



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

AN ASSESSMENT OF EMPLOYEE MOTIVATION

AT DASHEN BANK SHARE COMPANY

BY

BEREKET ZENEBE AWEKE

ID SGS/0062/09A

JULY, 2019

ADDIS ABABA, ETHIOPIA

AN ASSESSMENT OF EMPLOYEE MOTIVATION

AT DASHEN BANK SHARE COMPANY

BY

BEREKET ZENEBE AWEKE

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

JULY, 2019

ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
GENERAL BUSINESS ADMINISTRATION PROGRAM

AN ASSESSMENT OF EMPLOYEE MOTIVATION
AT DASHEN BANK SHARE COMPANY

BY

BEREKET ZENEBE AWEKE

APPROVED BY BOARD OF EXAMINERS

_____	_____	_____
Dean, School of Graduate Studies	Signature	Date
_____	_____	_____
Advisor	Signature	Date
_____	_____	_____
External Examiner	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date

DECLARATION

I, the undersigned, declare that this thesis is my original work prepared under the guidance of GoitomAbrham (Asst. Professor). All sources of materials used for this 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 earning any degree.

Name

Signature & Date

ENDORESEMENT

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

Advisor

Signature & Date

Table of Contents

ACKNOWLEDGEMENTS	III
List of Abbreviation /Acronyms	IVV
List of Tables	V
ABSTRACT.....	VI
CHAPTER ONE:INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem.....	3
1.3 Basic Research Questions	4
1.4. Objectives of the Study	4
1.4.1. General Objective	4
1.4.2. Specific Objectives	4
1.5 Significance of the Study	5
1.6 Scope of the Study	5
1.7 Definition of Terms (Conceptual).....	5
1.8. Organization of the Study	6
CHAPTER TWO:REVIEW OF RELATED LITRATURE	7
2.1 Motivation: An Overview	7
2.2 Historical Development of the Employee Motivation Concept.....	8
2.3 Characteristics of motivation	8
2.3.1 Importance of motivation.....	9
2.4. Types of motivation	10
2.5. Non-financial factors of motivation that affect employees’ performance	10

2.5.1. Financial factors of motivation that affect employees' performance	11
2.6 Theories of Motivation.....	12
2.7 Motivational Factors	21
2.8 Empirical Evidence	23
CHAPTER THREE:RESEARCH DESIGN AND METHODOLOGY	25
3.1 Research Design.....	25
3.2. Approaches of the Study	25
3.3 Data Sources	28
3.4 Data Collection Instrument	28
3.5 Validity and Reliability of Measures	28
3.6 Ethical Considerations	29
3.7 Methods of Data Analysis.....	30
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION	31
4.2 Demographic Characteristics of Respondents	31
4.3 Analysis of Collected Data	33
CHAPTER FIVE:SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	44
5.1 Summary of Major Findings	44
5.2 CONCLUSIONS.....	45
5.3 RECOMMENDATIONS	47
5.4 Limitation of the Study	48
5.5. Future Area of Research	48
References	49
Appendix:QuestionnaireDistributin To Respondants.....	52

ACKNOWLEDGEMENTS

My appreciation goes to my advisor Goitom Abrham (Asst. Professor) for his great effort to support me and providing valuable comments. Many thanks to my sisters W/r HiwotTeferaandHilnaAwerarse; I acknowledge your advice and prayers. I also recognize the support of my girlfriend WintaAlem. Finally, I want to thank the management and employees of Dashen Bank S.C for their cooperation.

List of Abbreviation /Acronyms

- DB: Dashen Bank**
- HRM: Human Resources Management**
- E.C: Ethiopian Calendar**
- G.C: Gregorian calendar**
- WC: Working Conditions,**
- PM: Promotion Practice,**
- WC: Work Content,**

List of Tables

Table 3.2 List of Sample Branches	277
Table 3.3.Cronbach`s Alpha Reliability Test of the Questionnaire.....	29
Table 4.2 Demographic Characteristics of Respondents	31
Table 4.3.1 Current Working Condition	3333
Table 4.3.2 Promotion.....	35
Table 4.3.3 View on the Work Content	37
Table 4.3.4 Benefit.....	39
Table 4.3.5 Payment	40
Table 4.3.6 View on Recognition	41
Table 4.3.6 Descriptive Statistics (Mean and Std. Deviation) of Motivational Practices	42

ABSTRACT

The main objective of this study was to assess the motivational practices that are being implemented in Dashen Bank S.C. In this regard, working condition, promotion, work content, benefit, payment and recognition are assessed from varied dimensions. A number of studies confirm that a well-motivated employee has a great impact on organizational employee performance. The research design of this study is descriptive and a questionnaire was administered to 144 respondents selected from 10 branches of the bank. The respondents were selected by using stratified random sampling method. A quantitative research approach was used to answer the research question that emerged through the review of exiting literature and the data was collected using standard questionnaire specifically designed to capture responses to assess the motivational practices of the bank. The questionnaire was a five-point Likert scale used to collect primary data. Demographic characteristics of respondents such as Gender, Age, Educational Qualification and Work experience also analyzed to explore any significant differences on motivation practices between such groups, Descriptive statistics such as standard deviation, mean, frequency and percentage were used to analyze the collected data. The data collected from the survey was analyzed using SPSS software version 20.0 and presented in the form of Descriptive Statistics. The main findings of this study indicated that there is motivational practice in DashenBank, even though it is not effective and majority employees are not satisfied with the current employee motivational practice of the bank. The results have shown that respondents have felt unfair and injustice in the company's motivational practices. The researcher recommends the bank to revise method of current motivational practices and implement clear and appropriate motivational techniques.

Key Words: *Working Condition, Promotion, Work Content, Benefit, Payment and Recognition*

CHAPTER ONE

INTRODUCTION

This chapter specifically provides background information of the study and it's organized in ten sections. The first two sections deal with background information and statement of the problem. Research question and objectives of the study are presented in the fourth and fifth section respectively. The sixth part describes the significance of the study. Section seven and eight on the otherhand the discuss the scope of the study and the definition terms respecting the final section presents the organization of the researcher report.

1.1 Background of the Study

In this time, many organizations are concerned with what should be done to achieve sustained high level of performance through people. This means, giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization context within which they carry out that work. (Armstrong, 2009) How to motivate employees has been one of the central concerns for many researchers and practitioners for decades. In order to stay in today's competitive environment, organizations should give attention to their employees (Armstrong, 2009). Motivating employees cannot be treated as a static approach to management. It is a continuous process of the management. There are different kinds of motivational practices and challenges that affect organizational effectiveness. Motivation is one of the factors which have a great impact on employee's performance. Employees are the key to productivity, creativity and profit (Armstrong, 2006)

Many organizations would like to have their employees motivated and ready to work, but do not understand what truly motivates an employee. Hiring and managing diverse, talented employees won't mean much to an organization's performance unless the employee feel motivated to give their best on the job (Keller, 2007).

Employee productivity increases can be achieved by knowing more about employees and what motivates them. Effective channelization of the human resource can be attained through designing, implementing and proper practices of motivational techniques. The organizations with more motivated employees tend to be more effective than organizations with fewer motivated

employees. Poor motivation may lead to grievance, employee turnover, absenteeism and tardiness. On the contrary, high performance is achieved by well-motivated employees who are prepared to exercise discretionary effort (Armstrong, 2009).

In this modern time, in all countries, banks are financial intermediaries in the business of earning profits, and the bank industry is considered as an engine and plays a major role in the development of economy. The employees are the closest trusted sources of delivering good service to the customer. As a result, those services provided and accessible by employees can generate a positive perception and good images in the eyes of bank customers. Therefore, in the bank industry, motivation of employees plays great contribution to achieve the bank objectives (Keller, 2007).

Dashen bank S.C is a privately owned company established on September 20, 1995 as a share company in accordance with the “commercial code of Ethiopia, 1960” and the “Licensing and supervision of banking business proclamation No. 84/1994”. Dashen come into existence with an authorized and subscribed capital of birr 50 Million on paid up capital of birr 14.9 Million. The first founding members were 11 business man and professional that agreed to combine their financial resources and expertise. Currently, as at the status by the end of June 2018 it has an authorized capital of Birr 2.38 Billion and paid up capital of Birr 1.2 Billion. The share holders’ found including share capital, legal and general reserves and retained earnings per share stood at birr 589 and the number of shareholders has reached to 185. (Annual Report, JUNE 30, 2018)

As per the annual report of Dashen Bank for the year ended June 2018, the paid up capital of the bank has reached 1,490,000,000 and its primary capital raised to birr over 2,000,000,000.

Cognizant of the fact that the success of the bank highly depend on the quality of its human resources, the bank continues to strengthen its staff capabilities through providing various trainings and motivation. During the fiscal year of, the bank invested 2% of its recurrent expenditure on staff training and development (Annual Report, June, 2018)

Since establishment, the bank has gone through many stage and development. Dashen Bank is the second private bank in the country in both profitability and technological advancement. Strong Compensation and Benefit Schemes achieved this. Currently the bank has more than 5500 employees and Above 350 Branches available. (Annual Report June, 2018)

The main objective of the study is therefore to assess the motivational practices implemented by ashen bank. In this study, Motivational factors like working condition, promotion, work content, employee benefits, payment, and reward were taken into consideration to assess the motivational practices of the organization. As the result the researcher recommend some points regarding to employee motivation.

In general, this study focused on assessing the practices of employee motivation in Dashen Bank S.C.

1.2 Statement of the Problem

Human resource is one of the resources which determine the success and failure of the organization. Organizations with motivated and talented employees offering outstanding service to customers are likely to get ahead of the competition. Achieving organizational objectives by implementing motivational techniques is a great challenge for managers, because it cannot be observed directly; it can only inferred from observed behavior (John, 2007). It might be difficult for the organization to know what motivates its employees because different employees have a variety of perceptions, aspirations and needs. Something that motivates someone might not motivate others. Motivating employees requires a profound understanding of individual differences, human nature and perceptions (Armstrong, 2009).Satisfying people's need by implementing motivational techniques is very challenging for managers.

