



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

**THE EFFECT OF MOTIVATION ON EMPLOYEES' PERFORMANCE IN  
NOT FOR PROFIT ORGANIZATION (THE CASE OF SAVE THE  
CHILDREN INTERNATIONAL, ETHIOPIA COUNTRY OFFICE)**

**BY**

**SOLOMON DUBALE MEKURIA**

**(ID NO: SGS/0186/2009A)**

**Advisor: GASHAW TIBEBE (PhD)**

**JUNE, 2019**

**ADDIS ABABA, ETHIOPIA**

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**ADVISOR:  
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**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

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**APPROVED BY BOARD OF EXAMINERS**

_____ Dean, Graduate Studies Gashaw Tibebe (PhD)	_____ Signature
_____ Advisor Shiferaw Mitiku (PhD)	_____ Signature
_____ External Examiner Mesfin Tesfaye (PhD)	_____ Signature
_____ Internal Examiner	_____ Signature

## Declaration

I, Solomon Dubale, hereby declare that the thesis entitled **The Effect of Motivation on Employees' Performance in Not for Profit Organization (The Case of Save the Children International, Ethiopia Country Office)** is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the requirement for the Master of Business Administration (MBA) program.

Name: Solomon Dubale

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

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

**June, 2019**

## ENDORSEMENT

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

Gashaw Tibebe (PhD)

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Advisor

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Signature

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

**June 2019**

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## **List of Abbreviations and Acronyms**

**SC-** Save the Children

**SCI-** Save the Children international

**SPSS-**Statistical Package for Social Science students

**NPOs** - Non-Profit Organizations

**SDT-** Self-Determination Theory

**JCM-**Job Characteristics Model

**SDT-**Self-Determination Theory

**CET-**Cognitive Evaluation Theory

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## ABSTRACT

*In a constantly changing environment motivation in NPOs (not-for-profit organizations) has drawn major attention over the past few decades. Motivation aims to empower and liberalize people as enhance their entrepreneurial abilities to recognize the interactions between humans and their abilities to work. This study aims to investigate the effect of motivation (social, moral and material) on employees' performance in not for profit organization (the case of Save the children international Ethiopia Country office). The data were collected using simple random sampling via self-administered questionnaire, and from a total of 198 survey questionnaires, 198 responses were collected and retained for analysis from employees that working in save the children International Ethiopia Country Office. Relied on correlation and multiple regression analysis, this study reveals that moral motives are significantly and positively effect on employee's performance. Moreover, the study finds that a high level of motivations provided to employees that working in save the children International, Ethiopia country Office. However, the material and social incentives are found to be having no effect on employee's performance. Accordingly, the study recommended that save the children International, Ethiopia Country Office needs to adapt and develop its motivation schemes in order to satisfy all employees' moral needs.*

**Keywords:** moral motives, material motives, social motives, employee's performance

# CHAPTER ONE: INTRODUCTION

## 1.1 Introduction

This chapter indicates the set up basis of the current Study. A general background of the study is provided as an introduction in order to describe the area in which the study is conducted and further on, justify the importance of the specific research in terms of objectives, significance, scope and limitations along with research problem and the structure of the paper.

## 1.2 Background of the Study

Organizations which want to excel employees' performance need some factors that contribute to achieve organization's goal. The most important factor in any organization is work force. Any organization can develop itself by motivating so that enhancing the performance of their employee by implementing some sort of motivation techniques. Motivation is the process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal (Robbins, & Judge, 2013). The key elements in this definition are intensity, direction and persistence. Person + Good Job Fit = Intrinsic Motivation (Hunt, Osborn, & Ubl-Bien, 2002).

Motivation is playing significant role toward enhance the employee's productivity and the organization or any institution. Moreover, a successful management in organization is one that looks at the human needs as the basis when developing a company strategic plan. Thus, employee's knowledge requires human resources to implement great reward systems as a way to motivate them. Therefore, motivation is important for successful companies because it refers the underlie behavior which is characterized by willingness and volition that intrinsic motivation is animated by personal enjoyment, interest, or job satisfaction (Guay *et.al*, 2010).

According to Calvert & Stiles, (2010) cited by Renard, M., & Snelgar, R.J. (2016) in order to improve the strength of an organization's value exchange for its employees, organizations should develop reward systems that emphasize both extrinsic and intrinsic rewards. Extrinsic rewards are tangible, transactional rewards provided to employees for undertaking work within the context of employment (Perkins & White, 2009), such as salaries, bonuses and benefits. On the other hand, intrinsic rewards are personal, internal, psychological responses to one's work that employees receive from doing work that is meaningful, and performing such work well (Gibson, 2012).

Moreover, many scholars such as Greeno (2012), Guay et al (2010) are classified it into two kinds of incentive; firstly, material motives that represent the financial rewards that are given to employees for their exceptional work. Secondly, moral motives is defined as a set of incentives aimed at achieving emotional, psychological and humanitarian needs of employees such as; thankful and gratitude in employee effort, in the aim of raising spiritual of improvement in their workplace. Thus, those two kinds of incentive are expected to fill the research gap between the employee's ability and their willingness. Consequently, the organizations have to motivate their employees in order to enhance them to give their best work as well as to increase their performance.

Accordingly, this particular study will focus on the effect of motivation on employees' performance in the case of Save the Children in Addis Ababa, Ethiopia. Save the Children first worked in Ethiopia in the 1930s and set up its permanent offices by Save the Children Sweden in 1965 and Save the Children UK in 1974. The earliest work in Ethiopia focused on humanitarian and emergency relief, and has evolved into a range of longer-term development initiatives for the most vulnerable children. On 1 October 2012, seven Save the Children Member organizations, which had all been working in Ethiopia (Canada, Denmark, Finland, Norway, Sweden, UK and USA) came together to form a single organization remaining committed to ensuring the realization of Save the Children's dual mandate of equally supporting both development and humanitarian works in seven main programmatic sectors in Ethiopia targeting vulnerable children and their families mostly in rural and remote, underserved areas.

### **1.3 Statement of the problem**

According to Deckiop and Cirka, (2000); Theuvsen, (2004); Kluvers and Tippet, (2009); Mulvaney, McKinney and Grodsky, (2012) as cited by Nathalie & Mehrnaz (2015), over the past four decades, organizations, and not-for-profit organizations (NPOs) are not an exception, experience major changes that are caused by globalization and internationalization of competition. In order to adapt to a constantly changing environment, for-profits and NPOs have to rethink their structure and management. NPOs often encounter difficulty in introducing performance related pay or performance measurement systems or processes because of the nature of their work whereby intrinsic motivation plays a great role especially in humanitarian work. Although there has been an increasing interest in using performance measurement and

extrinsic rewards in NPOs, enabling the latter to also adapt to a turbulent climate, to date there has been little agreement on the positive effects of these practices in NPOs and such, debate continues about the best strategies that facilitate intrinsic motivation without undermining it.

Kluvers and Tippet (2009) argue that although performance measurement associated with financial incentives might play the role of motivational driver in for-profit organizations, any attempt to measure performance in NPOs might not yield identical results and in fact could prove ineffective, particularly in public services. Accordingly the study by Cohen (2010) in United States of America, highlighted that full-time employees working within non-profit organizations (NPOs) are paid less than their private sector or government counterparts, particularly in higher-level and management jobs, and NPO employees generally receive fewer bonuses and equity than private sector employees. Furthermore, a similar trend is apparent within South Africa context according to Ryder, (2008); Renard, M., & Snelgar, R.J (2016) study where indicated that employees working for independent non-governmental organizations in South Africa earn, on average, 40.37% less than employees in the private sector in South Africa, and 22.06% less than those working for international non-governmental organization, supporting the theory of Kluvers and Tippet (2009) that it is logical to infer that extrinsic rewards will not necessarily be the primary source of reward for such NPO employees though there is no a conclusive similar study or data that may indicate in Ethiopian perspective as per the researchers' knowledge.

Though, UNDP Report (2006) on motivation and performance assert that traditionally, many employers use factors such as salaries, recognition, or sanctions to push employees to increase performance. The question of whether the employees perform as a result of how they are motivated arises (Dwomo, 2012). In Ethiopia, there is lack of literature on the relationship between motivation of employees in the NPO and employee performance.

In recent times employees move from one organization to another due to lack /low level of motivation some employers try to give high salaries or wages to their employees just to motivate them to give up their best so as to increase productivity. According to Maslow, individuals attain the next hierarchy of needs after the first one has been achieved (Qadir, *et.al.* 2017). In light of the above, it is important for NPOs to take account of the inadequacy of



extrinsic rewards and as such strive to develop strategies that foster intrinsic motivation without undermining it. Similarly Save the Children as a not-for-profit organization in Ethiopia it needs to include strategies to increase intrinsic and extrinsic motivation system that will have effects on employees' motivation in the human resource management process.

However, this implied that further investigation is required in order to understand what effect might intrinsically reward NPO employees' performance in African NPO context moreover, previous studies done by Nujjoo and Meyer (2012) revealed that the satisfaction derived by employees from their intrinsic job characteristics, such as the extent to which their tasks are appealing, is more important for intrinsic motivation than extrinsic rewards such as monetary benefits. Nevertheless, to bridge the gap in knowledge the study assesses the effect of motivation on employees' performance in Ethiopia NPO context specifically focusing on motivation dimensions (moral, material, and social motives) this study aims at assessing the relationship between employee motivation and employee performance that has never been considered before in previous studies in Ethiopian NPO context.

#### **1.4 Basic Research Questions**

Following the problem of the study, the research questions under this study will be as follows;

- ✓ What is the level of moral, material and social motive of employees towards employee's performance at Save the Children International, Ethiopia Country Office?
- ✓ What is the relationship between motivation dimensions and employee's performance at Save the Children International, Ethiopia Country Office?
- ✓ What is the impact of motivational factor on employee's performance in Save the Children International, Ethiopia Country Office?

#### **1.5 Objectives of the study**

##### **1.5.1 General objective**

The general objective of this study is to examine the effect of motivation on employees' performance at Save the Children Ethiopia.

### **1.5.2 Specific objectives**

- a) To assess the effect of moral motivation on employee's performance in Save the Children International, Ethiopia Country Office.
- b) To evaluate the effect of material motivation on employee's performance in Save the Children International, Ethiopia Country Office.
- c) To assess the effect of social motivation on employee's performance in Save the Children International, Ethiopia Country Office.

### **1.6 Significance of the study**

These findings are expected to the organization under study for the impact of moral, material, and social motives on employee's performance in Save the Children employees. Managing the characteristics of NPO jobs lies at the heart of job design and in order for managers to begin the process of job redesign, subsets of job characteristics needs to be understood that this can be tied with effective goal setting so that the impact of moral, material, and social motives on employee's performance in Save the Children employees know what they are working towards, which will in turn foster a sense of responsibility.

Furthermore the study may assist the impact of moral, material, and social motives on employee's performance in Save the Children management that by associating the important implications of moral, material, and social motives for the design of performance management systems so that it can be used as a base form of reward that is offered to every Save the Children employee at the start of employment and continued for the duration of their tenure, unlike instead of relying on traditional extrinsic manners of motivating performance, so that NPO performance could be driven by managers tapping into the higher-order desires of their employees, which include their desires to improve the human condition and serve others.

Similarly, the study expected to be useful for Save the Children employees so that they know what is expected of them and understand the vision, mission, and goals and operating model of the organization, as well as by facilitating their self-management, they can be able to adjust their efforts in order to meet the needs of the organization.

## **1.7 Scope of the study**

The study focus on the effect of motivation dimensions (moral, material, and social motives) on employees' performance at Save the Children Ethiopia, which an international non-governmental organization Ethiopia is specifically focusing on motivation dimensions (a moral, material, and social motives). Survey instrument used for the purposes of comparison, evaluation, and generalization. Disadvantages of survey research include the inability to gather anything more than superficial data without much depth; the demands on time, energy, and money; subjectivity to sampling error; and the requirement of knowledge concerning both survey methodology and research. Many of the disadvantages can be improved through careful consideration of the design of the research; however, one major disadvantage still stands and that is that survey research may be classified as a one group design where the instrument collected at a single point in time only incorporates assessing the various departments within Save the Children limited to management staffs and selected employees who are not part of managerial decision making process.

