taking information from employees on input to make corrective action?		
	Very high	-	-
	High	25	22.73
	Medium	-	-
	Low	55	50
	Very low	30	27.27
	<b>Total</b>	<b>110</b>	<b>100</b>

As it is indicated in item 1 of table 6, 90(81.82%) rated low and very low where as, 20(18.18%) of the employees' have accepted any complain suggestion and opinion of its employees.

In Item 2, 80(72.73%) of the respondents rated low and very low where as 30 (27.27%) of the respondent have accepted answers among the questions raised by employee. So, majority of the employees are not get proper answer that is raised by them. This shows that they are dissatisfied with the answering the question and may not provide what they are expected from them.

Item 3, 85(77.27%) of the respondents rated low and very low to accept taking information as input to make corrective action where as 25(22.73%) of the respondents indicated medium to accept taking information as input to make corrective action.

Based on the above table suggest that employees do not have close relation with management, this show that the professional employee decreasing in making to give innovative ideas or input to organizational effectiveness.



**Table 7. Satisfaction of Employees by Management**

<b>Item</b>	<b>Number</b>	<b>Percentage</b>
Are you satisfied and motivated by management of the organization?		
Yes	35	31.82
No	70	63.64
Neutral	5	4.54
<b>Total</b>	<b>110</b>	<b>100</b>

From the above table 35(31.82%) of the respondents are satisfied by management of the organization, 70(63.64%) of the respondents are not satisfied by management of the organization where as 5% of the respondent responded neutral. This implies that majority of the respondents have not satisfied by management of the organization.

Generally, the data obtained revealed that the majority of the employees are not motivated and satisfied with the management of the organization. This is mainly because demotivated workers are less initiative to work than motivated workers.

**Summary on responses obtained through open-ended questions:**

**1. How do you compare your salary with employees of other organization with similar educational qualification?**

Majority of the employees agreed that the salary which they are paid is not balanced it is low with what they are giving in other similar organization.

**2. Do you think the management treats the employees equally and fairly?**

Most employees reply that the management has not happy to treat equally all employees as viewed as positively and fairly. However, no matter how good these factors are, they will not make people truly satisfied or motivated to do a good job.

**3. What motivation tools does the organization use?**

Majority of the employees replied that bonus, promotion, training, emergency staff loan, insurance, medial coverage is a good. Majority respondents indicated that the bonus is not sufficient to that of the organization always achieve profit.

**4. What is your satisfaction level on the bonus that the organization provides?**

Majority of the respondents replied that we have taken some parts of the organization success in relation to the profitability of the organization. If the employee exceeds the standards of the organization, the respondents said that the provision of bonus to professional employees is low.

The student researcher revealed that would bonuses can also paid as a group of individual. This might be done when it is difficult to measure individual output/result according to their performance.

**5. In your opinion what motivational tools does the organization use?**

Majority of the respondents' bonus, salary increment, medical coverage, insurance, emergency staff loan, mortgage loan to purchase vehicles and build house etc. Majority of the respondent highlighted that medical coverage and insurance coverage with reasonable repayment approach is good. Regarding training and development that the organization provides different kinds of training as the condition they applied.

## **6. Do you think the management treats the employees equally and fairly?**

Majority of the respondents replied as they are not equally treating all employees.

This shows that the management of the organization must try hard in treating all professional employees equally and fairly in order to avoid dissatisfaction and create peaceful working environment.

### **Summary of Response to Structured Interview**

#### **Questions**

About 5 questions are forwarded to corporate human resource manager are presented and analyzed below.

- Does the organization motivate and satisfy their employees?

The administrative officials replied that the organization is doing its best effort to fulfill the need of the employees.

But this response of the administrative officials are in contradicting with that of the employee's respondents.

- What are the motivated schemes of the organization?
  - Bonus
  - Allowance
  - Life insurance
  - Medical coverage

From the information we observed that the organization uses some motivational schemes. But they are also denied of other benefits as regard to educational support, the organization does not provide any support to help its employees to improve their educational level.

- Is the working environment is conducive?

The administrative body replied that the working environment is conducive to employees.

From the respondent response the major problem towards the working environment those are company policies, to job security, interpersonal relations and routine working condition.

- How looks like the relationship between managers and employees?

The administrative body replied that the relationship between the management and employees can be rated as good.

According to the respondents, the employees do not have close relation with management this shows that discourage to give innovative ideas or in put to the organization.

- What to be done to improve rating actual performance of employees?