Many organizations are unwilling to design and implement appropriate motivational practices. Poor motivation may lead to absenteeism, turnover, and reduction in productivity, disobedience of their employees. Neglecting to implement appropriate motivational techniques may lead to poor organizational performance (Langton & Robbins, 2006).

From the researcher's point of view, Dashen Bank is not exercising formal and appropriate motivational techniques to enhance employee's performance. According to HR annual report employee's level of motivation is low and this is evident by low productivity and low work morale (Annual report JUN, 2018). To retain its employees, the bank needs to adequately motivate its employees by using appropriate motivational practices.

The researcher's interest to assess the organization motivational practice during those visits the researcher usually observed employees complaining on the motivational practices of the organization (salary, promotion, payment, work content, recognition and working condition). Therefore, the researcher presumed that the organization lacks motivational techniques. Thus, the study was initiated to assess the current motivational practices that exist in Dashen bank.

1.3 Basic Research Questions

The study tried to seek answer for the following basic questions;

- What motivational schemes are currently in place by the Bank?
- To what extent are the employees satisfied with the motivational practices of the Bank?
- Which types of motivational packages are preferred by staff of Dashen Bank?

1.4. Objectives of the Study

1.4.1. General Objective

The main objective of the study is to assess employee motivation practice of in Dashen Bank S.C.

1.4.2. Specific Objectives

Specifically, the objectives of study include the following;

- To identify motivational practices are currently being implemented by the Bank;
- To Assess to what extent Dashen bank's employees are satisfied with the motivational schemes implemented by the bank focusing in the six motivational schemes; and
- To analyze which motivational packages satisfy employees at Dashen Bank?

1.5 Significance of the Study

This study aims at assessing and creating a good understanding of the current motivational practices that are practiced in Dashenbank. The results of the study will have a potential value to many organizations to have a good understanding of what really motivates employees and how management can strategically maximize the human resource potentials of the organization to the fullest. This study is expected to be used as a source of document by providing useful information for researchers who will be interested to conduct further study on the area under investigation. But most importantly, the study aims to provide a significant result about motivational practices of Dashen bank and provide a recommendation to take remedial action.

1.6 Scope of the Study

The research has both geographic and conceptual delimitations. On the geographical delimitation the Bank has many branches in Addis Ababa and out of the city. The research addresses ten (10) branches because beside the geographical scope and homogenates from the four different districts under Addis Ababa City branches are selected due to time and resource constraints for it is difficult to include all branches in the current study. The selected ten branches consist of 274 employees and the research has been conducted by selecting 162 employees from those 10 branches. Thus, the number of respondents is delimited to 162

The study also focused on the motivational factors which include promotion, recognition, working environment, payment, work content and employ benefit

1.7 Definition of Terms (Conceptual)

Motivation: is the willingness to do something conditioned up on the action's ability to satisfy some need for the individual (Robbins, 2003)

Work Motivation: is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration (Lopes, Lagoa, & Calapez, 2014).

Benefit: leave medical, life insurance and vacation (Lopes, Lagoa, & Calapez, 2014).

Employee Benefits: financial and nonfinancial other than base pay one receive for services rendered to employers (Robbins, 2003)

Work content: task identity, task variety, task significance, autonomy and feedback(Luthans, 1995).

1.8. Organization of the Study

The study report is organized in to five chapters:ChapterOne deals with general introduction of the study. It consisted 8 subtitles; background of the study, background of the organization, statement of the problem, basic research questions, objectives of the study, definition of terms, significance of the study, and scope of the study.Chapter Two presents review of related literature, which discussed some concepts from literatures as references for this study. It provided the theoretical foundations and empirical studies upon which the research is based on and it stated the basic ideas and concepts in relation to the specific issue under study.Chapter Three covered the research design & methodology; which answered the question “how?” the research is done. Therefore, this chapter contains design of the research, source of data, tools and procedures of data collection and methods of data analysis.ChapterFourpresents results and discussion of the findings of the researchChapterFivesummarized the findings of the study, specifies the conclusions drawn from the findings and recommendations given for improving the motivational practices and facing the motivational challenges of the Bank.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

This section reviews and discusses the overall concepts of motivation, challenges affecting motivation at the working environment, contemporary theories of motivation and various theories, motivation through top management and some empirical studies on employee's motivation.

2.1 Motivation: An Overview

Many authors defined motivation in many ways. (Robbins, 2003)defined motivation as the willingness to do something conditioned up on the action's ability to satisfy some need for the individual,Pinder (1998) defined motivation as a set of energetic forces that originate both within and beyond an individual's being, to initiate work related behavior and to determine its form, direction, intensity and duration. According to Berleson and Steiner (1964) motivation is an inner state that energizes, activates and directs the behavior towards certain goals. V.G Kondalkar (2007) sees motivation as inner burning passion caused by needs that propels an individual to exert physical and mental energy to achieve desired objectives. Motivation is a driving force within a person which stimulates the individual to do something up to the target level in order to fulfill some need or expectation (Mullins, 2007).

Human resource is one of the factors which determine the success and failure of the organization. Employees play a critical role on efficiency, effectiveness and sustainability of the organization. One way to improve the productivity is the effective utilization of the organizations' human capital. Employees are one of the most precious assets for the organizations to achieve their objectives and to maintain sustainable competitive advantage. Motivation is one of the factors that influence employee's level of efficiency; support Organizations to achieve goals and leads to stability of man power. The theories of motivation try to explain why workers behave the way they do. Diverse theories have been developed over the past years. (Robinson and Judge, 2013)

2.2 Historical Development of the Employee Motivation Concept

Interest in motivational phenomena is dated back to Darwin and Freud, and it is probably true that the form of the early dominant motivation questions stemmed largely from concepts relating to Darwinian evolution. Freud and various others were influenced by these concepts. However, most of the concepts in vogue have pre- Darwinian origins, such as the notion of evolution, instinct, hedonism, reality and irrationality, unconscious process, active mental forces, and mechanism and determinism. (Cofer and Appley, 1968)

2.3 Characteristics of motivation

According to HabibA.(2011).motivation is characterized as follows.

- **Motivation is always internal to the person:** It is essentially a psychological phenomenon. In this regard, Berelson and sterner (2003) said that a motive is an inner state that energizes, activates or moves towards goals.
- **Motivation of a person is in totality and not in part:** Human behavior is caused by the various needs. A worker works in a satisfactory because one needs money. Similarly, a thirsty man feels the water to conquer his thirst. The feeling of needs is continues process and the satisfaction of one-need leads to the creation of a new need. All needs are interrelated and motivation should be in totality(Armstrong, 2009).
- **Performance is the result of ability and motivation:** if an employee s highly qualified but is very poor, it can be due to the absence of motivation.

Performance=Ability*motivation

According to (Mullins, 2007), motivation is essential to the operation of organizations. No matter how much machinery and equipment an organization has, these things cannot be put to use until they are released and guided by people who have been so motivated. This is the most important characteristics of motivation that this study tried to see the effect of motivation on employees' performance.

Motivation can be positive or negative:Positive motivation means use of incentives may be financial and non-financial pay revision; confirmation of job and the like are positive motivators. Negative motivation refers to emphasizing penalties; demotion and termination from service are some of the example of negative motivation(Mullins, 2007),

Frustrated person cannot be motivated:if a person does not have his basic needs satisfied, he might be frustrated, mentally ill to some extent. Such a frustrated person cannot be motivated unless his basic needs are satisfied (Mullins, 2007).

2.3.1 Importance of motivation

Motivation according to (Robinson and judge, 2013) is the process that influences people to act and determine the organizational efficiency. He stated that all facilities may go wasted if employees are not properly motivated. The same author describes as the importance of motivation can be judged from the following factors (Robinson and judge, 2013).

- **Need satisfaction:** Motivation helps in satisfying individual as well as group need employees. It results in the voluntary co-operation and co-ordination of employees. In addition the goal of the organization can be easily achieved
- **Job satisfaction:** when employees are properly motivated, they use their skill and knowledge up to their maximum ability to show better results to the management
- **Productivity:** Motivation results in increased productivity since its basic objective is to achieve the goals to the enterprise and the being motivated workers give their best performance that helps in increasing the productivity of the organization
- **Acceptance of organizational changes:** Technological changes taking place in the world have brought about revolutionary changes on productivity. Generally, employees resist these changes but with proper motivation, they accept these changes, thereby keeping the organization in line with the other competing concerns
- **Increasing all-round efficiency:** The friction between the workers themselves and between the management and worker is decreased, resulting in an all-round efficiency. It helps in decreasing the wastages, accidents, complaints and grievances.
- **Reduction in labor turnover and absenteeism:** One of the most important contributions of motivation is that employees prefer to stay in the organization there by bringing the labor turnover to the minimum. Similarly, motivated employees tend to be regular and the problem of absenteeism is minimized
- **Basis of co-operation:** Efficiency and output are increased through cooperation. The cooperation could not be obtained without motivation; thus, motivation is a basic of cooperation.

2.4. Types of motivation

(Mullins, 2007), classified work place motivation in to two ways these are:

2.4.1 Intrinsic motivation: it is derived from the content of the job. It is a motivation created by the worker itself in that what people do satisfy their need for achievement, recognition, responsibility and personal growth (Mullins, 2007).

2.4.2 Extrinsic motivation: this is what is done for people to motivate them. It arises when management provides such as awards, increased pay, praise or promotion. Extrinsic motivators can have an immediate effect on performance, but this will not necessarily last. The intrinsic motivators which are concerned with quality of working life, are likely to have deeper and longer-term effect because they are inherent in people and not imposed from outside, although they may be nurtured b the organization (Mullins, 2007).