## **1.8 Organization of the study**

This study structured to provide relevant information regarding motivation dimensions (moral, material, and social motives) and performance. The study chapters are organized as follows:

**Chapter One:** deals with the **introduction**, giving the background to the study along with the statement of the problem. The chapter also outlines the research objectives together with the research questions, research scope, limitations and significance of the study, and organization of the study.

**Chapter Two: Review of related literature** regarding many aspects of intrinsic motivation, performance and job satisfaction which includes a definition on motivation and performance, the various theories of motivation, how intrinsic motivation affects performance, effects of intrinsic motivation on performance and job satisfaction as well as types of rewards.

**Chapter Three:** Presents the **research design and methodology** and focuses on research design and methods as well as the justification of choices and uses. In addition, the study population and area, sampling and sample size determination, data collection activities and data analysis methods.

**Chapter Four:** Presents the **data analysis and interpretation**, which is subsequently interpreted and analyzed in relation to the research objectives and questions, and discussion of findings of the study;

**Chapter Five:** Provides **findings, conclusions and recommendations** that presents a summary to the entire study, draws conclusions and also recommendations will be made.

### **1.9 Definition of terms**

**Employee motivation** is defined as an inner force that moves employees to improve performance to achieve personal and organizational goals.

**Employee performance** is operationally defined as a job related activity carried out by employees of an organization and how well the employees execute the activities.

**Extrinsic Factor** is defined as “a construct that pertains whenever an activity is done in order to attain some separable outcomes” (Ryan & Deci, 2000). It is experienced when employees give off their high effort to perform as a result of rewards received from external factors.

**Intrinsic factor** is defined as the driving force that impels employees to perform “because it is inherently interesting or enjoyable...rather than for some separable consequence” (Ryan & Deci, 2000).

## **CHAPTER TWO: RELATED LITERATURE REVIEW**

### **2.1 Introduction**

In this part related theoretical, conceptual, and empirical literature reviews which are related to the motivational dimensions (moral, material and social) and employees performance in relation non profit organizations are discussed in detail .

### **2.2 Theoretical Literature Review**

#### **2.2.1 Introduction**

NPOs do face the challenge of continuously adapting to a fast-moving environment. A key aspect of this challenge lies in the extent to which intrinsic motivation correlates with NPOs versus for-profit organizations whereby the difference between both types of organizations emanates in their approach toward extrinsic rewards and the level of wages. For example, Becchetti, Castriota and Tortia (2013) found that wages are generally lower in NPOs than in for-profit organizations, though valid reasons explain this discrepancy such as the dependency of NPOs upon contributions from governments. By depending on these contributions, NPOs do not enjoy the use of their funds as freely as for-profit organizations.

While the past two decades have seen a rapid growth of NPOs in an increasingly globalized world, research to date has tended to consider NPOs like for-profit organizations (Becker, Antuar and Everett, 2011; Chen, Ren and Knoke, 2014). As such, studies on this subject have striven to focus on compensating the loss of intrinsic motivation with external rewards rather than looking beyond to seek out solutions that specifically suit the nonprofit world (Becchetti, Castriota and Tortia, 2013). Without inducing that extrinsic rewards are unnecessary, these external motivators eventually jeopardize the very fundamental nature and values that constitute NPOs. According to Frey (2012), the need for external motivators is likely to produce crowding-out effects on intrinsic motivation.

Motivation is playing significant role toward enhance the employees' productivity and the organization or any institution. Moreover, a successful management in organization is one that looks at the human needs as the basis when developing a company strategic plan. Thus, employee's knowledge requires human resources to implement great reward systems as a way to

motivate them. Therefore, motivation is important for successful companies because it refers the underlie behavior which is characterized by willingness and volition that intrinsic motivation is animated by personal enjoyment, interest, or job satisfaction (Guay et al, 2010).

### **2.2.2 Motivation theories**

According to Latham and Ernest (2006) as cited by Seniwoliba & Nchorbono (2013) motivation was in the beginning of the 1900s thought only to be monetary. However, it was discovered during the 20<sup>th</sup> century that to motivate employees, there are more factors than just money. In their view, employees' satisfaction with their job is an important indicator for a good job performance and happy employees are productive. To them, motivation is a psychological factor and is affected by the workers' mental attitude and health. Therefore, in order to be motivated, a person needs to have certain basic needs fulfilled. If these needs are lacking, a person's self-esteem and self-actualization cannot develop. This could result in lack of interest to progress and develop, both professionally and personally. There are several theories of human needs, which are the foundation of motivation.

Theory relating to intrinsic rewards is grounded in the work of Herzberg (1966, 1968), Hackman and Oldham (1980) and Ryan and Deci (2000), who all highlight that well designed work content is intrinsically rewarding, and leads to intrinsic motivation and satisfaction. Herzberg's (1966, 1968) Two- Factor Theory states that work-related factors that produce job satisfaction (which he named 'motivators') are distinct from those factors leading to job dissatisfaction and unhappiness at work (which he named 'hygiene factors'). He found that hygiene factors are extrinsic to employees' jobs and are found in the job environment, including the salary paid to employees; however, motivators are intrinsic to employees' jobs and are found within their job content, such as their work itself. According to this theory, paying employees a high salary will not cause them to be intrinsically motivated, but will simply prevent dissatisfaction; yet the work itself that employees perform holds the potential to motivate them.

Herzberg's (1966, 1968) theory, however, does not specify what specific elements of a job are intrinsically rewarding, a gap which is bridged by Hackman and Oldham (1980), and Ryan and Deci (2000). Hackman and Oldham's (1980), Job Characteristics Model (JCM) promotes the

enrichment of jobs through designing them in such a way as to create conditions for high levels of work performance. They specify that five core job characteristics (namely, skill variety, task identity, task significance, autonomy and job feedback) lead to three critical psychological states (namely, the experienced meaningfulness of work; experienced responsibility for the work's outcomes; and knowledge of the work's actual results being produced), which in turn will result in positive outcomes for individuals and organizations' (including higher levels of job satisfaction and intrinsic motivation).

As noted by Hackman and Oldham (1980), motivation at work has more to do with how tasks are designed and managed than with the personal dispositions of those who perform them. Additionally, Ryan and Deci's (2000) Self-Determination Theory (SDT) highlights that intrinsic motivation is enhanced when an employee's three innate psychological needs of competence, autonomy and relatedness are satisfied. The researchers note that this involves employees being given opportunities to master their tasks, operate independently, initiate their own work schedules, be free to make decisions without external approval, and be connected to others at work. Drawing from the latter two theories, the researchers note that an employee's work should be purposeful (JCM) and autonomous (JCM; SDT), as well as provide opportunities for mastery (SDT) and variety (JCM) in order for it to intrinsically reward employees.

Although a number of studies has attempted to shed light on the subject grounded on different theories, there is still insufficient data for the achievement and sustainability of intrinsic motivation in NPOs based on the self-determination theory (SDT) and the cognitive evaluation theory (CET). While SDT refers to the satisfaction of the psychological needs for autonomy, competence, and relatedness in addition to the physiological needs, CET looks at the factors of the social environment that either foster or undermine intrinsic motivation (Gagné and Deci, 2005). Through the lenses of SDT and CET, the theoretical framework puts emphasis on the individual, on the society, and on the individual within the society in a constantly changing environment. Deci and Ryan (2008, p. 18) demonstrate the positive relationship and its resultant importance between intrinsic motivation and the individual's 'psychological needs for autonomy, competence, and relatedness', thereby suggesting a negative relationship between these needs and extrinsic rewards. According to Nathalie & Mehrnaz (2015), one of the most

salient issues arising from the relationship between intrinsic motivation and above-mentioned psychological needs lies in the unlikely coexistence of autonomy and control. While the devolution of autonomy helps individuals gain confidence and intrinsic motivation, exerting control in turn diminishes intrinsic motivation.

### **2.2.3 Types of Motivation**

#### **2.2.3.1 Moral Motives**

Moktara & Zozo (2014) argued that a moral motive helps employees to fill their psychological needs in order to increase their loyalty to work. Furthermore, Al-Nsour (2012) stated that giving the employee the chance to participate in decision making enhance their performing in work. Therefore, moral motives (thankful letter, create honor list, extra vacation, confidence, administrative ranking, etc...) have a significant impact on employees' performance (AbuSharkh, 2012).

#### **2.2.3.2 Material Motives**

Material motive is defined as the financial rewards that are given to the employees according to their extraordinary work (Mktara & Zaozo, 2014). Moreover, Yousif (2010) argued that financial motives (gifts, bonuses, advances, reward systems, etc...) encourage employees to give best performance in their work.

#### **2.2.3.3 Social Services Motives**

It defined as the social incentives that are given to all employees and fairly distributed among them such as solidarity fund and health insurance (AbuSharkh, 2012). Furthermore, the social service motivation aims to enhance the employee's entrepreneurial abilities to do their best effort (Abdelhameed, 2011). Thus, this paper argues that social incentives could have a significant positive effect on employee's performance.

### **2.2.4 Employees Performance**

Performance is one of the most important subjects that concern the researchers and administrative leaders alike, this is because the performance reflects the expected result of each activity in organization. Therefore, it can be defined as the way in which employees perform



their tasks during the production processes and associated processes by using the available means of production to conduct quantitative approach (Halaibah, 2013). Meanwhile, Fadeel (2014) defined it as the way that the organization achieves its goals. He argued that the overall output of an organization results from reconciling many factors such as capital, labor, and knowledge. Furthermore, performance is a reflection of the extent to which tasks are accomplished.

### **2.2.5 Related Studies**

The effect of job satisfaction and motivations on employees' performance at xyz shipping company in south Jakarta Octavian and et al (2017) investigated, Indonesia. The sample of study was limited to 70 people from marketing department, customer service, logistics, documentation, cashiers, financial and port agency services. The data collected through a questionnaire using Likert scale. The results of study prove that there is positive and significant correlation between job satisfaction and motivation to employee performance. This means that the better job satisfaction and motivation of employees, the higher the performance of employees and the other hand, if the provision of job satisfaction and motivation is low, it will lead to decreased employee performance.

Elumah Lucas *et. al.*, (2016) examined the impact of moral and material of incentives on employee's performance in some of the Nigerian universities. The aim of this paper is to know the role of Nigerian universities in satisfying employees needs and to improve their performance in work. The sample of the survey included of 218 employees that working in Nigerian universities. The result revealed there is an adequate level of incentives provided to workers in Nigerian universities. Moreover, there is a negative significant relationship between moral and financial incentives and organization performance

Mensah and Tawiah (2016) compared employee's motivation and its impact on performance in Ghanaian Gold Mining companies. The study found that employees in the mining industry are well motivated to curb the rate. Therefore, the employees are to comply with health and safety rules because the industry contributes hugely to the Gross Domestic Product (GDP) in Ghana.

### **2.3 Empirical Literature Review**

Obeidat and Al-Dwairi (2015) investigated the role of moral and material incentives on employee's performance in Academic libraries in Jordan. The sample of the study consisted of 10 Jordanian universities and the questionnaire was distributed to 420 workers on academic libraries in Jordan. The result indicated there was a strong significant impact of moral and material incentives on employee's performance in Jordanian academic libraries.

Zameer *et.al.* (2014) explored the impact of motivation on employee's performance on beverage industry in Pakistan. The structured questionnaire was distributed on the sample of 150 workers in beverage industry (Pepsi, Coca, and Grommet). The result concluded that the motivation has a significant positive influence on the performance of employees in Pakistan.