The officials replied that the nature of rating actual performance traditionally focused on more-group-focused. In coming new years the current problem will have to change to computerized system of rating the performance of employees.

From the observation individual differences can easily manage and computerized system increases the quality of rating actual performances and increasing the job satisfaction of employees.

## **Chapter Four**

### **The Summary, Conclusions and Recommendations**

This chapter presents the summary, conclusions and recommendations of the study.

#### **4.1. Summary of the Major Findings**

- Majority of the employees in CBE are young and most of them were diploma and degree holders.
- In the organization the study shows that majority of the employees are qualified and experienced.
- Concerning the pay, most of the employees are unsatisfied which leads de-motivated with what they get.
- The overall mechanism of motivation that the organization uses is not sufficient enough to motivate the employees.
- Although, promotion is one of the motivating factors, it was found out in the study that majority of the sample respondents in the organization asserted as they were not satisfied that much by what they have got in the form of promotion.
- With regard to education support, the organization does not provide any support to help majority employees to improve their educational level.
- According to the general views of the respondents the level of recognition provided by work is low.
- Tendency of responding timely questions raised by its employees is low.
- Most of the respondents reveal that money has an impact on employees' performance.

## **4.2. Conclusions**

The student researcher has drawn the following conclusions on the basis of the findings obtained:

- Employees believe that the financial benefits provided by the company increase productivity. However, the organization provides them with financial benefits such as salary, loan bonus, medical coverage, Insurance etc... however; they are not satisfied by this provision. Employees also believed that their salary is much less than from those employees who worked in the other similar organizations with the some level of educational qualification. This implies that low motivational can have its own impact on job performance.
- The other important area that attracts the attention of the employees next to salary in the company is employees' treatment and promotion system. The majority of respondents believe that the organization system of employee treatment and promotion system is not equitable and fair. It is generally argued that such practice could potentially discourage the employees' motivation and have adverse effect on the overall productivity of the organization.
- According to the sample information most employees of the organization have low acceptance to provide complain suggestions and opinions and also to participate in strategic formulation of the organization. So, this might also allow employees' not to show sense of belongness.

- In the areas of recognition and training opportunities, most employees felt that they are not provided these opportunities equitable and fairly. This may also affect competitive performance of employees' and other qualified employees.
- Majority of the employees believed that usually the reward system is not tied up with their job performance; even most of the employees are not satisfied with the effectiveness of the system of performance appraisal of the company. So, this might have its own implication towards employees' performance in particular and organization performance in general.

### **4.3. Recommendations**

Based on the factors that have been gathered from sample information of the organization employees the following are recommended.

- To attain well motivated and hard working employees, the organization should adjust the salary of the employees so that they can have a belongingness feeling to the organization.
- The organization should support its employees to improve their educational level using different techniques such as providing financial and material support so that they can be asset to the organization.
- The organization should improve providing a conducive working environment so that the employees are motivated and put their best effort to the organization.
- The management of the organization must try hard in treating all employees equally and fairly in order to avoid discrimination and create peaceful working environment.
- The organization should provide training and development to the workers who need it so that they can obtain the necessary skills and knowledge that would help the organization to develop in the long run.

- Employees should be involved in the decision-making process. The manager should change their leadership style to involve their employees.
- The organization should improve the rewarding system based on their qualification, experience, and performance of the employees.
- Generally, motivation plays a vital role in the success of any organization. Using the right motivational approaches at the right time is critical for managers who want their subordinates to increase the profitability of the organization.



## Bibliography

- Ahuja K.K (1998). **Personnel Management**. New Delhi: Kalyani Publisher.
- Amrik Singh Sudan and Navelin Kumar (2003). **Management Process and Organization Behavior**. New Delhi: Anmol Publications.
- Boundreau, Milkovich (2006). **Personnel Human Resource Management**. New Delhi: Mac Graew-Hill publishing
- Gupta B.D. Sharma, N.S. Bhalla. 1st ed. (1988). **Principle and Practice of Management**. New Delhi: Kalyain Publisher.
- Hertzberg; F Mausner, B, and Snyder man, B.B (1959). **The Motivation to Work**. New York: Wiley.
- Jane Weightman (1999). **Managing People Jane**
- Lushans. F, (2003). **Organization Behavior. 8th edition**. New York: Erwin- Mc Graw Hill.
- Mcshane Von Gllnaw, (2002). **Organization Behavior**. 1st Edition, New Delhi: Tata Mc Graw-hill higher education.
- Mirza S. Saiyadain (2003). **Organizational Behavior**. Tata McGraw-Hill Publishing Company Limited.
- Ramosamy (1998). **Principle of Management 1<sup>st</sup> ed**. Mumbai: Himalaya Publisher.