2.5. Non-financial factors of motivation that affect employees' performance

The followings are non-financial motivational factors:

1. A safety and healthy work Environment

The work environment is comprised of the physical location, equipment, materials processed or used, and the activities of an employee while engaged in the performance of his work, whether on or off the railroads property. Because motivation is an essential ingredient in the workplace, understanding the way these elements affect each individual is a great way to boost motivation and improve company morale. The work environment can either make people feel good or demotivate them if it is not satisfactory. Mangers are in an aspiration to ensure safe working Conditions and build up healthy environment.(Stephen R. Robbins, (2003)

2. Career Development

Employee development might be described as a continually process of improving employees so that they make the fullest possible use of their abilities. This is done by encouraging self-development and training. Clayton Alderfer (1969) Career development has strong implications for both employees and employers in any company.

3. Employee Involvement

Employee involvement (EI) is the process of developing ‘a feeling of psychological ownership among organizational members’ and has been implemented through the participation of employees in information processing, decision-making and/or problem solving Clayton Alderfer (1969)

Participation is mental and emotional involvement of persons in group situations that encourage them to contribute to group goals and share responsibly for them. One important benefit of participation is it motivates. Employees are given opportunity to release their own sources initiative and creatively toward the objective of the organization participation specially improve motivation by helping employees understand and clarify their paths towards goals. The improved understanding of path goals relationships produces a higher expecting of goal attainment. The result is improved motivation Stephen R. Robbins, (2003),

2.5.1. Financial factors of motivation that affect employees’ performance

This type of motivation system can be in the form of rewards, bonuses, fringe benefits, salaries and wages.

1 Rewards

Stephen R. Robbins, (2003), defines rewards as ‘all forms of financial return, tangible services and benefits an employee receives as part of an employment relationship. It is without doubt that every employee expects some level of reward after delivering a function or task. Employees expect employers to deliver or execute designated duties to their satisfaction whilst employees also expect their employers to assure them of adequate wages and salaries (rewards) after they dutifully deliver what is expected of them. Organization distributes money and other benefits in exchange for the employees’ availability, competencies, and behavior, rewards help to individual’s contribution.

2. Fringe benefits

Such extra benefits, in addition to the normal wage or salary compensation, are referred to as fringe benefits. Stephen R. Robbins, (2003), Employee fringe can be grouped into the following groups.

These are:-Payment without work, Retirement benefits, Safety and health provision: and Recreation and other benefits.

3. Bonus

Are essentially rewards for success and are paid out as lump sum. This is accomplished when the organization, individual or team has achieved something outstanding or when organizational performance has exceeded what it has planned. Stephen R. Robbins, (2003),

4. Salaries

Salary is a form of periodic payment from an employer to an employee, which may be specified in an employment contract. It is contrasted with piece wages, where each job, hour or other unit is paid separately, rather than on a periodic basis. A wage is compensation, usually financial, received by workers in exchange for their labor. Compensation in terms of wages is given to workers and compensation in terms of salary is given to employees Stephen R. Robbins, (2003),

2.6 Theories of Motivation

There are two types of motivation namely content theory and process theory. Content theory of motivation concerned with 'what' motivate employees and process theory of motivation deals with 'how' motivation occurs.

2.6.1 Content Theory of Motivation

Content theory of needs focus on the underlining human needs that shape motivational drives (John, 2007). He adds that people will behave in ways that they think will satisfy some or all of their needs. According to Armstrong (1999) content theory of motivation states that unsatisfied needs create tension and disequilibrium. In order to restore the balance individuals identify goals and behavioral path ways that make them to satisfy their needs. Content theories of motivation

are focus on the needs that people attempting to satisfy. It concerned with the needs that motivate people. Content theory of motivation incorporate:

- Maslow's hierarchy of needs
- Herzberg's two-factor theory
- Alderfer's ERG theory
- McClelland's 3 needs theory

2.6.1.1 Maslow's Hierarchy of Needs

Abraham Maslow in 1943 classified human needs in to five general categories. He classified human needs according to hierarchy, namely, physiological needs, safety and security needs, social needs, and self-actualization. He assumed the first three needs (physiological needs, safety needs and social needs) as 'lower order' or deficiency and the second two needs (esteem and self-actualization) as 'higher or growth needs (Kondalkar ,2007).



Source: www.Maslow+need+theory

Physiological needs: are consist basic needs such as food, air, water, shelter and so on. In the organization settings, these needs are addressed by providing comfortable working environments, salaries sufficient to buy food, shelter and so forth(Kondalkar ,2007).

Safety needs: consists of security, stability and freedom from threat. They relate to the need to feel safe and secure, to be free from the threats of physical and emotional harm. Many employers offer pension plans and job security to satisfy these needs at the workplace. Social needs: includes relationship, acceptance and affection. In the organization, making friends at work, good relationships with co-workers' and Supervisors can help satisfy social needs(Kondalkar,2007).

Esteem needs: consist self-respect and respect from others. They are made up of the need for status and recognition as well as need for self-respect. Respected job titles, large offices, acknowledgement for contributions to the organizations are examples of these needs in the workplace (Kondalkar,2007).

Self-actualization: is a need of full utilization of one's potential. They include the needs to grow and develop one's capabilities and to achieve new and meaningful goals (Kondalkar,2007).

Maslow states that the lower order needs should be satisfy before the higher order needs met. Needs are hierarchal in nature and only one need dominates at one point of time. Once the strongest need is satisfied then the second need emerges (Kondalkar, 2007). He classified human needs by using a pyramid figure. Human needs are start from the bottom of the pyramid and work to achieve the next level. When the lower needs met, it will shift to the next level of the pyramid.

Maslow's theory of motivation has been criticized by many authors. There is little evidence to support the assumption that there is distinct, hierarchically ordered level of human needs. The concept of prepotency is difficult to verify and has never been proven (John, 2007). He argues that human behavior cannot be predicted and cannot categorize. Different people may have different needs depending on their perception and situation. Some people may have high social need and the other one may have high esteem need. People may have different priorities and it is difficult to accept that people's needs progress steadily up the hierarchy (Armstrong 2009). It is difficult to generalize the human needs in five categories. It is possible to skip from one need level to the other. John also argues that it is possible that people may be motivated to meet all needs simultaneously. Several needs can be emerged at one time. However there is many critics on Maslow's need theory, it can aware the organizations to identify their employee's needs. It shows how much human needs can influence the behavior of individuals. From the above theory it can be understood that understanding and addressing employees need is critical to organization. Even if Maslow's need theory has its own strong and weak side, the theory could enhance the awareness of employers about the employee's need.

2.6.1.2 Herzberg's two-Factor Theory

In 1957 Frederic Herzberg developed Two-Factor theory namely, Hygiene factors and Motivators. He suggested that all variables that make people either good or bad about their job can be grouped into one of the two categories (Robbins, 2003). The goal oriented factor as motivator includes achievement, recognition, growth, responsibility, and the work itself. Motivators are things that allow for psychological growth and development on the job. Those that prevent job dissatisfaction as hygiene factors include working conditions, supervision, reward, administration and company policy. Hygiene factors provide rewards originating outside the worker. The theory suggests that two separate sets of factors influence the attitudes and behaviors of workers. He considered hygiene factors as extrinsic factors and the motivators as intrinsic factors. He conducted his study on two hundred professional engineers and accountants. They were asked to list their work experience that made them feel exceptionally good and exceptionally bad about their job. It was found that their good time is associated with the content of the job such as achievement, recognition, advancement, responsibility and the work itself. On the other hand, their bad time is associated with the context of the job such as salary, working condition, supervision, company policy and administration (Armstrong, 1999). Herzberg states that the presence of hygiene factors does not cause satisfaction but their absence causes dissatisfaction. Hygiene factors are congruent with Maslow's lower order needs. On the other hand, the presence of motivator factors causes motivation but the absence of motivator factors does not cause dissatisfaction rather any satisfaction. Motivator factors are congruent with Maslow's higher order needs.

According to Herzberg, satisfaction would happen as the result of motivator factors. Herzberg argued that for an employee truly motivated, the employee's job has to be fully enriched where the employee has the opportunity for achievement and recognition, stimulation, responsibility and advancement (Ramlall, 2004).

From the above theory it can be understood that both intrinsic and extrinsic motivators have a great impact on employee's performance. It is clear that both factors are equally important to employees. Some employees are more intrinsically and others are more extrinsically motivated and it is important to the firms to consider both factors

2.6.1.3 Alderfer ERG Theory

Clayton Alderfer in 1972 condenses Maslow's five human needs in to three. They are known as Existence needs, relatedness needs and growth needs. Alderfer state that people are motivated to act so as to achieve individual satisfaction. John Shield (2007) stated the three as follows;

- Existence needs, these needs are concerned with basic survival; they are a kin to Maslow's physiological needs and security needs such as food, air, water, shelter and so on.
- Relatedness needs, these needs are concerned with interpersonal and social affiliation; they are similar to Maslow's social needs and esteem needs such as relationship, acceptance and affection.
- Growth needs, these relate to the need to make optimal use of one's personal capacity, they are parallel Maslow's need for self-actualization.

Alderfer argue that several needs drivers might be activate at any time. A person may satisfy a need depending on his perception and situation. According to John, James and Richard (2002), ERG theory provides a more flexible approach about human needs than does Maslow's strict hierarchy. Some people might have higher relation need than growth need. According to John Shield (2007), Alerfer state that an already satisfied lower-level need could be reactivated if the individual was unable to satisfy a higher-order need and then the person will become frustrated. Jennifer and Gareth (2007) adds that when an individual is motivated to satisfy a higher-level need but has difficulty doing so, the person's motivation to satisfy lower-level needs will increase.

From the above theory organization could understand that different employees have different needs. The organizations should give attention to their employees. Employees need a well relationship with supervisors and colleagues. And also they need advancement in dimensions.

2.6.1.4 McClelland's 3 Needs Theory

McClelland believed that culture influences the manner in which people view their jobs and lives. According to Robbins (2003) David McClelland proposed that there are three needs that are major motives in work. It is propose that needs are learned through coping with one's environment these needs are need for affiliation, need for achievement and need for power. People have different characteristics depending on their dominant motivator. McClelland state we all have these motivating drivers and one of these will be our dominant motivating driver. A person's effectiveness in certain job is influenced by these three needs. John Shield (2007) state these three needs as follows;

- Need for affiliation; the desire for friendly and close interpersonal relationships
- Need for achievement; the desire for excel and succeed.
- Need for power; the desire to influence, control and direct.