Al Halibeh (2013) investigated the effect of incentives on the performance of the Greater Amman Municipality staff in Jordan. The sample was selected by a random class method, consisting of 150 employees from the managers, heads of departments and administrative staff with 33% of the study population of 449 employees. The study based on a descriptive analytical method and regressions to answer research questions. The result revealed that both material and moral motivation at a low level and the acquisition of social motivation and performance at the intermediate level. But, the strong national coverage is between the levels of motivation and the employee's performance. Therefore, the study has promoted positive working relationships between employees and guided them with the goals of the trustworthiness of the work ethos as a moral motivation to reach the planned level of performance.

Anyim *et.al.* (2012) examined the relationship between motivation and job performance in private and public sector in Nigeria. They concluded that good work performance depends on largely on the contribution made by workers. Moreover, they argued that motivational factor brings out the best performance to employees in both private and public sectors.

Al- Jassasi (2011) investigated the impact of material and moral incentives in improving the performance of employees in the Ministry of Education in Oman. Thus, it used the descriptive analytical method and the structured questionnaire to collect the data. The sample of the study consisted of 290 heads of departments and employees in different directorates. The results indicate that there were no statistically significant differences regarding the attitudes of the study

members about the effect of material and moral incentives on employee's performance in the Ministry of Education in Sultanate Oman.

Awda and Awad (2011) examined the impact of incentives on employee's job satisfaction at Nablus Specialist Hospital in Palestine. Moreover, it discussed the importance of renewing the incentives system in order to raise the level employee's performance. This study used a descriptive method and regression analysis to identify the effect of incentives on the employees in the hospital. They also distributed a questionnaire on a sample of 75 workers in the hospital. The results indicated a low level of material and moral incentives. Therefore, there is no statistically significant correlation between the motivation and the staff performance at Nablus Specialist Hospital.

Fares (2011) examined the impact of the incentive policies in the organizational loyalty in public institutions in Syria. The sample of study consisted of 324 employees from 4 different public institutions. It used descriptive statistics and multiple regressions to conduct the research output. The research findings indicated that there is no consensus in the employees' perceptions of the concept of incentive policies and organizational loyalty. However, it revealed that there was a strong and positive relationship between incentive, organizational loyalty, and job performance. Moreover, it concluded that there were no differences of statistical significance due to variables such as job title, scientific qualification, age and years of experience. The study recommended to increase the attention of training activities and continues development of employees in order to motivate them to be a part of the organization.

Yousif (2010) identified the types of material and moral incentives offered to employees in the industrial sector in the industrial city of Makkah Al Mukarramah. The sample of the study consisted of 134 workers in the industrial city of Makkah. Moreover, the descriptive analytical method was adopted using a questionnaire to cover the study axes. The results revealed a low level of moral incentive and lack of material incentive and also found a positive relationship of statistical significance between the application of material and moral incentives and between the performance and satisfaction with their work environment. In this regard, the study recommended the need to pay attention to the material and moral motivation in general and the need to pay particular attention to those types of incentives that got low grades such as advances, loans, and bonuses.

Show that most previous studies gave great attention to the motivational factors on the employee's performance and the organization despite the respondents and the differences in the sample study. Nevertheless, most prior studies found a strong significant relationship between motivations and performance. As many of the researchers found dereliction by organizations in motivating the staff.

Based on the related studies of motivations and employee's performance, there are several dimensions that measured motivation including moral and material motives (Elumah, 2016; Al Halibeh, 2015; Moktara & Zozo, 2014; and Al Halibeh, 2013), Social services (AbuSharkh, 2012; and Abdelhameed, 2011). As result, most of scholars argued that the relationship between motivation dimensions and employees' performance are significantly correlated. Thus, the research alternative hypotheses could be formulated as follows:

**H01:** There is a significant relationship between the types of motivation (moral, material, and social services) and employees' performance at Save the Children's Ethiopia.

**H02:** There is a significant impact of motivation dimensions (moral, material, and social services) on employee's performance at Save the Children's Ethiopia.

#### **2.2.4 Framework of the study**

The study is aimed at to address the influence of the motivations on the employees' performance at Save the Children, which is one of not for profit organization Ethiopia. It's essential for the not for profit organization to reinforce the spiritual team work among their employees through motivating them and meeting their needs in order to do their best work. Therefore, the conceptualized model is adopted based on motivation theories and some related studies in order to achieve the goals and to test the study hypotheses. Subsequently, Figure 1 shows the relationship between the independent variables and dependent variable as follows:

### **2.4 Conceptual Frame work of the study**

#### **2.4.1 The concept of motivation**

According to Robbins & Judge (2013) motivation is the process that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. The key elements in this definition are intensity, direction and persistence. Intensity describes how hard a person tries.

Direction is the effort towards the benefits of the organization's goal. Persistence measures how long a person can maintain effort. According to Dubin (2002), '*Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues him in the course of action already initiated*'. Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organization's objectives. It is something that moves a person into action and continues him in the course of action enthusiastically.

There are two types of motivation as originally identified by Herzberg et al (1957); these are intrinsic and extrinsic motivation and they both have a part to play (Armstrong, 2007) however the current study focuses on only related to intrinsic motivation, Intrinsic motivations may be especially relevant in social service, particularly in teaching and healthcare, both traditionally described as vocations. Delfgauw and Dur (2008), Prendergast (2007) and Francois (2000) have shown that intrinsically motivated public service providers exert more effort and require fewer extrinsic incentives than self-interested providers. Besley and Ghatak (2005) propose an alternative perspective in which both workers and organizations vary with respect to their missions; one sector of an economy might be oriented towards standard profit maximization, another towards philanthropic endeavors, a third towards social efficiency and functionality, a fourth towards beauty and the arts, and so on. Besley, and Ghatak (2005) show that mission diversity within a society enhances productivity through the matching of employers and employees with intrinsic motivational missions.

#### **2.4.2 Effect of Motivation on Performance**

Organizational practice that is highly related to performance is gaining high commitment of the employees (Taylor & Taylor, 2011). In discussing performance, a distinction can be made of in role (or task) performance and extra-role (or contextual) performance. Task performance is a performance relating to an individual employee's assigned role and constitutes part of the job description (Lyons, Duxbury, & Higgins, 2006). Extra-role or contextual performance is related to the employee's activities in supporting or in cooperation with other employees in the same organization to help Intrinsic motivation prove the overall job performance of the organization

(Gyamfi, 2012). Both extrinsic and intrinsic rewards are vital for the motivation of employees in any sector to intrinsic motivation prove upon performance (Qureshi, Shanu, & Kashif, 2009).

A motivated person has the awareness of specific goals must be achieved in specific ways; therefore, he/she directs its effort to achieve such goals (Nel et al., 2001). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore, if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

### **2.4.3 Intrinsic Motivation and Employees' Performance**

As said by Armstrong (2007) intrinsic motivation takes place when people feel that the work they do is intrinsically interesting, challenging and intrinsic motivation important and involves the exercise of responsibility (having control over one's own resources), autonomy or freedom to act, scope to use and develop skills and abilities and opportunities for advancement and growth. The author further alleges that intrinsic motivation is the self-generated factors that influence people to behave in a particular way or to move in a particular direction. Sansone, & Harackiewicz, (2000) describe intrinsic motivation involves performing an activity for its own sake rather than as a means to an end. They additionally affirm that a major structural antecedent of intrinsic motivation is the degree of association between activity and goal attainment.

Maslow (1943) in his hierarchy theory of needs explained that psychological need works better as motivator to employees as compare to physiological needs. On the other, Herzberg (1959) suggested that money provide motivation to the employees but not for long term. Once money earned and spent on physiological need then psychological, social and esteem needs follow one after the other. McGregor (2002) placed appreciation and esteem in theory Y group where honor and appreciation are measured as strong motivating factors than the money which was placed in theory X. Güngör (2011) studied the employee performance in Istanbul and identified that monetary reward management system cause higher performance. Adeoti et al, (2006)

concluded that if firms try to maintain the balance between internal and external reward it will increase the performance. He further elaborates that intrinsic rewards such as appreciation, recognition, responsibility has positive and significant impact on employees' performance. The Hedonic value of incentives (non-cash rewards) stimulates reasonable reaction on motivation of employees other than the cash value incentives (weber, et. al., 2005).

#### **2.4.4 Motivations and the non-profit sector**

There are three important institutional differences between non-profit and for-profit firms: 1) non-profit firms need donations for their initial equity capital, 2) they cannot distribute revenues in the form of cash dividends, and 3) they cannot be liquidated for proceeds to be paid to the firms' owners (Pauly, 1987). The exclusion of profit-maximization from the objectives of non-profit firms raises questions about why they exist and why the sector has grown so rapidly in both developed and developing countries.

Susan Rose-Ackerman (1996) suggests three possible answers: *trust*, *generosity* and *ideology*. *Trust* and *generosity* come into play when customers and donors have imperfect information about service quality: in these settings, knowledge of the inability of the owners to expropriate revenues may drive customers and donors towards the non-profit sector. Ideology refers to non-profit entrepreneurs who have a *mission* other than profit-maximization and want to operate without being held accountable to profit-seeking investors. However, non-profit entrepreneurs do not need to be ideologically motivated; if they are not, ex-ante soft incentives may lead to ex-post opportunistic behavior, resulting in "for-profits in disguise". While the non-profit sector does not require a pro-social or philanthropic mission in order to exist, a subsector, namely the NGO sector, does (Danila *et.al*, 2010).

The John Hopkins Center for Civil Society Studies has documented the NGO sectors of several high income countries. NGOs in developing countries, especially in Africa, have received less attention, although Leonard (2002) reports on the wide diffusion of NGO health providers in Ghana, Tanzania and Zimbabwe. In Zimbabwe, for instance, 95 percent of the NGOs facilities are located in rural areas, suggesting a strong commitment to reach those most in need. Reinnika and Svensson (2008) analyze the role of intrinsic motivations to serve the poor among religious non-profit organizations providers in Uganda.

#### **2.4.5 Extrinsic Motivation and Employees' Performance**

Pay and financial rewards are basic source by which every level of need can be fulfilled (Smith, 1976). According to Katz and Sinclair (2005) financial reward has the power to attract, retain and motivate individuals and cause higher performance. As it is observed that more you provided to the employees according to their need, more you will get in return efficiently (Dell, 1988; McCormick and Tifflin, 1979). Likewise, Taylor (1911) defined the system of incentive plan to stimulate employees for high performance, commitment and satisfaction. Banjko (1996) explained that management uses money to provide reward to their employees and also uses to punish their employees. He further elaborated that employees with high performance are rewarded with bonuses, promotions and financial awards while others with low performance having fear of loss of job. According to Mullins (2005) and Armstrong (2006) extrinsic motivations are defined as tangible benefits such as salaries/ incentives, fringe benefits, security, promotional benefits and service contracts and working conditions are required to motivate their employees.