# Appendices

## Appendix 1

# St. Mary's University College

## Faculty of Business

### Department of Management

#### Questionnaire to be filled by Professional Employees'

This questionnaire is prepared by St. Mary's University College undergraduate degree student in order to assess Employees' motivation practices on Commercial Bank of Ethiopia especially at Head office. Your answer is concrete base for this student research paper, please; fill all answer dedicatedly and honestly. All information you provide to this study will kept strictly confidential. Thank you in advance for your cooperation to fill this questionnaire.

#### General Information

**You are not required to write your name**

**Put "x" or "✓" in the box of choice given below:**

#### Section 1:- General Characteristics of the Respondents:-

1. Gender:- A. Male  B. Female
2. Age: A. 18-27 yrs  B. 28-37 yrs   
C. 38-47 yrs  D. 48-57 yrs   
E. 58 yrs and above
3. Educational Background  
A. Certificate  B. Diploma   
C. First Degree  D. 2<sup>nd</sup> degree and above
4. Experience with CBE?  
A. Below 5 yrs  B. 6-10 yrs   
C. 11-15 yrs  D. 16-20 yrs  E. above 20 yrs

## 1. Questions Directly Related to the Study

### A. The Organization Effort in Using of Feedback as input from its employees

1. How do you rate the organization in providing any methods or tools available to accept (complain suggestions and opinions) of its employees?

A. Very high       C. Medium       E. Very low   
B. High       D. Low

2. What is the extent of the organization in answering questions raised by its employees?

A. Very high       C. Medium       E. Very low   
B. High       D. Low

3. What is the extent of the organization in taking information from employees as an input to make corrective actions?

A. Very high       C. Medium       E. Very low   
B. High       D. Low

4. What is the extent of the organization in participating employees in strategy formulation?

A. Very high       C. Medium       E. Very low   
B. High       D. Low

### B. Employees Perspectives in Different Issues

5. Money is the means or factor to initiate employees to fulfill the organizational goal

A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly disagree

6. The work environment of an organization encourages you for higher Performance?

A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly disagree

7. Yearly bonuses initiate employees for improved job accomplishments?

- A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly disagree

8. Your effort on your performance provides an opportunity to get a salary increment?

- A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly disagree

9. Why only monetary incentives may not encourages you to perform differently?

---

10. Acting allowance payment initiates you to work differently?

- A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly disagree

11. Lack of good working environment contributed being absent from work?

- A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly disagree

12. On job training provides you comfortable working conditions?

- A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly disagree

13. You are willing to handle additional responsibility without any reward?

- A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly Disagree

14. Your organization encourage employee to learn and develop in education?

- A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly Disagree

15. Recognition is one of the psychological satisfactions for employees?

- A. Strongly agree       B. Agree       C. Neutral   
D. Disagree       E. Strongly disagree

16. Are you satisfied by management of the organization?

- A. Yes       B. No       C. Neutral

17. How do you compare your salary with employees of other organization with similar educational qualification?

---

---

18. Do you think the management treats the employees equally and fairly?

---

---

19. What is your satisfaction level on the bonus that the organization provides?

---

---

20. In your opinion what motivational tools does the organization use?

---

---

## **Appendix 2**

### **St. Mary's University College**

#### **Faculty of Business**

#### **Department of Management**

#### **Interview Check List**

This interview prepared to ask Director Corporate human Resource manager in order to get input for the student researcher paper that aimed at to assessment of employee's motivation practices on Commercial Bank of Ethiopia especially at Head office.

1. Does the organization motivate and satisfy its employees?
2. What to be done to encourage your employees for effective performances?
3. What are the motivational schemes of the organization?
4. Is there a clear human resource policy in the organization?
5. How looks like the relationship between managers and employees?
6. Is the working environment conducive?
7. What are the major problems towards employee's turnover?
8. What to be done to improve rating actual performance of employees?
9. How often did take human resource technical development training to employees?

## **Declaration**

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Zellalem Tadesse. All sources of materials used for the manuscript have been duly acknowledged.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Place of Submission: \_\_\_\_\_

Date of Submission: \_\_\_\_\_

This senior essay has been submitted for examination with my approval as a University College advisor.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_