According to McClelland, the individual needs vary depending on the individual's positions in the organizational hierarchy. Robbins (2003) state that a high-need affiliate is drawn to interpersonal relationships and opportunities for communication they prefer a work that provides significance personal interaction with others and have a desire to spend times in social relationships and activities. A high-need achiever will prefer individual responsibilities, goals and performance feedback. They like to solve problems and achieve goals. The high need-for-power type seeks influence over others. McClelland suggest that top managers should have a high need for power with a low need for affiliation (Kreitner, 1998). According to John Shield (2007), ordinary employees are motivated mainly by the need for affiliation, middle and junior managers are influenced by the needs for achievement and executives and senior managers are influenced by the need for power.

Smart managers will look to all of these approaches to provide insights that can be applied to specific challenges and problems (Ivancevich and Matteson, 2002). From the above theory it can be understood that employees need achievement, closed relationship and power. The organizations should craft a conducive working environment to satisfy these needs.

2.6.2 Process Theory

According to John Shield (2007) process theories of motivation seek to explain the cognitive processes by which individuals decide to pursue particular pathways to reward attainment and need satisfaction. Process theory state how employees select actions to meet needs and determine their choices. There are many process theories of motivation and the following theory has been selected for this paperJohn Shield (2007).

- Equity theory
- Goal setting theory
- Expectancy theory

2.6.2.1 Equity Theory

This theory suggests that motivation can be maintained through the concepts of distributive justice, where pay is seen to be fairly distributed in line with employee's worth and output. Employees assess their level of effort against fellow workers and the reward they receive for their effort. When people feel that they are treated fairly, they become motivated; when they feel unfairly treated they become demotivated. People want to be treated fairly in all facets of compensation, including base pay, incentives and benefits. Equity theory state that people compare their inputs and outputs with others and if they feel there is unfair treatment, they attempt to do something about it. Inputs are what an individual contributes to the work and outputs are what an individual obtains in return(John Shield, 2007).

According to Armstrong (2006), Adam states that there are two types of equality namely distributive equality and procedural equality. Distributive equality focuses on the fairness that people feel they are rewarded according to their contribution and in comparison with others. On other hand, procedural equity concerned with the perceptions employees have about the fairness with which the procedure. Unfair treatment may lead to low productivity, absenteeism, reduced quality of output, resignation and so on.

According Robbins (2003) individuals who feel that they are treated unfairly, will engage one or more of the following activities;

- Change the work input
- Change the outcomes
- Take action to change the inputs and outputs of the comparison person

Equity theory suggested that managers should treat their employees on a fair and equitable basis.

2.6.2.2 Goal Setting Theory

According to John R. Schermerhorn and his colleagues (2010) goal setting is the process of developing, negotiating and formalizing the objectives that a person is responsible for accomplishing. In late the 1960s Locke and Latham develop goal setting theory and it focus on the relationship between goals and task performance. This theory highlights mechanisms that connect goals to performance outcomes: goals direct attention to priorities; stimulate effort; and the more challenging the goal, the more people will draw on their full range of skills. An individual's conscious goals and intentions are the primary determinants of behavior. Goals can enhance motivation if they are developed and handled appropriately. In addition, it is specified by many authors and practitioners that specific goals can boost motivation and performance by leading people to focus their attention on well-defined objectives, increase their effort to achieve these objectives, persist in the face of setbacks, and finally develop new strategies to better deal with complex challenges to goal attainment (Jones,2007).

Goal setting theory states that specific and challenging goals with appropriate feedback will result a higher task performance. Challenging goals will lead to a higher performance if they are accepted by the employees. Specific goals lead to better performance than vague goals. People strive to attain goals in order to satisfy their desires. According John Shield (2007) Goal setting theory has the following practical implications:

- * Specific and clear goals are more motivating than the general ones.
- * Challenging but attainable goals motivate more than those which are easily achievable.
- * Employees should have knowledge, skill, abilities, equipment and material to achieve these goals.

* Goals must be accepted by the employee and feedback on task performance enhances motivation.

Goal setting theory states that goals indicate to an employee about what needs to be done and how much effort should be exerted. According to Michael Armstrong (2006), employee participation in goal setting is important as a means of getting agreement to the setting of higher goals. Goal-setting is an important management tool for enhancing work performance. It can be a very powerful technique for motivating employees.

2.6.2.3 Expectancy Theory

Expectancy theory is one of process theory and it was developed by Victor Vroom in 1964. Expectancy theory states that work behavior is determined by individual expectations of the likely consequences of such behavior. It attempts to explain and predict worker motivation in terms of anticipated actions and rewards (John, 2007). According to Stephen Robbins et al 2007, the amount of effort on a job depends on the expected return and may result in increased pleasure and that people may perform their job and be satisfied if they believe that their efforts will be rewarded. Expectancy theory identifies three factors that influence employee motivation: expectancy, instrumentality and valence. Robbins (2003) states the three variables as follows:

Expectancy: which is the degree to which employees believe that, having achieved a goal will lead to a secondary action, namely a reward.

Instrumentality: is the degree of an employee's self-belief in their ability to achieve a goal.

Valency, which is the value they put on that reward

According to Robbins (2013), an employee is motivated due to the following three reasons. First, if the effort will yield acceptable performance second, if the performance will be rewarded and finally if the value of the reward is highly positive. The combination of the three variables will enhance employee's motivation. Expectancy theory suggests that managers should identify and influence work expectancies, instrumentalities and valences that support organizational objectives.

2.7 Motivational Factors

Employees are the most important assets of an organization. The organizations with more motivated employees tend to be more effective than organizations with fewer motivated employees. There are many motivation factors that can be used to encourage employees to work, for the purpose the study the following motivation factors are selected from Herzberg's Two Factors Theories:

2.7.1 Recognition

Recognition schemes enable appreciation to be shown to individuals for their achievements either informally on a day-to-day basis or through formal recognition arrangements. They can take place quietly between managers and individuals (Armstrong, 2009). Recognition of work is the essence of securing good work. It is one of the most powerful motivators. Efficient people would naturally like to get recognition for their skill and excellence in their work. Such recognition can do many things that what a cash reward can do. Armstrong and Murlis (2005), underlined on the point that, recognition is supposed to be given judiciously. That is, it must be related to real achievements of employees. The recognition given will have a great impact if it is followed by provision of achievement bonuses awards. Organization can also give other forms of recognitions such as long service awards, status symbols of one kind or another, sabbaticals and work related trips abroad.

2.7.2 Promotion

It involves a competitive selection process, and results in the employee's movement in to a different role in a higher pay band. If it is done fairly it enhance employee motivation and competitiveness. Promotion contributes significantly to the dissatisfaction of employees(Armstrong, 2006).

2.7.3 Benefit

From the above theories we can say that organizations should understand the needs of their employees and create conducive working environment. Managers should understand what 18 motivate their employees. Organizations should develop and handle proper motivational practices(Armstrong,2006).

2.7.4 Working Condition

Good working condition consist healthy, safe and pleasant working environment. Working conditions have a modest but lasting effect on job satisfaction. In Lam's et al.(2000) work environment emerged as an influential factor in predicting overall job satisfaction.

They add that focusing strategically on this factor would enhance managerial employee's job satisfaction level and improve their retention rate. According to Pearson (1991), jobs that are both motivating and satisfying are said to be those that provide skill variety, task identity, task significance, autonomy and feedback. The type of job individuals do influences their satisfaction. He also adds that managers must make the work content as interesting as possible in order to build strong level of motivation(Kondalkar, 2007).

The place should be should be neat and clean with necessary facilities. Light, ventilation, cleanliness, enough space for work, immediate availability of supervision, adequate latest tools and generally good surrounding will definitely add to job satisfaction(Kondalkar, 2007).

2.7.5 Payment

Salary and wage plays decisive part in employee motivation. Employee wages and salary must ensure him the social status and should be able to fulfill the expectations. According to Herzberg theory, it is identified that in order to prevent dissatisfaction, management needs to continue to observe competitors salaries and keep their staff's salaries in line with competitors(Kondalkar, 2007).

2.7.6 Work content

Content of the work itself is a major source of satisfaction. The content of the work should be encouraging and interesting and have variety inbuilt in it so that it is not boring. Positive feedback from the job and autonomy has been considered to be important for motivation of employees (Kondalkar, 2007). He also adds that too tough or job having too little challenge brings frustration and feeling of failure hence the job should be moderately tough so that the individual has to stretch his ability, imagination and skills. In Lam's et al.(2000) work environment emerged as an influential factor in predicting overall job satisfaction. They add that focusing strategically on this factor would enhance managerial employee's job satisfaction level

and improve their retention rate. The job itself is an influential factor in predicting overall job satisfaction. The job should have variety, autonomy, identity and feedback.

2.8 Empirical Evidence

The theoretical part of the thesis showed that a nature of motivation is very complex and there are no simple answers to the question what motivate employees more. Something that motivates someone might not motivate others.

Mahlet (2012) has conducted a study entitled reward and motivation for health care professionals in Addis Ababa. Her study focused on two governmental hospitals which found in Addis Ababa namely Tikuranbesa hospital and Alert hospital. She has examined the influence of intrinsic and extrinsic rewards such as promotion, acknowledgment, task autonomy, work hour and so on. There was a significant and positive relationship between these variables and work motivation. The study highlighted the various dimensions necessary for motivating employees to improve the quality of care in health sector which is the concern of all.

Patcharak (2002) has conducted a study on employees of Saint Paul hotel. The title of the study was assessment of motivation. The motivating factors such as salary, job security, flexible hour, advancement, work environment and benefit were used to execute the study. The result indicated that these factors had significance and positive relationship with work motivation. Especially salary and work content had strong relationship with work motivation. Kahn (2010) has examined the influence of on payment, recognition, promotion on employee work motivation. The statistical analysis result shows that there is strong relationship between reward and employee motivation. This study has greatly contributed in revealing the fact that different tactics and policies would have different motivational impact on diverse people.