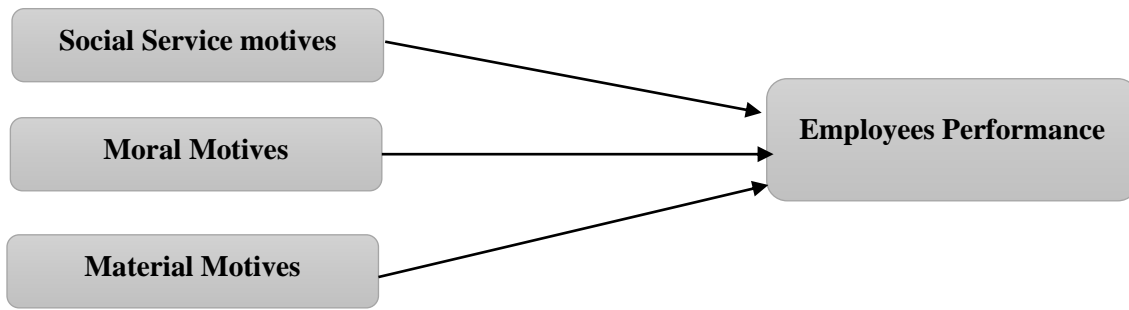
#### **2.4.6 The Ethiopian context**

As elsewhere, organizations in the public, for-profit and non-profit sectors have very different missions. The for-profit sector aims to maximize profits by providing healthcare to those able to pay. The formal aim of the public sector is to provide health care to all Ethiopians, although this mission has been eroded by decades of central planning, weak monetary incentives in the form of low wages and poor accountability due to inadequate or inexistent monitoring and enforcement mechanisms (Danila, Pieter, & Abigail, 2010). In contrast, the non-profit sector has a good reputation. Its mission is to serve the poor and vulnerable. The mission statements of the NGOs in the researcher's sample include statements such as "*improve the lives of the most vulnerable people*", "*reach out to vulnerable populations*", and "*combat the root causes of poverty.*" And consistent with this mission, almost half of the NGOs operate in rural areas, where the poorest Ethiopians live.



**Motivation dimensions**

**Figure 1 Conceptual framework of the study**



*Source; Adopted from T. Abusharbeh & Hasan Nazzal (2018) p.147*

## **CHAPTER THREE: REASERCH DESIGN AND METHODOLOGY**

### **3. Research Design and Methodology**

#### **3.1 Research Approach**

The study used a quantitative research approach with predetermined and highly structured data collection techniques under this study. However, a distinction needs to be drawn between data about the attributes of people, organizations or other things and data based on opinions, sometimes referred to as ‘qualitative’ numbers. Quantitative research examines relationships between variables, which are measured numerically and analyzed using a range of statistical and graphical techniques. It often incorporates controls to ensure the validity of data, as in an experimental design. Because data are collected in a standard manner, it is important to ensure that questions are expressed clearly so they are understood in the same way by each participant. This methodology often uses probability sampling techniques to ensure generalizability and the researcher is seen as independent from those being researched, who are usually called respondents.

One type of non-experimental quantitative research is causal-comparative research in which the investigator compares two or more groups in terms of a cause (or independent variable) that has already happened. The quantitative results typically inform the types of participants to be purposefully selected for the qualitative narration and the types of questions that was asked for the participants. A typical procedure might involve collecting survey data to provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of population study using survey questionnaires for data collection with the intent of generalizing from a sample to a population (Creswell, 2013) consequently, a cross-sectional research is applied since this enables the researcher to compare two or more groups once and represent a snapshot of one point in time.

#### **3.2 Research Design**

Research design as Burns & Bush (2002) stated, can be used for three purposes. These are descriptive, exploratory, and explanatory. Causal research primarily explains why events occur by defining the cause-and-effect relationships amongst variables and suitable when the research problem is already well documented (Zikmund 2003). Descriptive research ‘paint a picture’

using words or numbers and present a profile, a classification of types, or an outline of steps to answer questions such as who, when, where and how (Neuman 2006). While exploratory studies are common in the initial stages to gain a better understanding of the problem with in-depth investigation by breaking down a broad problem into smaller and well-defined sub-problems. (Wong, 1999).

Accordingly, the study used Explanatory design since this helps the researcher to establish causal relationships between variables. The emphasis in explanatory research is to study a situation or a problem in order to explain the relationships between variables subject the data to statistical tests such as correlation in order to get a clearer view of the relationship. Furthermore, the survey strategy is adopted since survey strategies using questionnaires are popular as they allow the collection of standardized data from a sizeable population in a highly economical way, allowing easy comparison. (Cooper, 2014).

### **3.3 Sampling techniques and sample size**

#### **3.3.1 Population, sampling frame and sampling technique**

Subsequent to the justification of the research methodology, a sample design chosen to collect relevant information for the research problem in selecting valid sample employees of Save the Children in Addis Ababa, definition of the target population, selection of sampling method, and determination of sample size is essential Population is described as a group of elements or cases, whether individuals, objects, or events, that conform to specific criteria and to which we intend to generalize the result of the research (McMillan and Schumacher, 2001). For the present study, the target population was compressed of 391 employees' that includes managerial, supervisory and clerical workers (employees) at Head Office of Save the Children in Addis Ababa. In order to assess the effect of motivation on employees' performance at Save the Children, questionnaire items were directed at employees of Save the Children at head quarter in Addis Ababa.

For the purpose of this study Probability sampling in the form of stratified sampling was used since this method enables the researcher to segregate the populations of the study into several mutually exclusive sub populations, or strata while selecting a random sample, in which each individual in the population has non zero probability of being selected (probabilistic sample).

With randomization, a representative sample from a population provides the ability to generalize to a population this enables the researcher to have the freedom to choose to pick employees at head quarter, moreover, it is also the only feasible alternative sampling method as a result that the total population (of Save the Children employees) may not be available for this study. However, the selected sampling design is associated shortcoming relates to its restricted generalizability, particularly in terms of the higher chances of sampling errors (Sekaran, 2003) and to overcome restrictions with respect to generalizability, maintains that it is advisable to use larger samples.

### 3.3.2 Sample size

If a universe from which a sample is to be drawn does not constitute a homogeneous group stratified sampling technique is to be applied to obtain representation sample. That is to obtain representative sample from the employees and managerial roles used as a measure population divided in to twenty-three strata that individually be more homogeneous than the total population and then select item from each stratum. The total population for this study were 391 and the sample size, taking the rational discussed earlier was 198. Following with, 95% confidence interval and 0.05 the confidence interval (also called margin of error) sample determination of calculation was being done using Sloven formula as follows

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

Where:

n = no. of sample

N = total population (391)

e = error margin / margin of error with a confidence level of 95 percent (giving a margin error of 0.05),

$$n = 391 / (1 + 391 * 0.05^2)$$

$$n = 391 / (1 + 0.9775) = 198 \text{ samplings}$$

In determining, the sample size from total population of 391 Proportional allocations under which the size of the samples from the different strata were kept proportional to the size of the strata. A sample size n = 198 was drawn from a population size of N = 391 which was divided into twenty-three strata of size as indicated below.

**Table 1 Sample size**

No	Category of Staff per Department	Population size as of December 2018	Proportion		Sample Size	Samples taken
1	Administration	17	17/391	0.043478	198	9
2	Audit	6	6/391	0.015345	198	3
3	Child protection	4	4/391	0.01023	198	2
4	Child rights governance	5	5/391	0.012788	198	3
5	Country Management	1	1/391	0.002558	198	1
6	Education	10	10/391	0.025575	198	5
7	Finance	38	38/391	0.097187	198	19
8	Grant Management	20	20/391	0.051151	198	10
9	Health	12	12/391	0.030691	198	6
10	Human Resource Management	12	12/391	0.030691	198	6
11	Information Systems	5	5/391	0.012788	198	3
12	Livelihoods	17	17/391	0.043478	198	9
13	Logistics	36	36/391	0.092072	198	18
14	Member Service and Media	3	3/391	0.007673	198	2
15	Monitoring and Evaluation	12	12/391	0.030691	198	6
16	Nutrition	10	10/391	0.025575	198	5
17	Program Development & Quality	10	10/391	0.025575	198	5
18	Program Management	55	55/391	0.140665	198	28
19	Proposal Development	3	3/391	0.007673	198	2
20	Safety & Security	2	2/391	0.005115	198	1
21	Guard	38	38/391	0.097187	198	19
22	Driver	32	32/391	0.081841	198	16
23	Office attendant & Others	43	43/391	0.109974	198	22
<b>Grand Total</b>		<b>391</b>				<b>198</b>

*Sources save the Children, HR department, December 2018*

### **3.4 Data collection techniques and procedures**

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer the stated research questions, test hypotheses, and evaluate out comes. A survey questionnaire was adopted (self-administered and emailed questionnaire) to obtain primary data that enables the researcher to measure the relevant constructs in a quantitative manner through the use of statistical techniques (correlation and regression) to analyze the respondents' level of agreement or disagreement in the differences between the variables employed in the study and the motivation dimensions ( social,

moral and material ) effects employees performance (Creswell, 2013) and the questionnaire uses a five-point Likert scale to measure the variables employed to obtain quantitative data.

The questionnaire was two parts; the first part of the questionnaire was asked the respondents their own demographic information (gender, age, Academic qualification, job title and years of experience). The second part of the questionnaire measured the relevant constructs of interest to this study that includes series of 40 questions that covered (*moral, Material, social services and Employees Performance*) to measure the employees' perception related to motivation dimensions. The constructs are measured on a five point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). Scales to measure each variable developed based on prior studies for example (Elumah, 2016; Al Halibeh, 2015; Moktara & Zozo, 2014; and Al Halibeh, 2013), Social services (AbuSharkh, 2012; and Abdelhameed, 2011) with some measurements being modified to adapt to this study based on focus group that was conducted (a pilot test with a sample of 3) with employees if save the children to reveal differences in opinions of motivation dimensions.

### **3.5 Methods of Data Analysis**

Data analysis was carried out using the Statistical Package for Social Science (SPSS) version 23. The study focused on dimensions of independent variables (moral, material, and social services) to influence workers' performance which is dependent Variables which were measured in a five pint Likert scale.

The methods of statistical analysis include descriptive statistics (Percentage and Frequency) used to analyze the demographic related information of respondents'. The Independent and dependent variables scale items were tested using a reliability analysis of a Cronbach's coefficient alpha.

Consequently, descriptive statistics in the form of arithmetic means and standard deviations were computed for the various independent and dependent dimensions assessed in the survey and a correlation and multiple regression analysis were carried out using correlation coefficients to depict the relationship between the variables with the degree of association to test the hypothesis stated in the study and the effect of independent variables (moral, material, and social services motivation) on dependent variable (employees' performance).

### 3.6 Ethical Consideration

During the course of administering the questionnaires, names and any identifying remarks were not used. The confidentiality of the respondents is kept and any data received for the study kept at the hands of the researcher and the advisor. The data's used were based on the questionnaires and interview of respondents rather than using the researcher opinion and input. Any result or meaning arrived at is solely based on the data gathered.

### 3.7 Reliability of the instrument used

Consequently, the researchers calculated reliability of this study using Cronbach's Alpha to check the internal consistency among items of research questionnaire. Thus, Table 2 shows the results of Cronbach's Alpha coefficients. It was 91.5% for the moral incentives and 84 % for the material motives. As overall result, the items of questionnaire are stable coefficient value of all fields (88.8%). This result is acceptable because it's greater than the percentage 0.70 (Tavakol and Dennick, 2011).

**Table 2 Cronbach's Alpha Coefficients**

Variable	No. of items	Cronbach's Alpha
Moral motives	17	0.915
Material motives	10	0.840
Social Motives	4	0.730
Employees Performance	9	0.850
Aggregate	40	0.888

*Source: researcher's own compilation of Survey data 2019*

## CHAPTER FOUR: RESULTS, DISCUSSIONS AND INTERPRETATIONS

### 4.1 Introduction

This chapter presents results and a discussion of these results. A demographic profile of the participants is provided. The chapter focuses on participants' ratings of motivation factors and correlations between the two variables relationships. In addition, the relationship between moral social and material motivation to measure the employees' perception related to motivation dimensions and employee performance at save the children Ethiopia office are presented. Quantitative data supporting the findings are provided. Three research hypotheses were tested and results are discussed.

### 4.2 Description of Sample

Dillman, Smyth, and Christian (2009) recommended using multiple methods of contact (e.g., human interaction and mail) to improve response rates. Of the 198 questionnaires distributed to save the children Ethiopia head quarter permanent employees 180 were returned (91% response rate) and of the 198 questionnaires, 175 were hand delivered to sample respondents and 23 were delivered via a priority e-mail to the remaining respondents.