Tamene (2015) conducted a study with the title of "the relationship between Reward practices and Motivation: (The Case of Co-operative Bank of Oromia S.C)". The study examines the association between rewards and employee motivation in Co-operative Bank of Oromia S.C. The result showed that promotion is much important factor for employee motivation as compared to other variable factors like Working condition, work content and benefits.

Kahn (2010) has examined the influence of on payment, recognition, promotion on employee work motivation. The statistical analysis result shows that there is strong relationship between reward and employee motivation. This study has greatly contributed in revealing the fact that different tactics and policies would have different motivational impact on diverse people.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

In this chapter, research design, study population and sampling, source of data and instrument of data collection, procedure of data collection, data analysis method, validity and reliability of instruments as well as ethical issues are addressed.

3.1 Research Design

The purpose of this paper to assess the motivational practices of Dashen Bank S.C. Descriptive research design is used describe what the current motivational practices look like. The researcher has chosen this design because the major purpose of descriptive research is description of the state of affairs as it exists at present and it reports what has happened or what is happening (C.R. Kothari, 2004)

Descriptive research design is used in order to understand and systematically describe the motivational practices of the case organization since it is used to obtain information concerning the current status of the phenomena and to describe ‘what exists’ with respect to variables or conditions in a situation, and is aimed at collecting both primary and secondary data to analyze and then draw the valid conclusions based on the meanings derived from the data.

3.2. Approaches of the Study

3.2.1 Target Population of the Study

There are many branches, functional units and departments in the organization. For this research paper, employees’ of ten (10) selected branches(Africa Avenue, Bole Medhanialem, Piassa, Gullele, Gerji, Tana, Amest Kilo, Taitu, Mesalemiya, Megenagna) of Dashen bank Addis Ababa area in the four districts were considered as population of the study. The ten branches are selected due to time constraint face by the research to cover the whole population. It is difficult to involve the whole population in a research study because it consumes time, resource andpurposely decided to exclude employees working under outlining branches as well as head office organs. This is due to the impossibility of data collection and the homogeneity of respondents. So, select a representative sample out of the population was important. The ten

branches consist of 274 employees and it was consider as a research population. The representative sample was taken out of this population

3.2.2 Sample Size and Sampling Techniques

The sample size of this research was containing 162 respondents. It is taken from the target population target at 95 % confidence interval and 5% margin of error. Ten branches of the bank were included in this sample size. The representative samples were drawn from (Africa Avenue, Bole Medhanialem, Piassa, Gullele, Gerji, Tana, Amest Kilo, Taitu, Mesalamiya, Meganagha) of Dashen bank Addis Ababa area in the four districts. The study was use stratified sampling to select representatives from the population.

The sample was divided in to four strata, namely Supervisor, Maker/checker, Customer service assistance manager and Customer manager. To determine the sample size the researcher used the formula for estimating the sample size provided by Taro Yamane (1969) which was cited in Obasi and Ekwueme (2011) and cited again on Belaynewasrie, Electronic commerce (2012). Out of 274 employees of DB the researcher were select 162-employees.

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

$$n = \frac{274}{1 + 274(0.05)^2} = 162$$

Where, n = sample size, N= population

1 = constant, e = error estimate

Table 3.2 List of Sample Branches

Branch Names	Number of Employees	Sample Size
Bole Medhanialem	34	18
Africa Avenue	25	15
Piazza	33	20
Gullele	24	15
Gerji	23	14
Mesalemiya	27	15
Tana	38	20
Megenagna	29	16
Taitu	19	14
Amest Kilo	22	15
Total	274	162

Source -(Annual report,JUN-2018)

3.3 Data Sources

The data collection process was administered by using primary data and secondary data sources. The primary data was collected by using questionnaire and it is the main method for data collection. It contains close ended questionnaire with 5 likert-scale (from strongly Disagree (1) to strongly agree (5) and will be distributed to the respondents. The questionnaire is selected because it is less time consuming, less expensive and simple to administer.

The secondary data was collected from company website, internal brochures and publications and annual reports. It was used to gain understanding about the organization. Books, articles, journals and scholarly websites were used to compile information relevant to conduct the study and answer the research questions.

3.4 Data Collection Instrument

Data was collected using standard questionnaire (Minnesota satisfaction questionnaire) specifically designed to capture responses to assess the practices of the organization. Questions on key dimensions of the study: Working condition, Promotion, Work content, Benefit, Payment and Recognition.

3.5 Validity and Reliability of Measures

3.5.1 Validity

Sound measurement must meet the tests of validity and reliability. In fact, these are the major considerations one should use in evaluating a measurement tool. "Validity refers to the extent to which a test measures what we actually wish to measure. Reliability has to do with the accuracy and precision of a measurement procedure". Robert (1977)

Validity refers to the extent to which a measurement instrument actually measures what is intended to measure. Validity is concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables. As soon as the researcher get appraisal, the survey questionnaire were distributed to the sample population.

3.5.2 Reliability

In order to ensure reliability, statistical analysis was implemented to examine the internal consistency of the instruments utilized. Cronbach's alpha reliability test was used as an examination indicator to determine the reliability of the measurement scale. As stated by Nunnally (1978) the closer the

reliability coefficient to 1.00 is the better. 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 the current study, all variables' scale were independently measured and acceptable results found with an aggregate result of 82.1% as shown below

Table 3.3.Cronbach`s Alpha Reliability Test of the Questionnaire

Measures	Cronbach`s Alpha value	NO.OF Items
Working Conditions	0.826	5
Promotion Practice	0.827	6
Work Content	0.823	5
Benefit	0.824	4
Payment	0.829	3
Recognition	0.831	2
Reliability of total scale	0.821	25

Source: Own survey, 2019

3.6 Ethical Considerations

Participants' protection was adequate throughout the data collection process. Ethical research requires that researchers obtain necessary approvals before collecting data in studies involving human subjects (Tamariz, Palacio, Robert, & Marcus, 2013).

Accordingly, I obtained the consent of the Dashen Bank Human Resource director before conducting the research and data collection process.

An informed consent form provides prospective participants the opportunity to understand their rights and benefits before participating in research (Montalvo& Larson, 2014). The informed consent form was the first open page of the questionnaire. Only participants who read and agreed to the informed consent completed the questionnaire voluntarily and confidentially. No participant received incentives for participating in the study.

Respondents who are involved in the study were entitled to the right of privacy and dignity of treatment. Information obtained from respondents will be handled confidentially. Respondents were not required to mention their name and identification number in the questionnaire. This situation helps them to express their idea and opinion freely. Willingness of the participants in the data gathering process is prerequisite for the study. The data that was obtained from the participants will not use for other purpose. Source of data is properly cited.

3.7 Methods of Data Analysis

The data analysis was gathered through questionnaire. After collection of row data, it was edited, classified and tabulated by using different techniques. Descriptive statistics such as standard deviation, mean, frequency and percentage was used to analyze the data. According to Goodwin (2004), descriptive statistics provides a summary of the main features of a set of data collected from a sample of participants.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Response Rate

A total 162 questionnaires were distributed to respondents, out of which 144 were returned with response rate 89.4 %. In order to see the general perception of the respondents regarding the motivational practices in the subject organization, the researcher has included the measures stated in the coming tables followed by analysis & interpretation supplemented using frequency tables. In order to simplify interpretation of the results, ratings of agree & strongly agree are grouped as agreement and ratings of disagree & strongly disagree are grouped as disagreement

4.2 Demographic Characteristics of Respondents

Below is a presentation of gender, age, educational level & work experience distribution of the survey questionnaire respondents.

Table 4.2 Demographic Characteristics of Respondents

Variable		Frequency	Percent
Gender	Male	92	63.9
	Female	42	36.1
	Total	144	100.0
	18-25 years	12	8.3
	26-30 years	50	34.7
	31-35 years	49	34.0
	36-40 years	11	7.6

Age	Above 40 years	22	15.3
	Total	144	100.0
Educational	Diploma	3	2.1
	Bachelor degree	126	87.5
	Master's degree	15	10.4
	Total	144	100.0
Work experience	1-3 years	18	12.5
	4-6 years	23	16.0
	7-9 years	39	27.1
	10 years and above	64	44.4
	Total	144	100.0
Current Position	Maker/Checker	119	82.6
	Supervisor	17	11.8
	Customer serv.Ass.Mangr	4	2.8
	Customer serv.Manger	4	2.8
	Total	144	100.0

Source: Researcher's Survey, 2019

As can be seen from the table 4.1, majority of the respondents are male 92 (64%) and 52 (36%) are female. This shows that there is low number of females on the Bank. In addition, majority of the male respondents (58) fall in the age group of 26–35 years old.

The above table (Table 4.2) shows that 3 respondents (2.1%) are Diploma holders, 126 respondents (87.5%) have a Bachelor degree and 15 respondents (10.4%) have MastersDegree. This shows that majority of the respondents are educated.

When looking at the tenure of respondents in the company, 12.5% of the respondents have 0-3 years' experience in the company, 16% of the respondents have 4-6 years' experience in the company, 27.1% of respondents have 7-9 years of experience and 44.4% of respondents have 10 years and above experience in the company. This shows that majority of positions are occupied by employees who have 10 years and above experience.

Regarding the position in which participants are working currently, the majority of participants, 119 (82.6%) were Maker/Checker, 17 (11.8%) of them were Supervisor, 4(2.8%) of participants were Customer service Assistance Manger and 4(2.8%) of respondents were Customer service Manger Majority of respondents are Maker/Checker.

4.3 Analysis of Collected Data

Table 4.3.1 current working condition

No	Description		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I have the necessary equipment and supplies to perform my job	N	6	13	27	87	11
		%	4.2	9.0	18.8	60.4	7.6
2	I have good working relationship with my supervisor	N	8		21	67	48
		%	5.6		14.6	46.5	33.3

3	There is a clear channel of communication in my work place	N	11	15	30	69	19
		%	7.6	10.4	20.8	47.9	13.2
4	the work environment is suitable for the work I do	N	10	18	42	68	6
		%	6.9	12.5	29.2	47.2	4.2
5	The amount of the work is fairly distributed	N	9	19	20	73	23
		%	6.3	13.2	13.9	50.7	16.0

Source: Researcher's Survey, 2019

As shown in table 4.2, 87(60.4%) of respondents agree that the organization offer them the necessary equipment and supplies to do their job and 9(13%) of respondents disagree with the statement that they have the necessary equipment and supplies to perform their job while 27(18.8%) respondents are neutral. when looking to working relationship, 115(80%) of respondents perceive that they have good relationship with their supervisor and 8(5.6%) respondents disagree while 21(14.6%) respondents are neutral. This implies that supervisors have a good relationship with employees.

On the subject of clear channel of communication, 88(61%) of respondents believe that there is clear channel of communication in the work place and 26(18%) of respondents disagree with the statement and 30(20.8%) of respondents are neutral.

In order to check the suitability of the working environment, respondents were asked to express their level of agreement whether the working environment is suitable to do their job. Accordingly, 74(51.4%) of respondents perceive that the working condition is suitable to work, 28(19.4%) disagree and 42(29.2%) of respondents neutral to the statement.

Similarly, 96(66.7%) respondents specified that the work environment is fairly distribute and while 28(19.5%) of respondents are disagree with the statement and 20(13.9%) of respondents are neutral.

To sum up, as the result indicated majority respondents are satisfied particularly with working relationship. This indicates that the respondents have general agreement with the working condition. It is understandable that the target organization is doing well in working condition. This implies that an attractive working condition is contributes to employee work motivation.

Table 4.3.2 Promotion practice

No	Description		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	There are opportunities to advance to better position	N	24	39	61	18	2
		%	16.7	27.1	42.4	12.5	1.4
2	Everyone has an equal chance to be promoted	N	43	34	48	17	2
		%	29.9	23.6	33.3	11.8	1.4
3	the company has transparent way of handling promotions	N	30	38	49	25	2
		%	20.8	26.4	34.0	17.4	1.4
4	I clearly understand my career advancement procedures	N	24	50	41	27	2
		%	16.7	34.7	28.5	18.8	1.4
5	promotions are performance related	N	19	44	48	31	2
		%	13.2	30.6	33.3	21.5	1.4

6	I will be promoted within the next two years	N	30	48	57	6	3
		%	20.8	33.3	39.6	4.2	2.1

Source: Researcher’s Survey, 2019

In order to measure the respondents toward promotion, respondents were presented with items listed in table 4.3 accordingly, 20(13.9%) of respondents agree that there are opportunities to advancement in the organization while 63(43.8%) respondents disagree with the statement and 61(42.4%) of respondents are neutral. This implies that the career advancement opportunity of the organization is weak.

On the other hand, respondents were asked to indicate their level of agreement on whether the organization offers equal chance of promotion to every employee. Accordingly, 19(13.2%) of respondents agree that there is an equal chance to promotion in the organization, 77(53.5%) of respondents disagree with the statement and 48(33.3%) of respondents remained neutral. The frequency distribution indicate that majority of the respondents believe that there is not equal chance to be promoted.

On the subject of transparency, 27(18.8%) of respondents believe that there is transparent way of promotion practice in the organization, 68(47.2%) of respondents are disagree with transparency and 49(34%) of respondents remains neutral. This implies that the promotional practice of the case company lacks transparency.

Respondents were asked to whether they clearly understood their career advancement procedures and 29(20.2%) believe that there is a clear career advancement procedures while 74(51.4%) of respondents disagree that they do not understood the career advancement procedures clearly and 42(28.5%) respondents are neutral. This implies that employees do not understand career advancement procedures of the organization.

Concerning on performance related promotions, 33(22.9%) of respondents expressed that the performance that implementing by the organization is performance related, 63(43.8%) of respondents disagree with the statement and 48(33.3%) of respondents remain neutral. This implies that promotional practice of the organization is not performance related.

Respondents were asked to express whether they are satisfied with the way that promotions are given out of the job and 17(11.8%) of respondents perceive that the way promotions are given out of the job is satisfied while 71(49.3%) of respondents are not satisfied with the statement and 56(36.9%) of respondents are neutral. This implies that there is no transparent way of handling promotions.

Finally, respondents were asked express their expectations about future promotion opportunity and 9(6.3%) of respondents expect that they will be promoted with two years while 78(54.1%) of respondents doesn't expect promotion with two years and 57(39.6%) of respondents are neutral to future promotion.

In general, majority of respondents are not satisfied with the promotional practices of the organization. The promotional practice of the organization lacks of clear and transparent career path. It has poor opportunity to advance to better position. Promotion is not perceived as fair and performance related. It is not efficiently implemented since there is a gap in motivating employees. Hence, the organization needs to do much in crafting and implementing adequate promotional techniques.

Table 4.3.3 view on the work content

No	Description		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	My job is enjoyable	N	5	18	44	71	6
		%	3.5	12.5	30.5	49.3	4.2
2	I feel a sense of pride in doing my job.	N	5	21	33	76	3
		%	3.5	18.8	22.9	52.8	2.1
3	I regularly receive feedback on my job performance	N	9	33	54	42	6
		%	6.3	22.9	37.5	29.2	4.2
4	My job has variety	N	17	25	44	50	8

		%	11.8	17.4	30.6	34.7	5.6
5	I have certain degree of autonomy in my work	N	3	29	49	53	10
		%	2.1	20.1	34.0	36.8	6.9

Source: Researcher's Survey, 2019

As portrayed on table 4.4, respondent's perception regarding work content was gathered by using the listed measures. Respondents were asked to rate whether they are enjoying their job and 77(53.5%) of respondents agree that their job is enjoyable while 23(16%) respondents do not enjoy their job and 44(30.5%) respondents are neutral. The table indicates that some of respondents enjoying their job. Similarly, 79(54.9%) respondents agree that they feel a sense of pride in doing their job while 32(22.3%) of respondents do not feel a sense of pride in doing their job and 33(22.9%)of them neutral. Some respondents indicated that they feel a sense of pride in doing their job.

On the subject of feedback, 48(33.4%) respondents agree that they regularly receive feedback on their job performance while 42(29.2%) of respondents disagree with the statement and 54(37.5%) of respondents remains neutral. Moderate a number of respondents feel that they regularly receive feedback on their job performance. Respondents were asked to measure whether their job has adequate variety and 58(40.3%) of respondents believe that they job has variety and 42(29.2%) of respondents believe that their job has not variety and 44(30.6%) are neutral. Moderate number of respondents perceived that their job has adequate variety.

Concerning on degree of autonomy, 63(43.7%) of respondents expressed that they have certain degree of autonomy in their job while 32(22.2%) of respondents disagree with this measure and the other 49(34%) of respondents were neutral. The result indicated that average number of respondents believe that their job has certain degree of autonomy.

In general, the work content of the organization needs improvement. The result indicated that the work content of the organization has moderate task identity, task variety and autonomy. Average number of respondents feels that they regularly receive feedback on their job performance.

Table 4.3.4 Benefit

No	Description		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I am satisfied with the benefits I receive	N	4	18	62	57	3
		%	2.8	12.5	43.1	39.6	2.1
2	My medical scheme is good	N	4	3	26	82	29
		%	2.8	2.1	18.1	56.9	20.1
3	The benefit package I have is equitable with the job I do	N	5	22	51	61	5
		%	3.5	15.3	35.4	42.4	3.5
4	The leave arrangement of the organization is fair	N	14	25	39	55	11
		%	9.7	17.4	27.1	38.2	7.6

Source: Researcher's Survey, 2019

As presented on table 4.5, 60(41.7%) of respondents indicated that the benefit that provided by the company were satisfied while 22(15.3%) of respondents are disagree with the benefit and 62(43.1%) of respondents remains neutral. Regarding to medical scheme, respondents were asked to rate whether their medical scheme is good and 111(77%) of respondents believe that they have a good medical benefit while 7(4.9%) of respondents disagree with the medical benefit scheme and 26(18.1%) of neutral. Most of respondents perceive that the medical scheme offered by the organization is good. On the subject of benefit package, 66(45.9%) of respondents believe that the benefit package that provided by the organization is equitable while 27(18.8%) of respondents disagree with the benefit package and 51(35.4%) of respondents remains neutral.

Respondents were also asked to express whether the leave arrangement of the organization is fair and 66(45.8%) respondents agree that the leave arrangement of the organization is fair while 39(27.1) of respondents disagree with the benefit package arrangement and 39(27.1%) of respondents are neutral. Average number of respondents perceives that the leave arrangement of the organization is fair.

In general, the benefit package of the organization needs improvement except the medical scheme. Most of respondents perceive that the medical scheme offered by the organization is good. Moderate number of respondents perceive that the benefit package that provided by the organization is equitable.

Table 4.3.5 Payment

No	Description		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I feel am being paid a fair amount for the work I do	N	3	17	55	66	3
		%	2.1	11.8	38.2	45.8	2.1
2	salary increases are decided in fair manner	N	3	19	66	50	6
		%	2.1	13.2	45.6	34.7	4.2
3	My salary is fair compared with that for similar jobs in other companies	N	9	19	45	62	9
		%	6.3	13.2	31.3	43.1	6.3

Source: Researcher's Survey, 2019

In order to measure the perception of respondents toward payment, respondents were asked to rate whether the payment that made by the organization is fair and 69(47.9%) of respondents believe that the payment made by the organization is fair while 20(13.9%) of respondents disagree with the fairness and 55(38.2%) respondents are neutral. Around half of respondents perceive that the payment is fair. In addition, 56(38.9%) of respondents believe that salary

increases are decided in fair manner while 22(15.3%) of respondents are disagree with the salary increases and 66(45.8%) of respondents are neutral.