**Table 3 Questionnaire Distribution and Response Rates**

Method	Distributed (%)	Returned (%)	Response Rate (%)
Hand Delivered	175	175	100%
Priority email	23	23	100%
<b>Total</b>	<b>198</b>	<b>198</b>	<b>100%</b>

*Source: researcher's own compilation of Survey data 2019*

As presented in the above Table 3, response rates for hand-delivered questionnaires for those sent via priority mail. Primarily researcher's being employees and personal relationships and ongoing network efforts with save the children Ethiopia management representatives may have contributed to the high response rate received when using the hand delivery method and priority mail method.



### 4.3 Background characteristics of the respondents

**Table 4 Participants Profile**

Respondent characteristics	Number of respondents	Percentage %
	<i>n</i> = 198	
<b>Gender</b>		
Male	113	57.1%
Female	85	42.9%
<b>Marital status</b>		
Married	135	68.2%
Single	63	31.8%
<b>Age</b>		
18- 25 years	5	1.0 %
26-35	73	37.4%
36-45	89	46.0%
Above 46	32	16.2%
<b>Academic qualification</b>		
Secondary and less	30	15.2%
Diploma	23	11.6%
Bachelor degree	55	27.8%
Postgraduate Degree and above	90	45.5%
<b>Years of experience in SCI</b>		
Less than 2 year s	9	4.5%
2-5 years	42	21.2%
More than 6 years	147	74.2%
<b>Job Title</b>		
Assistant and below(Assistant, security guard, Office attendant, cleaner etc.)	58	29.3%
Officer (Officer analyst etc.)	35	17.7%
Middle manager (coordinator, manager deputy Director etc.	91	46.0%
Senior Manager (CD, and Functional Director)	11	5.6%
Other	3	1.5%

*Source: researcher's own compilation of Survey data 2019*

The first two demographic variables tried to look at the gender and level of education distribution of the participants. As it can be seen in the above table (table 4), the number of males was slightly more than the females (57%) while looking at the age distribution, it looks like the majority of the participants were between the ages of 36- 45. The second highest age group was between 26-35years. Looking at the participants' qualification Masters and above (45.5%) dominated the participants by level of education while majority (68%) are being married.

Regarding their years of experience in SCI, 74.2% of the participants have been with save the children Ethiopia for more than six years and 24.2% have been with SCI for 2-5 years. A closer look at the chart below shows that majority of (46%) are middle manager job level while 29.3% are below assistant and assistants in SCI with 17.7% are being officers. Senior managers included in the study are 5.6% leaving the remaining 1.5% of the respondents categorized under a different level of jobs.

#### 4.4 Level of employees' and managers' perception of motivation dimensions

Using descriptive statistical analysis, the level of satisfaction of the participants on the intrinsic factors was determined as shown in Table 5. The statistics indicate that among the motivation dimensions considered, the levels of employees and manager's motivation dimensions were social service motive, high (M= 3.62; SD= 0.706); moral motivation, high (M= 3.31; SD= 0.659) and Moral Motivation, less high (M= 2.90, SD= 0. 626).

**Table 5 Descriptive Statistics**

	Minimum	Maximum	Mean	Std. Deviation
Moral motivation	1	5	3.31	.659
Material motivation	1	5	2.90	.626
Social service Motive	1	5	3.42	.706
Employees performance	1	5	3.62	.680
Valid N (leastwise)				

*Source: researcher's own compilation of Survey data 2019*

Looking at the table below it can be said that respondents indicated moral motives and social motives a high level of significance on employee's and mangers performance at save the children Ethiopia.

**Table 6 Means and Standard Deviation of Research Variables**

No.	Dimension	Mean	St. Dev.	%	Degree
1.	Moral motives	3.31	0.659	66.2%	High
2.	Material motives	2.90	0.626	58.0%	Less High
3.	Social motives	3.42	0.706	68.4%	High
4.	Employees Performance	3.62	0.680	72.4%	High

*Source: researcher's own compilation of Survey data 2019*

*Scale: 1=Not High, 2= Less High, 3= High 4= very High, and 5= Extremely High (SPSS v.23 manual)*

#### **4.4.1 Relationship between Motivation Variables and Employee Performance**

##### **4.4.1.1 Correlation Analysis**

The correlation coefficient depicts the basic relationship across two variables: “Do two variables have a tendency to increase together (Co-together) or to change in opposite directions and, if so, by how much? The two most commonly used statistical techniques to analyze relationships between continuous variables are the Pearson correlation and linear regression. The term correlation is correct, but correlation also refers to a specific statistical technique. Since the study have parametric data Pearson correlations are used to study the relationship between two continuous variables and the theoretical correlation coefficient is often expressed using the Greek letter rho ( $\rho$ ).

The Pearson correlation coefficient is used to quantify the strength and direction of the relationship between continuous variables. The Pearson correlation coefficient is a measure of the extent to which there is a linear (straight line) relationship between two variables. It has values between  $-1$  and  $+1$ , so that the larger the value, the stronger the correlation. As an example, a correlation of  $+1$  indicates that the data fall on a perfect straight line sloping upward (positive relationship), while a correlation of  $-1$  would represent data forming a straight line sloping downward (negative relationship). A correlation of  $0$  indicates there is no straight- line relationship at all (SPSS v.23 manual). Correspondingly, the effect size for a correlation measures the strength of the relationship. For correlation,  $r$  serves as the numeric measure of the effect size whose strength can be interpreted according to criteria developed by Cohen (1988):

- When  $r$  is greater than  $0.10$  and less than  $0.30$ , the effect size is “small.”
- When  $r$  is greater than  $0.30$  and less than  $0.50$ , the effect size is “medium.”

- When r is greater than 0.50 the effect size is “large.”

Effect sizes smaller than 0.10 would be considered trivial. These terms (small, medium, and large) associated with the size of the correlation are intended to provide users with a specific word that can be used to describe the strength of the correlation in a write-up (SPSS v.23 manual).

**Table 7 Correlation table**

<b>Variables</b>	<b>Moral motives</b>	<b>Material motives</b>	<b>Social Motives</b>
<b>Moral motives</b>	1		
Sig. (2-tailed)	.000		
<b>Material motives</b>	.481**	1	
Sig. (2-tailed)	.000		
<b>Social Motives</b>	.484**	.465**	1
Sig. (2-tailed)	.000	.000	
<b>Employees Performance</b>	.667**	.393**	.408**
Sig. (2-tailed)	.000	.000	.000

\*\*Correlation is significant at the 0.01 level (2-tailed). Spearman's rho N=198

Source: researcher's own compilation of Survey data 2019

Correlation coefficient is  $> 0$  for all factors. This implies that the variables moral motives, material motives, social motives and Employees Performance change in the same direction with employee performance. If one is higher, then so is the other. This result is expected. The two asterisks indicate that the estimate of 0.481\*\*, 0.484\*\*, 0.465\*\*, statistically significant at the 0.01 level implicating a 99 percent of confidence.

Furthermore, moral motives, material motives, and social motives are positively correlated with employee's performance at significant level of 1% (0.667\*\*, 0.393\*\* 0.408\*\*). This indicates that **H01** is accepted.

**H01:** There is a significant correlation between the types of motivation (moral, material, and social services) and employee's performance at Save the Children's Ethiopia.

As seen in the result the effect size for a correlation measures of the independent factors varies having moral motives a large size effect on employee performance, while, material motives, and social motives registering a medium size effect on employee performance accordingly.

#### 4.4.2 Evaluating effects between variables

Regression analysis is about predicting the future (the unknown) based on data collected from the past (the known). A *regression analysis* determines the mathematical equation to be used to figure out what will happen, within a certain range of probability. It analyzes one variable, the dependent variable, taking into consideration the effect on it by one or more factors, the independent variables. The analysis determines that some independent variables have more effect than others, so their weights must be taken into account when they are the basis of a prediction. Regression analysis, therefore, is the process of looking for predictors and determining how well they predict.

When only one independent variable is taken into account, it's called a simple regression. But this study uses more than one independent variable, its uses multiple regressions analysis that shows the influence of two or more variables on a designated dependent variable. Accordingly, the following fundamental criteria were fulfilled for creating a reliable model:

- The research was thoughtfully crafted and carefully designed by avoiding meaningless relationships or serious design flaws that may affect the arithmetic correctness of regression.
- The sample size should be large enough to create meaningful correlations. There are no hard rules concerning acceptable sample size, but as N drops below 50, the validity of the results become increasingly questionable, while the sample size in this study was 198 (*annex D*).
- Data should be examined carefully for outliers or other abnormalities (*See annex E*).
- The predictor variables should be approximately normally distributed, ideally with skewness and kurtosis values between  $\pm 1$  (*See annex E*).
- the issue of linear dependency between the predictor variables were considered i.e. The study never uses two variables when one is partially or entirely dependent upon the other and also avoids to use variables that are conceptually very similar that can be checked by high correlation of variables (*See annex C*),
- Primarily, (Keiser-Meyer-Olkin) and Bartlett's test of sphericity can be used in the study to measure the sampling adequacy and examines the degree of correlation among the questionnaire items. Values above .60 are considered acceptable, where the result indicates 0.815 in this study data (*See Annex F*).

#### 4.4.2.1 Stepwise Regression Analysis

Stepwise regression analysis was done for the proposed model to assess how independent variables are associated with the dependent variables. The result of this sequence is to produce a regression analysis that identifies which of the motivation predictors (moral motives, material motives, and Social Motives) has the greatest influence on the dependent variable (employee performance) at save the children Ethiopia. The stepwise method of selection will first enter the independent variable with the highest bivariate correlation with help, then enter the variable that explains the greatest additional amount of variance, then enter a third variable and so forth until no other variables significantly (significance is specified as  $p \leq .10$  for this analysis) influence the amount of help given. If the influence of any variable increases above a significance of .20 after entry into the regression analysis, it will be dropped from the regression equation.

The results of stepwise regression analysis where the forward entry method, a dependent variable and any number of predictor (independent) variables are designated are presented in the Table. The first statistic to look for in SPSS output when performing regression analyses is if Sig.-F is significant or not by seeing ("ANOVA") table the table shows the goodness of fit of the model. The lower these number the better the fit. Typically, if "Sig." is greater than 0.05, we conclude that our model could not fit the data (See annex E) If Sig. < .01, then the model is significant at 99%, if Sig. < .05, then the model is significant at 95%, and if Sig. < .1, the model is significant at 90%. Significance implies that we can accept the model. If Sig>., 1 then the model was not significant (a relationship could not be found) or "R-square is not significantly different from zero."

**Table 8 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F Change
1	0.667	0.457	0.449	0.508	.000

*Predictors: (Constant), Moral Motivation*

*Dependent Variable: Employees Performance*

*Source: researcher's own compilation of Survey data 2019*

**Table 9 Relationship between Employee Performance and motivation variables**

Variable	coefficients		
	Standardized Beta	t-values	(p-value) Sig.
(Constant)	1.346	7.256	.000
Moral Motivation	0.688	12.529	.000

*Dependent Variable: Employees Performance R2 = 0.457 ; F= 54.498 ; Sig. F= 0.000b*

*Source: researcher's own compilation of Survey data 2019*

#### 4.4.2.2 Interpretation of regression results

keeping the above criteria, in this study multiple regression analysis was done for independent factors motivation predictors (moral motives, material motives, and social motives) against the dependent variable (employee performance) even though model as a whole is significant (sig.  $P < 0.001$ ) indicating that for 99% confidence in the ability of the model to explain the dependent variable.

**Table 10 Coefficients a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.346	.219		7.256	.000
Moral Motivation	0.688	.066	0.667	12.529	.000
Material Motivation	0.094	.069	0.094	0.094	0.120
Social Service Motivation	0.111	.061	0.111	0.111	0.067

*a. Dependent Variable: Employees Performance*

*b. Predictors in the Model: (Constant), Moral Motivation*

*Source: researcher's own compilation of Survey data 2019*

An initial look identifies key elements of the analysis: one models were tested, with one variable that met the entry requirement included in the final equation (moral motivation). Two variables did not meet the entry requirement (material motivation and social motivation). The multiple R shows a substantial correlation between the three predictor variables and the dependent variable employee performance ( $R = .667$ ). The R-square value indicates that about 45.7% of the variance in employee performance is explained by one predictor variables. The  $\beta$  values indicate the relative influence of the entered variables, that is, moral motivation has the greatest influence on employee performance ( $\beta = .688$ ). The direction of influence of the variables was positive.

Subsequently, seeing the individual contribution of the independent variables material motivation and social service motivation found to be their contribution statistically insignificant (sig. 0.120 and 0.067) therefore the variables were removed from the model.

Moreover, It can be said that moral motives has a significant positive impact on employees performance because t- value is greater (t- statics 1.96) and p-value is less than the significance level of 0.05 (p-value=0.000). However, other predictors (material and social) did not have any significant impact on employee's performance in save the children Ethiopia, because p-values for material and social are greater than 5% (p-value =12% and p-value = 6.7%) respectively. Accordingly, the hypothesis was partially accepted (SPSS v.23 manual).

**H02:** There is a significant impact of motivation dimensions (moral, material, and social services) on employee's performance at Save the Children's Ethiopia.

#### **4.5 Discussion on the result**

Table 5 and 6 shows that moral motives have a high mean value of 3.31 out of 5 and deviated by 0.6 this indicates that 66.2% of respondents have the same point view to the importance of moral incentive in employee's productivity. Meanwhile, 58.0% of employees agreed that material incentives have a significant effect in environment work in organization. On the other hand, employee's performance has a mean value of 3.62 and deviated by 0.68. This implies that there is a high level of motivations and performance provided to the employees that working in save the children Ethiopia.

Based on the findings, the researchers can infer that; motivations partially moral incentives play a vital role in enhancing the effort of employees to get the best work at save the children Ethiopia. This means that save the children Ethiopia could improve its productivity through developing the reward and motivation system. This argument is confirmed the result of motivation theories such as Herzberg theory (1954) that stated motivation has a significant effect on employee's behavior in work and that boost them toward improve their performance in work. Moreover, this result is consisted with other prior studies such as; Mensah and Tawiah (2016), Zameer et al (2014), and Al Halibeh (2013) referenced by Abusharbeh (2018).

Table 8 shows the result from using ANOVA, the coefficient of determination R<sup>2</sup> is 44.5% which implies that independent variables (moral, material, and social services) explain nearly



45% from the variation of dependent variable (employee's performance). Moreover, the p-value is less significant level 5%. This means that the overall regression model is significant at the 0.000 level with F distribution of 54.5. Moreover, it can be said that there is significant positive relation between moral motives and employee's performance because t- value is greater t- statics 1.96 and p-value is less than the significance level of 0.05 (p-value=0.000). However, other predictors (material and social) did not have any significant impact on employee's performance in save the children Ethiopia, because p-values for material and social are greater than 5% (p-value =12% and p-value = 7%) respectively.

Based on the above table, the researcher can reveal that; only "*moral motivations*" are positive and significant impact on employee's productivity as shown in multiple regression model. This implies that the moral incentives (thankful letters, Honor list, confidence, and sharing in decisions) in save the children Ethiopia enhance the employee's productivity in work. Thus, this study also argues that good moral motivation is essential to achieve the NGO's goals. The effective motivational programs in save the children Ethiopia can achieve moral spiritual among employees work. Thus, this argument is confirmed by Obeidat and AL-Dwairi (2015).

Surprisingly, financial rewards are not significantly predicted the employee's performance at save the children Ethiopia. This probably indicates that there is adequate level of material incentives that provided to employees that working in save the children Ethiopia. This result is conflicted with Elumah Lucas et al (2016) that argued material motives have significant negative impact on employee's performance this may indicate that the employees at save the children are thinking in moral motivation rather than financial incentives. As result, the econometric model can be estimated based on unstandardized coefficients as follows:

$$\text{Performance} = 1.346 + 0.688 (\text{Moral Motives}) + 0.094 (\text{Material}) + 0.111 (\text{Social})$$

The interpretation of the above model indicates that there is a direct impact of moral motivation on employee's performance. This means that the increase in moral incentives by 1 unit could increase the employee's productivity by 2.24 units.

## CHAPTER FIVE: SUMMARY, CONCLUSIONS & RECOMMENDATIONS

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### 5.1 Introduction

The aim of this chapter is to present a summary of all the findings and to make conclusions based on the study findings. Additionally, the implications of the study to the theory and practice are addressed along with directions to future researches. Finally, the limitations of the study and suggestions for further research have been presented.

### 5.2 Summary

The finding of the study indicated that respondents perceive that moral motives and social motives have a high level of significance on employee's and managers performance at save the children International Ethiopia Country Office.

The study finding also indicates that moral motives, material motives, and social motives are found to be positively correlated with employee's performance at significant level of 1% (0.667\*\*, 0.393\*\* 0.408\*\*) indicates that the alternative hypothesis (**H01**) is accepted. Furthermore, the effect size for a correlation measures of the independent factors found to be vary where moral motives having a large size effect on employee performance, while, material motives, and social motives registering a medium size effect on employee performance accordingly.

Similarly, a multiple regression analysis was done for independent factors motivation predictors (moral motives, material motives, and social motives) against the dependent variable (employee performance) the result indicated that only moral motives found to be having a significant positive impact on employees performance (t- statics 12.56 ,p-value=0.000) while material and social motives dimensions did not have any significant impact on employee's performance in save the children Ethiopia (( p-value =12% and p-value = 6.7%). Respectively the hypothesis (**H02**) was partially accepted.

### 5.3 Conclusions

The main purpose of this paper is to examine the impact of moral, social and material motives on employee's performance as case of save the children Ethiopia Country Office. A sample of 198

employees was selected from all head office staffs from save the children Ethiopia. Multiple regression and Pearson correlation are used to test the research hypotheses and to reveal the research findings.

The researchers conclude that; employees and managers at save the children in Ethiopia indicate that motivations partially moral incentives play a vital role in enhancing the effort of employees to get the best work at save the children Ethiopia.

From the findings it can be concluded that moral motives, material motives, and social motives are positively correlated with employee's performance at significant level of 1% indicating that the alternative hypothesis is accepted and there is positive significant relationship between moral motives, material motives, and social motives and employee's performance at save the children Ethiopia.

From the findings it can be also concluded that moral motives have a significant and positive impact on employee's performance. Nevertheless, the material and social motives have no any significant influence on employee's behavior in their workplace. Therefore, this study reached in to following conclusions:

There is a high level of association or relation between motivation and employee's performance, as well as strong positive impact of moral incentives on employee's performance, in save the children Ethiopia, and also there is a positive insignificant impact of material motives and social motives on employee's performance in save the children Ethiopia.

#### **5.4 Recommendations**

Though, the result could be varied from one study to another one this study recommends that save the children Ethiopia should adapt and develop their motivation system in order to satisfy all employees' needs, like compliments the employees as giving them souvenirs and awards also share them with the decision and trust them since moral motivation were found to be having a positive significant impact on employee's performance. Therefore, save the children should focus on developing its motivational system focusing on material motivation. On the other hand, save the children need also consider material and social motives even though, social and material motives dimensions were found to be having insignificant impact on employee's performance but the impact is positive as the study indicates.

Moreover, the study recommends focusing on moral motivation more than social and material motivations, since the study showed the positive relationship between moral motivation and performance, in contrast to the stimulation of material and moral. In this sight, save the children Ethiopia should take care for their employees in order to get high level of performance and profitability. Thus, moral incentives are given according to their level of effort in order to persuade the employees to do their best without vested interest.

### **5.5 Limitation of the Study**

The study is subject to a limitation because it covered only part not for profit organizations in Ethiopia which is in save the children Ethiopia. Thus, the result could be varied from one study to another one. Other important limitation is that the incentives approach that adopted by save the children Ethiopia could be different from not for profit organizations to another or from one country to another one with in save the children. The geographical factors that could affect the motivation of the employees at various branches were not factored in the research. The study did not also extend to external factors that could have influence on the employees' performance factors.

### **5.6 Suggestions for further research**

According to the research further studies should be undertaken to establish what motivates employees .since the study focuses on a single not for profit organization in Ethiopia Future researchers are encouraged to consider the geographical factors that could affect the motivation of the not for profit organization in Ethiopia and other African countries Future researchers are encouraged to research into the external factors that could have influence on the employees' performance of not for profit organization with in Ethiopia and across African countries.

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## Appendix-A Questioner Distributed to Save the Children's Ethiopia employees



**St. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**MASTER OF BUSINESS ADMINISTRATION PROGRAM**

This questionnaire is intended to gather primary data on “*the effect of moral, material, and social motives on employees’ performance in not for profit organization (the case of save the children in ethiopia)*”. The purpose of the study is to fulfill a thesis requirement for the Master of Arts Degree in Business administration at St. Mary’s University. Your genuine responses for the questions are very important for the success of completing this study. All information collected through the questionnaire will be used only for the purpose of the study and will be kept confidential. And thus, I would like to thank you in advance for your kindly cooperation.

***Thank you, for your support!!***

***Solomon Dubale***

**General Instructions; Please answer all questions and please put tick (✓) in the box**

1. Gender:     Male             Female
2. Age:         18-25         26-35         36-45         + 46
3. Marital status:     Married         Single
4. Qualification:     Secondary and less  Diploma     Bachelor     Masters & above
5. Years of experience:     less than 2 years     2-5 years     more than 6 years
6. Job title:  Assistant and below (Assistant, Security guard, Office attendant, cleaner etc.)  
 Officer (Officer, Analyst etc...)  Middle Management (Coordinator, Manager, Deputy Director etc.)  
 Senior Management (CD and Function Director)  other

No.	Moral Motivation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1-	My work increases, when the manager compliments my work.					
2-	The manager always seeks to develop the team spirit and looks for building an integrated excited teamwork.					
3-	I feel that the manager appreciates my efforts and hard work in Save the children.					
4	Save the children offers me adequate support and instructions so I can work with good performance					
5	I think that Save the children development and progress depend on involving the employee in the decision making					
6	The manager seeks to identify employee's desires and satisfy it.					
7	I think that choosing an employee and putting him/her in the right place is considered an incentive that increases employee's confidence in Save the children.					
8	Job security is the most important incentives that can be provided by the manager to improve the performance levels.					
9	Save the children always gives gratitude cards and souvenirs to the employee.					
10	Save the children gives the best employee award in every year for one of its employees each year.					

11	Save the children allows the employee to share in making decision.					
12	The confidence among the employees increases their efforts and pushes them towards better work.					
13	Moral incentives increase the sense of competitive spirit among employees.					
14	Save the children offers me adequate support and instructions so I can work with a good performance.					
15	Save the children allows the employees to exercise in Union action to preserve their rights and possessions.					
16	Save the children always upgrade its system and that drives me to work harder.					
17	I think Save the children attaches training programs to its employees					
No	<b>Material Motive</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
1	Save the children is committed to paying wages regularly and on time					
2-	I think that the wages and salaries have a direct impact on the employee behavior and performance.					
3-	Save the children permanently seeks to adjust wage scale according to the economic conditions and to the employee standard of living.					
4-	I'm satisfied with the wages offered by Save the children and it fit to my qualifications and job title.					
5-	Save the children provides loan with banks to its employees and motivates me to work harder.					
6	Save the children is committed to limited working hours and pays a fair financial reward on overtime work.					
7	Save the children applies the standard of living according to the law and this makes me feel more satisfied in my work.					
8	Save the children has a clear policy regarding to the financial reward that is fairly applied to all employees in Save the children.					
9	I think that the quality of the production and performance in Save the children are directly linked to the increase in wages and financial rewards.					