As presented on table 4.8, 71(49.4%) of respondents are believe that their salary is fair in comparison to other employees who are doing similar jobs while 28(19.5%) of respondents are disagree with the measure and 45(31.3%) of respondents are neutral. Similarly, 70(48.6%) respondents agree that their salary is fair compared with that for similar jobs in other companies while 24(16.7%) of respondents disagree with the statement and 50(34.7%) of respondents are neutral. Around half of respondents believe that their salary is fair in comparison to similar job in the company and other companies.

In general, the case organization is highly suggested to investigate this issue further and take immediate action accordingly. The result indicated that salary increment is not decided in fair manner. The salary increment poorly considers the living standard and the value the company puts nit’s employees.

Table 4.3.6 view on recognition

No	Description		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I get credit for the work I do	N	9	26	66	32	11
		%	6.3	18.1	45.8	22.2	7.6
2	I receive recognition from my supervisor for tasks well done	N	6	21	38	72	7
		%	4.2	14.6	26.4	50.0	4.9

Source: Researcher’s Survey, 2019

In order to measure the perception of toward recognition, respondents were asked to rate whether they receive recognition from their supervisor and 72(50%) of respondents agree that they receive recognition from their supervisor when they perform well while 27(18.8%) of respondents argue that they do not receive recognition from their supervisor and 38(26.4%) of respondents are neutral.

As presented on table 4.7, 43(29.8%) of respondents believe that they get credit for their job while 35(24.4%) of respondents disagree that they do not get credit and 66(45.8%) of respondents are neutral.

In general, the recognition practice of the organization needs improvement. More than half of the respondents believe that they receive recognition from my supervisor even if it is not adequate. There is infrequent praise giving practices in the organization. The organization sometimes gives credit for the job well done.

Table 4.3.7 Descriptive Statistics (Mean and Std. Deviation) of Motivational Practices

	N	Minimum	Maximum	Mean	Std. Deviation
WC	144	1.5	4.5	3.6816	.74275
PM	144	1.00	4.86	2.4871	.81014
WC	144	1.33	4.83	3.1690	.72635
BT	144	1.75	4.75	3.3976	.65340
PT	144	1.50	5.00	3.215	.75514
RN	144	1.25	5.00	3.1733	.79754

Note: **WC** = Working Conditions, **PM** = Promotion Practice, **WC** = Work Content, **BT** = Benefit, **PT** = Payment, **RN** = Recognition

The above table 4.8 shows that participants' total work condition mean score was 3.68. The maximum and minimum mean score was 4.50 and 1.50 respectively. In a 5-point Likert scale the possible score ranges from 1-5 and 3 become the hypothetical average score. A calculated mean score less than 3, which is hypothetical average, can be considered as low mean score whereas greater than 3 can be considered as high mean score. Consequently, since the calculated mean

score (3.68) is greater than 3; the level of participants working condition was high. In other words, in the current study, participants perceived that their working condition in the Bank was good.

Regarding promotion practice, it can be seen from the above table that participants' total promotion practice mean score was 2.49. The maximum and the minimum individual mean score was 1 and 4.86 respectively.

It can be seen that the calculated mean score (2.49) is less than 3, therefore, in the current study participants' perceived promotion practice in the bank was low.

On the subject of work content, participants' total work content mean score was 3.17. The minimum and maximum individual mean score was 1.33 and 4.83 respectively. The work content mean score is (3.17) is greater than the hypothetical mean score (3) implies that in this study participants' perception about work content the bank was moderate.

Concerning on benefit, it can be seen from the above table that participants' total benefit mean score was 3.40. 1.75 was the minimum and 4.75 were the maximum individual mean score. We can see that the calculated benefit mean score (3.40) is greater than 3 implies that participants' benefit getting from the bank was high.

Regarding payment score on the above table indicates that participants' total payment mean score was 3.18. The minimum individual mean score was 1.5 and the maximum was 5. When the calculated payment mean score (3.18) with the hypothetical average score (3), the calculated mean score is greater than the hypothetical average score. This suggests that the payment made by bank was moderate.

On the subject of recognition, the table above shows that the recognition mean score was 3.17 as well as the minimum individual mean score was 1.25 and the maximum individual mean score was 5. The recognition mean score (3.18) is greater than the hypothetical mean score 3. From this it can be inferred that in the current study the recognition given by the organization was moderate

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

In Chapter four, data analysis and interpretation has been presented. In this chapter, major findings are summarized and the subsequent conclusions are drawn. Based on the conclusion, recommendations are forwarded.

5.1 Summary of Major Findings

Regarding working condition, majority of respondents believe that the Dashen Bank S.C offer them the necessary equipment and supplies to do their job. The descriptive statistics shows that employees have good relationship with their supervisor and colleagues. It is found that there is a clear channel of communication and suitable working environment in the bank. According to the result, most of respondents believe that the working environment is free from accident and hazard.

Concerning promotion, advancement opportunity provided by the Dashen bank S.C is not found to be satisfactory by employees. Half of respondents do not believe that everyone has equal chance to be promoted. According to the result, there is not transparent way of handling promotions in the organization. According to the result, respondents are not clearly understand the career path advancement procedures. Respondents are not perceived that promotion is performance related. Respondents also indicate that they are not satisfied with the way promotion is given out on this job. Most of respondents do not expect promotion within two years. In addition, majority of respondents are either neutral or disagree with the promotion practice of the organization.

Regarding to work content, some respondents indicated that their job is enjoyable and they feel a sense of pride. In relation to feedback, analysis shows that feedback practices of the bank is moderate. According to the result, the job has moderate variety and certain degree of autonomy. The analysis also indicated that the job has moderate task identity.

On the subject of benefit, the result indicated that little respondents are satisfied with the benefit they receive from the organization. Majority of respondents believe that their medical scheme is fair. Moderate number of respondents perceive that the benefit package that provided by the bank is equitable. The leave arrangement of the bank is moderate.

Payment, some of the respondents are agree with the payment. Around half of respondents believe that their salary is fair in comparison with employees in the same bank and other companies. The analysis shows that salary raises moderately consider the living standard. Respondents indicate that the salary scheme moderately considers the value the company puts on its employees.

Concerning on recognition, respondents indicated that they receive recognition from their supervisor. According to the result, the organization fairly gives credit to its employees.

The result indicated that the mean score of working condition is greater than the average mean score and all other factors (promotion, recognition, work content, benefit and payment). Participants perceived that their working condition in the bank was good. This indicated that employees are more motivated by the working condition of the bank. The average mean score of the study is 3. On the contrary, the mean score of the promotion is below the average mean score and all other factors. Participants' perceived promotion practice in the bank was low.

5.2 CONCLUSIONS

As indicated in the introduction section of this study, motivation is critical for the successful operation and profitability of an organization. Knowing the correct way to motivate employees takes an organization a great leap forward toward success. The main objective of the study was assessing the motivational techniques that being implemented in the Dashen bank S.C. In order to assess the motivational practices of the bank, the researcher used six factors: promotion, recognition, working condition, payment, benefit and work content. Thus, based on the analysis stated above, the following conclusion has been reached.

Working condition is found as a major motivation factor than the others. Most employees are motivated by the working condition of the Dashen bank S.C. On the contrary, the banks' promotional practices are found as a low motivational factor among others. Majority of employees

are not satisfied with the current promotional practices of the bank. Generally, majority of employees are not satisfied with the existing motivational practices of the bank.

Working condition is found to be well in the organization and perceived as effective in enhancing the employee's work motivation. According to the study, employees are mainly motivated by working condition. Similarly, a study was conducted in Islamabad on health professionals to assess the overall satisfaction level the employees, it is found that working condition was the most predominant factor among others (Habib A et al, 2011).

Coming to the promotional practice of the organization, it has problem in attracting and motivating employees. Majority of respondents are not satisfied with the promotional practices of the organization. The promotional practice of the organization lacks of clear and transparent career path. It has poor opportunity to advance to better position. Promotion is not perceived as fair and performance related. It is not efficiently implemented since there is a gap in motivating employees. Employees are not satisfied with the current promotional practices of the bank.

They felt some kind of unfairness and injustice in the organization's advancement opportunity. So it is reasonable to conclude that the bank failed to advancement opportunities of its employees. This situation may lead negative perception among employees. Alderfer (1972) suggested that any blockage to achieve growth need could have profoundly negative emotional and productivity consequences.

Regarding to work content, some respondents believe that their job is enjoyable and feel a sense of pride in doing their job. The job has moderate feedback, task variety and autonomy. The result indicated that the case bank have to do a lot regarding work content. The work content of the organization should be evaluated and the necessary improvement should be taken.

Coming to benefit, the benefit package of the bank needs improvement except the medical scheme Most of respondents perceive that the medical scheme offered by the organization is good. Moderate number of respondents perceive that the benefit package that provided by the bank is equitable. The leave arrangement of the bank is moderate. The case bank should evaluate its benefit package and take the necessary action to improve the practice.

Regarding to payment, the case organization is highly suggested to investigate this issue further and take immediate action accordingly. The result indicated that salary increment is not decided

in fair manner. The salary increment poorly considers the living standard and the value the company puts on its employees. The bank should think about the ways and commit to improve its practices in this regard.

Coming to recognition, around half of the respondents believe that they receive recognition from my supervisor for tasks well done. The Dashen bank S.C sometimes gives credit for the job well done. This indicates that the case bank have to do a lot regarding on recognition.

The above motivational factors (Working condition, Promotion, Work content, Benefit, Payment and Recognition) are exercised by the Dashen bank S.C even though they are not appropriately implemented. The current motivational practice of the bank is not updated through time with change. The six motivational factors used to assess the motivational practices of the bank revealed that employees are not happy and motivated with the practice except the working condition. The results testify that, the existing motivational practices of the bank fail to satisfy the needs of the employees.