10	I think that Save the children should give the material reward only to innovated employees and who have a special efforts					
NO	<b>Social Service Motive</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Save the children has a compensation system for accidents or injuries.					
2-	Save the children has a health insurance system for its employees.					
3-	Save the children helps the new employees and their family in finding accommodation					
4-	Save the children provides indemnity for its employees.					
No	<b>Employees Performance</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I think loyalty to Save the children improves my work performance.					
2	I think the efficiency of work depends on the manager Clarification of save the children objectives.					
3	I think the collaboration between save the children departments improves the employee's performance.					
4	I feel comfortable in my work and that makes me performed very well					
5	I feel that motivation boost my work to the maximum performance.					
6	I think that the increases of my performance level depends on the Job satisfaction					
7	Feel confidence in the work makes me performed very well					
8	Having a retirement fund makes me fearless of the future and not looking for other sources of income.					
9	Save the children work is linked to the quality of performance and the effort for output.					

**Ends Here!**

**Thank you very much for your time and cooperation!**



**ቅድስተ ማርያም ቤኒሽርሲቲ**  
**ኤምቤሌ የድህረ ምረቃ መርሃ ግብር**  
**የምርምር መጠይቅ**

የአካዳሚያዊ ስራ ክፍል እንደመሆኑ ይህ ጥናት “ለትርፍ ባልተቋቋመ ድርጅት (ከህጻናት አድን ኢትዮጵያ አንጻር) ማነሳሳት በተቀጣሪዎች የስራ አፈጻጸም ላይ የሚያመጣው” የሚል ነው።

እባክዎ ካለዎት ጊዜ ጥቂት ደቂቃዎችን በመውሰድ ከዚህ በታች ለተቀመጡት ጥያቄዎች ባለዎት የእውቀት ደረጃ ልክ ምላሽን ይስጡን፤ እርስዎ የሚሰጡት ምላሽ ለአካዳሚያዊ አላማዎች ብቻ በጥቅም ላይ የሚል ይሆናል እንዲሁም በግል እና በሚስጥር የሚያዝ ይሆናል፡

**ጠቅላላ መመሪያዎች፡-** እባክዎ የሚከተሉትን ጥያቄዎች በሳጥኑ ውስጥ የ(✓) ምልክት በማድረግ ይመልሱ

1. ጾታ:      ወንድ            ሴት
2. ዕድሜ:    18-25            26-35            36-45            +46
3. የጋብቻ ሁኔታ:      ያገባ            ያላገባ
4. የትምህርት ዝግጅት:    ሁለተኛ ደረጃ እና ከዚያ በታች    ዲፕሎማ    ባችለር    ማስትራት እና ከዚያ በላይ
5. የስራ ልምድ:      ከ2 አመታት በታች    ከ2-5 አመታት    ከ6 አመታት በላይ
6. የስራ ማዕረግ:    ረዳት እና ከዛባታች (ረዳት፣ የጥበቃ ሰራተኛ፣ የቢሮ ተላላኪ፣ የጽዳት ሰራተኛ ወዘተ)    አፊሰር (አፊሰር፣ አናሊስት ወዘተ...)    መካከለኛ አመራር (አስተባባሪ፣ ስራ አስኪያጅ፣ ምክትል ዳይሬክተር ወዘተ ....)    ከፍተኛ አመራር (ካንትሪ ዳይሬክተር እና ፋንክሽን ዳይሬክተር)    ሌላ

ቁ.	የኮንስትራክትስ መለኪያ ነገሮች	በጣም አልሰማላም	አልሰማላም	ገለልተኛ ነኝ	እስማማለሁ	በጣም እስማማለሁ

የሞራል መነሳሳት						
1	ስራ አስኪያጁ ስለ ስራዬ ሲያመሰግነኝ የስራ ውጤቱ ይጨምራል					
2	ስራ አስኪያጁ ሁልጊዜ የቡድን መንፈስን ለማሳደግ እና የተቀናጀ ደስታ የተሞላበት የቡድን ስራን ለመገንባት ይፈልጋል					
3	ስራ አስኪያጁ በህጻናት አድን የማደርጋቸውን ጥረቶች እና ጠንካራ ስራዬን እንደሚያደንቅልኝ ይሰማኛል፤					
4	ህጻናት አድን ከመልካም የስራ አፈጻጸም ጋር ስራዬን ማከናወን እንድችል በቂ ድጋፍ እና መመሪያን ይሰጠኛል፤					
5	የህጻናት አድን እድገት እና መሻሻል ተቀጣሪዎችን በውሳኔ አሰጣጥ ላይ በማሳተፍ ላይ የተመሰረተ እንደሆነ አስባለሁ፤					
6	ስራ አስኪያጁ የተቀጣሪዎችን ፍላጎቶች ለመለየት እና እነርሱንም ለማሟላት ይፈልጋል፤					
7	እኔ እንደማስበው አንድን ተቀጣሪ መምረጥ እና በትክክለኛ ቦታው ላይ ማስቀመጥ በህጻናት አድን የተቀጣሪዎችን በራስ መተማመን ሊያጎለብት እንደሚችል ማትጊያ ይቆጠራል።					
8	የስራ ዋስትና በስራ አስኪያጁ የስራ አፈጻጸም ደረጃን ለማሻሻል መቅረብ የሚችል እጅግ በጣም አስፈላጊ ማትጊያ ነው።					
9	ህጻናት አድን ሁልጊዜ ለተቀጣሪዎች የምስጋና ፖስትካርዶች እና የማስታወሻ ስጦታዎችን ይሰጣል።					
10	ህጻናት አድን በየአመቱ ከተቀጣሪዎቹ ውስጥ ለአንዱ የምርጥ ተቀጣሪ ሽልማትን ይሰጣል።					
11	ህጻናት አድን ተቀጣሪው በውሳኔ አሰጣጥ እንዲሳተፍ					



	ይፈቅዳል፤					
12	የተቀጣሪዎች በራስ መተማመን የሚያደርጉትን ጥረቶች ይጨምራል እንዲሁም ለተሻለ ስራ ይገፋፋቸዋል።					
13	የሞራል ማትጊያዎች በተቀጣሪዎች መካከል የውድድር መንፈስን ይጨምራሉ።					
14	ህጻናት አድን በስራዬ መልካም አፈጻጸም እንዲኖረኝ በቂ ድጋፍ እና መመሪያዎችን ይሰጠኛል፤					
15	ህጻናት አድን ተቀጣሪዎች መብቶቻቸውን እና ጥቅሞቻቸውን ለማስከበር በሰራተኛ ማህበር እንቅስቃሴዎች እንዲሳተፉ ይፈቅድላቸዋል።					
16	ህጻናት አድን ሁል ጊዜ ጠንክራ እንድሰራ ሲስተሙን ያሻሽላል፤					
17	ህጻናት አድን ለተቀጣሪዎቹ የስልጠና ፕሮግራሞችን እንደሚሰጥ አስባለሁ፤					
<b>የማቴሪያል ማትጊያ</b>						
1	ህጻናት አድን ደመወዝን ባለማቋረጥ እና በጊዜው ይከፍላል፤					
2	ምንዳዎች እና ደመወዞች በተቀጣሪ ባህሪ እና የስራ አፈጻጸም ላይ ቀጥተኛ ተጽእኖ እንዳላቸው አስባለሁ፤					
3	ህጻናት አድን ሳያቋርጥ የደመወዝ ስኬልን በኢኮኖሚ ሁኔታዎች መሰረት እና በተቀጣሪ የአኗኗር ደረጃ መሰረት ለማስተካከል ይጥራል።					
4	ህጻናት አድን በሚከፍለው ደሞዝ ረክቻለሁ፤ ለእኔ የትምህርት ዝግጅት እና የስራ ማዕረግ በቂ ነው፤					
5	ህጻናት አድን ለተቀጣሪዎቹ ቅድመ ክፍያ የመስጠት ስርዓት አለው፤ ይህም የበለጠ ጠንክራ እንድሰራ ያነሳሳኛል።					
6	ህጻናት አድን የተወሰኑ ስራ ሰዓታትን ብቻ የሚያሰራ					

	ሲሆን ከመደበኛ ስራ ሰዓት ውጪ ለሚያሰራው ስራ ፍትሃዊ የሆነ ገንዘብ ክፍያን ይፈጽማል፤					
7	ህጻናት አድን በህግ መሰረት የኑሮ ደረጃን ለማሻሻል ይሰራል። ይህ ደግሞ በስራዬ የበለጠ እርካታ እንዲሰማኝ ያደርጋል፤					
8	ለሁሉም ተቀጣሪዎቹ ፍትሃዊ በሆነ መልኩ በጥቅም ላይ የሚውል ግልጽ የሆነ የገንዘብ ክፍያ ፖሊሲ አለው፤					
9	በህጻናት አድን የማምረት እና ስራ አፈጻጸም ጥራት በቀጥታ ከደሞዝ እና የገንዘብ ክፍያዎች መጨመር ጋር ግንኙነት ያለው እንደሆነ አስባለሁ።					
10	ህጻናት አድን የማቴሪያል ሽልማትን የፈጠራ ክህሎት ላላቸው ተቀጣሪዎች እና ለየት ያለ ጥረትን ለሚያደርጉ ብቻ መስጠት እንዳለበት አምናለሁ።					
ቁ.	የኮንስትራክትስ መለኪያ ነገሮች	በጣም	አልሰማማም	ገለልተኛ ነኝ	እስማማለሁ	በጣም
<b>የማህበራዊ አገልግሎት ማነሳሻ</b>						
1	ህጻናት አድን ለአደጋዎች እና ለጉዳቶች የካሳ አከፋፈል ስርዓት አለው					
2	ህጻናት አድን ለተቀጣሪዎቹ የጤና መድን ስርዓት አለው					
3	ህጻናት አድን አዳዲስ ተቀጣሪዎቹ እና ቤተሰቦቻቸው መኖሪያ ቤትን እንዲያገኙ እገዛ ያደርጋል፤					
4	ህጻናት አድን ለተቀጣሪዎቹ ዋስትናን (ለሚጠፋ ትንሽ ገንዘብ መተኪያ) ይሰጣል፤					
<b>የተቀጣሪ የስራ አፈጻጸም</b>						
1	ለህጻናት አድን ታማኝ መሆን፤ የስራ አፈጻጸሜን					

	እንደሚያሻሽል አስባለሁ፤					
2	የስራዬ ውጤታማነት ስራ አስኪያጁ የባንክ አላማዎችን በማብራራቱ ላይ የተመሰረተ እንደሆነ አምናለሁ፤					
3	በባንክ ስታፍ አባላት መካከል ያለ ትብብር የተቀጣሪዎችን የስራ አፈጻጸም እንደሚያሻሽል አምናለሁ፤					
4	በስራዬ ምቹት ይሰማኛል ይህ ደግሞ በደንብ እንድሰራ ያደርገኛል፤					
5	መነሳሳት ስራ አፈጻጸሜን ወደ ከፍተኛ ደረጃ እንደሚያደርስ ይሰማኛል፤					
6	የስራ አፈጻጸሜ በስራዬ ላይ ባለኝ እርካታ ላይ የተመሰረተ እንደሆነ አስባለሁ፤					
7	በስራዬ ላይ ያለኝ የራስ መተማመን ስሜት በደንብ እንድሰራ ያደርገኛል፤					
8	የጡረታ ፈንድ መኖሩ ስለወደፊቱ እንዳልፈራ እና ሌላ የገቢ ምንጭ እንዳላፈላልግ አድርገኛል፤					
9	የህጻናት አድን ስራ ከስራ አፈጻጸም ጥራት እና ከውጤት ተኮር ስራ ጋር የተገናኘ ነው፤					

## Annex A. Item-Reliability Statistics

### Reliability Statistics

Cronbach's Alpha	N of Items
.888	40

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My work increases, when the manager compliments my work.	127.58	446.581	.313	.915
The manager always seeks to develop the team spirit and looks for building an integrated excited teamwork.	127.84	441.598	.415	.914
I feel that the manager appreciates my efforts and hard work in Save the children.	127.70	438.811	.524	.913
Save the children offers me adequate support and instructions so I can work with good performance	128.16	429.639	.625	.911
I think that Save the children development and progress depend on involving the employee in the decision making	128.47	430.819	.613	.911
The manager seeks to identify employee's desires and satisfy it.	128.57	433.911	.576	.912
I think that choosing an employee and putting him/her in the right place is considered an incentive that increases employee's confidence in Save the children.	128.16	440.349	.393	.914
Job security is the most important incentives that can be provided by the manager to improve the performance levels.	128.14	438.900	.418	.914
Save the children always gives gratitude cards and souvenirs to the employee.	129.10	438.808	.461	.913
Save the children gives the best employee award in every year for one of its employees each year	128.86	435.696	.445	.913
Save the children allows the employee to share in making decision.	128.73	433.448	.543	.912
The confidence among the employees increases their efforts and pushes them towards better work.	128.07	430.391	.576	.912
Moral incentives increase the sense of competitive spirit among employees.	127.93	433.402	.519	.912

Save the children offers me adequate support and instructions so I can work with a good performance.	128.25	431.845	.617	.911
Save the children allows the employees to exercise in Union action to preserve their rights and possessions.	128.94	435.880	.496	.913
Save the children always upgrade its system and that drives me to work harder.	128.32	433.956	.573	.912
I think Save the children attaches training programs to its employees	128.07	432.533	.581	.912
Save the children is committed to paying wages regularly and on time	127.46	443.194	.364	.914
I think that the wages and salaries have a direct impact on the employee behavior and performance.	127.82	449.415	.216	.916
Save the children permanently seeks to adjust wage scale according to the economic conditions and to the employee standard of living.	129.25	443.081	.302	.915
I'm satisfied with the wages offered by Save the children and it fit to my qualifications and job title.	129.19	437.252	.431	.913
Save the children provides loan with banks to its employees and motivates me to work harder	128.12	444.093	.279	.916
Save the children is committed to limited working hours and pays a fair financial reward on overtime work.	129.29	447.041	.236	.916
Save the children applies the standard of living according to the law and this makes me feel more satisfied in my work.	129.04	440.425	.390	.914
Save the children has a clear policy regarding to the financial reward that is fairly applied to all employees in Save the children.	128.81	437.496	.463	.913
I think that the quality of the production and performance in Save the children are directly linked to the increase in wages and financial rewards.	129.08	441.898	.366	.914
I think that Save the children should give the material reward only to innovated employees and who have a special efforts	128.99	441.264	.363	.914
Save the children has a compensation system for accidents or injuries	127.83	444.931	.341	.914
Save the children has a health insurance system for its employees	127.54	441.702	.375	.914
Save the children helps the new employees and their family in finding accommodation	128.96	443.958	.286	.915
Save the children provides indemnity for its employees.	128.38	438.856	.425	.914

I think loyalty to Save the children improves my work performance.	128.02	442.908	.348	.914
I think the efficiency of work depends on the manager Clarification of save the children objectives.	128.01	443.487	.369	.914
I think the collaboration between save the children departments improves the employee's performance	127.80	441.675	.401	.914
I feel comfortable in my work and that makes me performed very well	128.05	434.693	.549	.912
I feel that motivation boost my work to the maximum performance.	127.75	439.740	.451	.913
I think that the increases of my performance level depends on the Job satisfaction	127.60	435.693	.548	.912
Feel confidence in the work makes me performed very well	127.61	435.153	.579	.912
Having a retirement fund makes me fearless of the future and not looking for other sources of income.	128.81	439.858	.381	.914
Save the children work is linked to the quality of performance and the effort for output	128.15	430.085	.620	.911

## Annex B Item-Reliability Statistics

One independent and 3 dependent variables .

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Moral Motivation	9.94	2.490	0.915	.885
Material Motivation	10.36	2.837	0.840	.862
Social Service Motive	9.83	2.617	0.730	.723
Employees Performance	9.63	2.583	0.850	.731

## Annex -C- Correlations

		<b>Correlations</b>						
		Moral Motivation	Material Motivation	Social Service Motive	Employees Performance			
Moral Motivation	Pearson	1	.481**	.484**	.667**			
	Correlation							
	Sig. (2-tailed)					.000	.000	.000
	N					198	198	198
Material motivation	Pearson	.481**	1	.465**	.393**			
	Correlation							
	Sig. (2-tailed)					.000	.000	.000
	N					198	198	198
Social Service Motive	Pearson	.484**	.465**	1	.408**			
	Correlation							
	Sig. (2-tailed)					.000	.000	.000
	N					198	198	198
Employees Performance	Pearson	.667**	.393**	.408**	1			
	Correlation							
	Sig. (2-tailed)					.000	.000	.000
	N					198	198	198

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

### Descriptive Statistics

	Mean	Std. Deviation	N
Moral Motivation	3.31	.659	198
Material Motivation	2.90	.626	198
Social Service Motive	3.42	.706	198
Employees Performance	3.62	.680	198



## Annex D Regression Models

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.660	3	13.887	54.498	.000 <sup>b</sup>
	Residual	49.434	194	.255		
	Total	91.094	197			

a. Dependent Variable: Employees Performance

b. Predictors: (Constant), Social Service Motive, Material Motivation, Moral Motivation

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.096	.219		5.007	.000
	Moral Motivation	.609	.066	.591	9.224	.000
	Material Motivation	.073	.069	.067	1.057	.292
	Social Service Motive	.088	.061	.091	1.434	.153

a. Dependent Variable: Employees Performance

**Model Summary<sup>b</sup>**

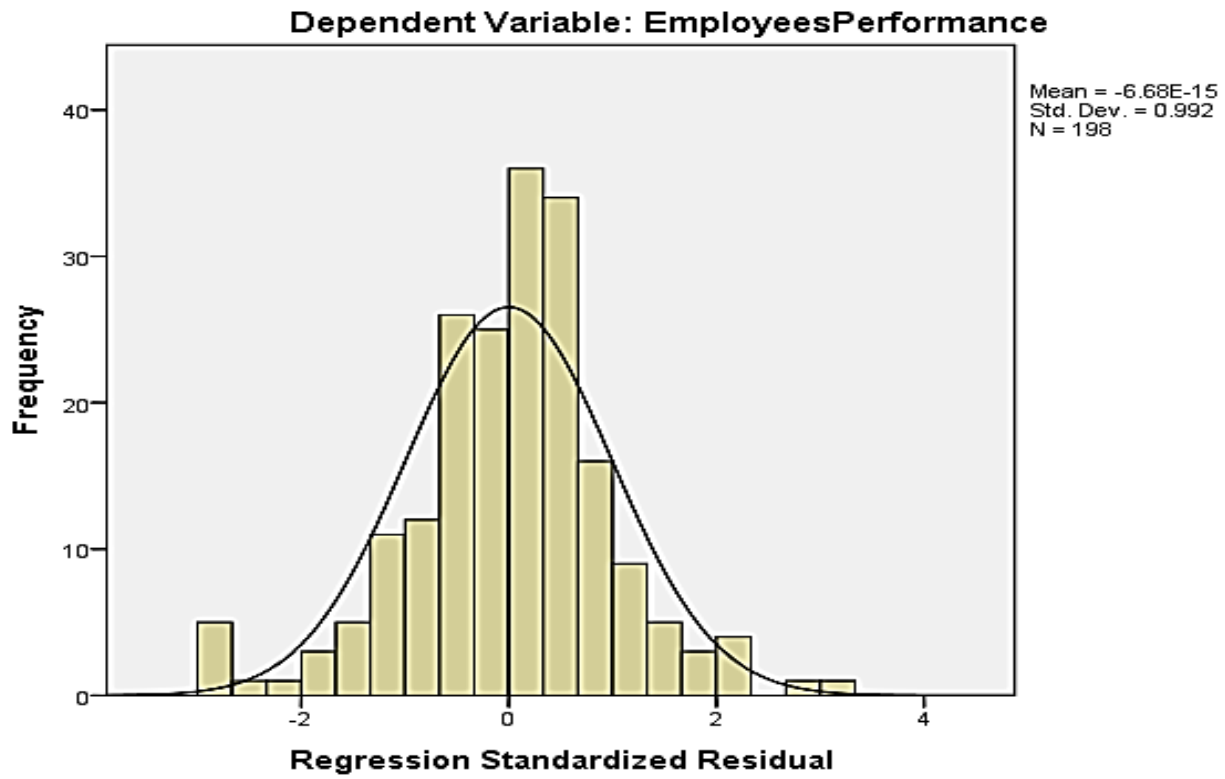
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.676 <sup>a</sup>	.457	.449	.505	.457	54.498	3	194	.000

a. Predictors: (Constant), Social Service Motive, Material Motivation, Moral Motivation

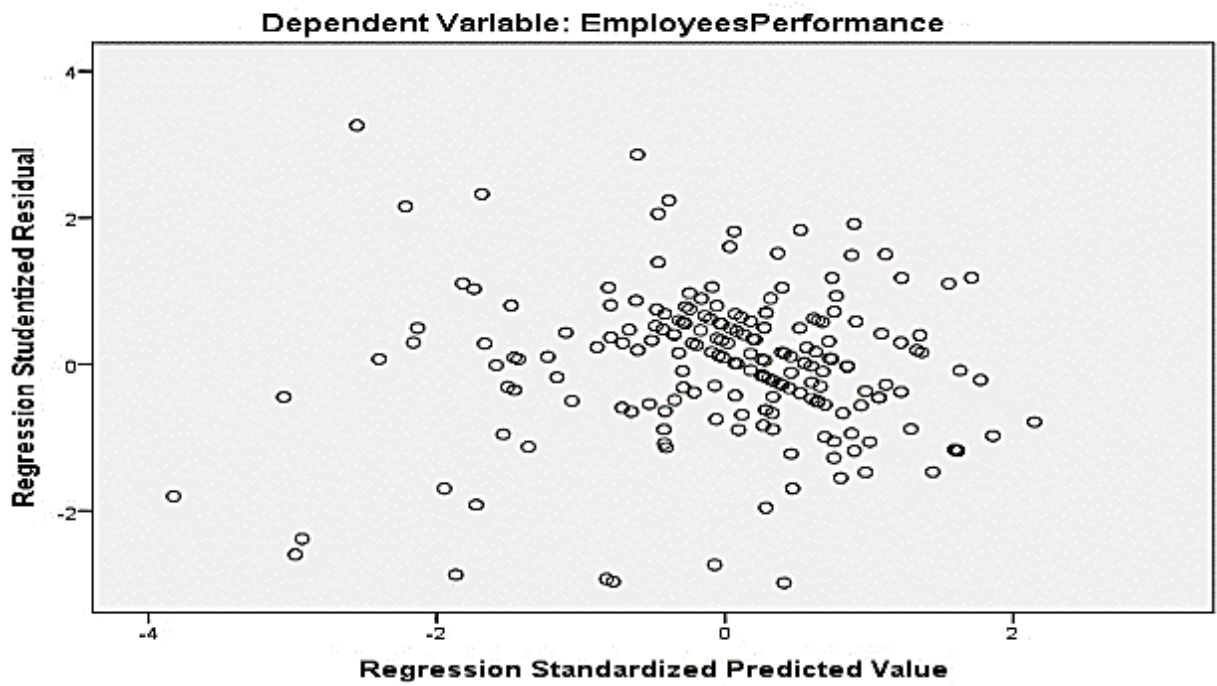
b. Dependent Variable: Employees Performance

Annex E. Scatter plot and Histogram of dependent variable

Histogram



Scatterplot



## Annex F. KMO and Bartlett's Test

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.815
Bartlett's Test of Sphericity	Approx. Chi-Square	3861.854
	df	820
	Sig.	.000