5.3 RECOMMENDATIONS

The findings of the study show a need for the Bank to address the exhibited problem. To enhance the motivational practices of the case bank, the following recommendations are forwarded:

1. The bank should craft and implement appropriate motivational techniques. Because of The result of the findings needs attention by the Bank to make corrective actions so as to improve employee work motivation.
2. The study indicated that promotion was amongst the factors which contribute to lower motivation of employee among the others. The Bank should craft and implement clear and appropriate career advancement procedures that could be applied consistently. The current career path trend should be evaluated and redesigned by considering the competency of employees. It should be fair and performance related
3. The bank's motivation practices should fit with external change. When the bank passing through dynamic changes it is important to consider these changes and align with the motivational strategy so as to let employees be motivated enough and work towards achievement of the organizational goals.

4. The bank should establish continues monitoring and evaluation system that will enable the bank identify and solve problems from the grass root level. .
5. The salary increment should be based on merit and performance. Proper action should be taken to maintain internal equity. The bank needs to adjust its payment package by conducting market analysis.
6. Work content of the bank should be studied to include attributes which will make employees fell fulfilled and satisfied of the job. The nature of the work content should allow them to use their knowledge and skill.

To close the gap between the practices and the theories, the bank should look in to its practices and take evaluation, restructuring and corrective actions. If the bank takes in to consideration the recommendations, it would be possible to support the bank performance.

5.4 Limitation of the Study

The limitation faced by the researcher while conducting this research was time and conducted this research with few respondents limiting the subject area and the generalization of the study. The researcher may have biases in selecting sample because it may need in-depth level of research and sufficient funds. In addition, since it is not possible to incorporate all factors of employee motivation in one study, only specific factors are included in this study

5.5. Future Area of Research

Employee motivation is critical to any organization. The research area needs a comprehensive evaluation. The researcher recommends further related studies in the topic area. Future research could also consider other factors that might be motivating employees

REFERENCES

- Agarwal.R.D. (1982). *Organization and Management*. New Delhi: Tata McGraw-Hill Publishing Company Ltd.
- Alderfer.C.P. (1969). *Existence, Relatedness and Growth*. New York: Macmillan Company.
- Armstrong, M. (1999). *Hand book of Human Resource Management practices*. USA: Kogan Page Limited.
- Armstrong, M. (2009). *Hand Book of Performance Management;An evidence based guide to delivering high performance*. United Kingdom: Kogan Page Limited.
- Aziri.B. (2011). *Management Research and Practice*. Job Satisfaction: A literature review, 77-86.
- Beach.S. (1965). *Personnel/HRM – The Management of People at Work*. New York: Macmillan Publishing Co.
- Deepro, D. (2006). *How to Recognize and Reward Employees*. New York.
- Dashen Bank,2012**HR Manual**.
- Dashen Bank S.C. 2018/2019- **Annual Report**, Addis Ababa
- Garg,P and Rastogi,R. (2006). New Model of Job Design. *motivating employees performance*. *In: Journal of Management Development*, Vol.25, No. 6.
- Habiba. (2011). **Job satisfaction in nurse working in tertiary level health care setting of .** *Journal of Ayub Med Coll,23(3)*, 130-133.
- Ivancevich,J, Lorenzzi,P, Skinner.S, and Crosby.P. (1995). *Quality Management Competitiveness*.
- Ivncevich, John M and Michael T Matteson. (2002).*Organizational Behavior and Management*. New York: McGraww-Hill Irwin.
- Jack J. Phillips and Lisa Edwards. (2009). *Managing Talent Retention,Organizational Behavior*. USA: John Wiley and Sons Inc.
- Johnson, L. K. (2006). *Guide to Managing People*. Alexandria, Virginia : USA.
- Jennifer and Gareth. (2008). *Understanding and Managing Organization Behavior*. New Jersey USA: Pearson Education.Inc.
- Kondalkar. (2007). *Organizational Behavior*. New Delhi, India: New age international limited publishers.

- Kothari, C. R. (2004). *Research Methodology; Methods and Techniques*. New Delhi: New Age International Publishers.
- Kahn K, F. U. (2010). **The Relationship between Rewards and Employee Motivation in Commercial Bank of Pakistan**. *Research Journal of International Studies-issue 14*, 36-54.
- Johnson, L. K. (2007). *Guide to Managing People*. Alexandria Virginia USA.
- Langton, N & Robbins, S . (2006). *Organizational Behavior*. Toronto: Pearson Prentice Canada.
- Lopes.H, Lagoa.S & Calapez.T. (2014). Work autonomy, work pressure, and job satisfaction. *An analysis of European Union countries. The Economic and Labor Relations Review*.
- Thorndike, Robert L. and Hagen, Elizabeth P.(1977), *Measurement and Evaluation in Psychology and Education*, 4th ed., New York: John Wiley & Sons
- Lunenburg, F. (2011). Expectancy Theory of Motivation: Motivating by Altering Expectations. . *International Journal of Management Business and Administration*, 5(1)-6.
- Luthans, F. (1995). *Organizational Behavior*. New York: McGraw-Hill Inc.
- Mahlet, A. (2012). **Reward and Employee Motivation –health professional in government** . *Masters Paper AAU*.
- Maslow, A. (1943). *A theory of human motivation*. *Psychological Review*, 50,370-396.
- Meclelland, D. (1990). *Cognitive versus traditional motivation models;irreconcilable or complementary*. vol.2, 562-599.
- Michael, A. (2006). *A Hand Book of HumanResource Management Practice*. United Kingdom : Kagan Page Limited.
- Mullins, J. (2007), *Management and Organization Behavior*. New Jersey: USA.
- Milkovich.G and Boudreau.J. (1996). *Human Resource Management/Personnel*. Illinois: Irwin Inc.
- Nelson.L. (1996). *Organizational Behavior Realities and Challenges*.
- Poter, L. W. (2003). *Motivation and Work Behavior*. New York: McGraw-Hill/Irwin.
- Petcharak.P. (2002).**The Assessment of Motivation in the Saint Paul Hotel Employees**.*University of Wisconsin-Stout Menomonie, Wisconsin 54751*, 56-60.

- Ramllal. (2004). **A review of employee motivation theories and their implications for V.G. employee retention within organizations.** *Journal of American Academy of Business*, 52.
- Richard. (2002). *Organizational Behavior* . USA: John Wiley and sons Inc.
- R.Tracy, W. (2004). *The Human Resource Glossary*. USA: ACRC Press Company.
- Robbins, S. & Juge. (2013). *Organization Behavior*. New Jersey: Pearson Education Inc.
- Shields, J. (2007). *Managing Employee Performance and Reward*. USA: Cambrige University Press.
- Stephen R. Robbins. (2003). *Essentials of Organizational Behavior*. Sevent.
- Tamene. (2015). *The Relationship Between Reward Practices and Motivation*. The Case of Corporative Bank of Oromia S.C.
- Wooden, S. (1976).*Organizational Behavior*. Minneapolis: West Publishing.

Appendix I

St. Mary`s University School of Graduate Studies

Dear respondents,

The purpose of this questionnaire is to collect information for the study that attempt **to assess a motivational practices** that implemented in Dashen Bank S.C. Your response to each question is the main source to the effectiveness of this study. I like assure you that your response to the questionnaire would be kept confidential and it has no intention except for academic purpose

Please don`t write your name or any personal identifier on the questionnaire.

For any clarification needed please contact me on 0920146348 (bereketzenebe22@gmail.com)

Thank you in advance, for your time.

Personal Information

Instruction: please put a tick mark (√) in the check box corresponding to the choice that most represents you.

Part one:

Respondent`s demographic data

1. Gender:

a) Male Male

2. Age group: a) 18-25 b) 26-30 c) 31-35 d) 36-40 e) above 40

3. Educational level: a) Diploma b) Bachelor degree c) Master`s degree

d) Other: please specify

4. Work experience in the company: Below a) 0-1 year b) 1-3 year

c) 4-6 year d) 7-9 year 10 year and above

5. Your current position in the organization a) Maker/checker b) Supervisor

c) Customer service assistance manager d) Customer manager

Please indicate to what extents do you agree or disagree with the following scale

1- Strongly disagree 2-Disagree 3- Neutral 4-Agree 5- Strongly agree

Key: Strongly disagree =1, Disagree= 2, Neutral=3, Agree=4, strongly agree=5

Work motivation questionnaire

1. Current working condition of the organization

	Statement from survey	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5-Strongly agree
1	I have the necessary equipment and supplies to perform my job					
2	I have good working relationship with my supervisor					
3	There is a clear channel of communication in my work place					
4	the work environment is suitable for the work I do					
5	The amount of the work is fairly distributed					

2. Promotion practice of the organization

	Statement from survey	1- Strongly disagree	2 - Disagree	3- Neutral	4- Agree	5- Strongly agree
1	There are opportunities to advance to better position					
2	Everyone has an equal chance to be promoted					
3	the company has transparent way of handling promotions					
4	I clearly understand my career advancement procedures					
5	promotions are performance related					
6	I will be promoted within the next two years					

3-Work content of the organization

	Statement from survey	1- Strongly disagree	2-Disagree	3- Neutral	4- Agree	5- Strongly agree
1	My job is enjoyable					
2	I feel a sense of pride in doing my job.					
3	I regularly receive feedback on my job performance					
4	My job has variety					
5	I have certain degree of autonomy in my work					

4-Benefit provided by the organization

	Statement from survey	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
1	I am satisfied with the benefits I receive					
2	My medical scheme is good					
3	The benefit package I have is equitable with the job I do					
4	The leave arrangement of the organization is fair					

5. Payment made by the organization

	Statement from survey	1- Strongly disagree	2- Disagree	3- Neutral	4- Agree	5- Strongly agree
1	I feel am being paid a fair amount for the work I do					
2	salary increases are decided in fair manner					
3	My salary is fair compared with that for similar jobs in other companies					

6-Recognition given by the organization

	Statement from survey	1- Strongly disagree	2-Disagree	3- Neutral	4- Agree	5- Strongly agree
1	I receive recognition from my supervisor for tasks well done					
2	I get credit for the work I do					

7-Which type of motivational packages preferred by staff of DashenBank?
