



**ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MASTERS OF BUSINESS
ADMINISTRATION**

**EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE: THE
CASE OF HAGBES PRIVATE LIMITED COMPANY**

**BY: DERESE MULAT
(ID No:-SGS/0168/2011A)**

**JUN, 2020
ADDIS ABABA, ETHIOPIA**

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

I declare that this 'Thesis' entitled with “**EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE: THE CASE OF HAGBES PRIVATE LIMITED COMPANY**”, is my original work, prepared under the guidance of my Advisor Goitom Abraham (Asst. Prof.). All necessary sources of materials used for the preparation of this 'thesis' have been appropriately acknowledged. Moreover, I want to confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Name

Signature & Date

ENDORSEMENT

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

Advisor

Signature

St. Mary's University, Addis Ababa

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ABSTRACT

Research findings revealed that there is a positive relationship between employee motivation and employee performance. The purpose of this study is therefore, to examine the effect of motivation on employee performance at Hagbes Privet Limited Company found in Addis Ababa. The study followed mixed methods design, where both qualitative and quantitative researches were applied. Closed ended questionnaires and interview were the data collection instruments used for this study. A 61% response rate was obtained from 85 Hagbes's respondents which were conducted using census technique. The data were analyzed by using descriptive statistics focusing on the frequency, mean, standard deviation and percentages and the analysis was processed by using statistical package for the social sciences (SPSS) version 20. Moreover, an inferential statistics focusing on a correlation analysis were used to see the correlation between the dependent and the independent variable. Regression analysis was also conducted to see the effects of each independent variable on job performance. The independent variables for this study were financial rewards, promotion, recognition, training and development while the independent variable is employee performance. To analyze the qualitative data, content analysis was conducted and finally it was triangulated with the quantitative. The study finding showed that the extrinsic motivator particularly the financial reward, promotion and the work environments have a greater impact on employee motivation at Hagbes, and the intrinsic motivator like achieving personal goal and job satisfaction are the most valued motivators. In general, the study showed that employee job performance is found at a satisfactory level of achievement. This study recommends the company to understand the dynamic nature of motivational variables and need to develop a holistic and comprehensive motivational scheme that can be employed impartially and equally to all employees found in the company so as to improve the employees motivation and thereby the job performance.

Key words: Motivation, Satisfaction, Achievement, job performance, employee

CHAPTER ONE

INTRODUCTION

Under this chapter the researcher tried to introduce readers about the background of the study, background of the organization, statement of the problem, research question, objective of the study, significance of the study, definition of terms scope/delimitation of the study and organization of the study.

1.1 Background of the Study

According to Lee & Raschke, (2016)) defined motivation is defined as an individual's level of readiness to perform an action and it comprises all factors that influence, intensify and organize human behavior. Motivation in the work context is expressed as an individual's degree of willingness to exert and maintain an effort towards organizational goals. This indicates that motivation is concerned with why people do what they do. It answers such questions as why do managers or worker go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the work place. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization.

Today organization can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resource. So we can say that human resource is the very important or most competitive asset of any organization that cannot be exchanged. Therefore, the proposed study would emphasize to relate the extent how Hagbes private company is motivating its employees for the best performance or for achieving the organizational goals.

The researcher believes that employee performance is a function of ability, effort, skill, environment and motivation. It would be of special interest to the researcher's personal curiosity to know what kind of motivation can energizes, maintain and direct behaviour of an individual towards goals of Hagbes private company. Secondary data shows that the success of any business depends largely on the motivation of the employees. Findings of previous research showed that human resources are essential to property productivity and performance of any company. Motivation is a key to create an environment where the

optimal performance is possible. Each and every employee needs to be motivated constantly throughout his/her stay in the organization. An employee needs to be encouraged to put his/her best for the organization.

Most of business Companies are trying to increase their performance in order to place their company ahead of the competitors (Sakovska, 2012). In this unstable business environment, there is need for high performing employees who are essential for the growth and survival of the organization (Pratheepkanth, 2011). It is believed that high performing employees can increase their innovation, high customer satisfaction, profitability, low employee turnover, positive work attitudes, individual health, extra-role behaviours and performance (Khan, Farooq & Ullah, 2010). This indicates that high motivated employees who are contented with their work experience are a good formula for organization success. In this research work it was attempted to show the relationships of motivational factors and employee performance.

Empirical findings showed that a highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job. Therefore, the challenge for today's management is to administer motivational programs which will encourage employees to improve their work performance and productivity. To this end modern day managers of companies in the private services companies are therefore adopting various kind of motivational packages not only to retain employees but also help them to achieve competitive advantage in the market.

Like other private business organizations, Hagbes private limited company has been doing different motivational practices for its employees to improve their work performance, achievement of organizational goal and productivity. Thus, this study was initiated to assess the effect of motivation on employee's performance at Hagbes private limited company. Moreover, this research examines the extent to which the effect of motivation on employee's performance of the company is effective, responsive to the needs and expectation of its staff, and how this affects staff performance. By doing this, the study seeks to fill the information gap and to show if there is anything done by the company to make adjustments on how and in what areas motivational practices would be offered.

As far as the researcher's knowledge, there are a number of research undertakings that have been performed in similar topics with different organization. This research is

different from other research works in terms of the selected independent variable for motivation scheme. Generally, the overall aim of this study is to identify the motivational scheme on organizational performance and then to find out the relationship among independent variables and dependent variable. The dependent variable is performance of employees and independent variables are the motivational factors, such as organizational culture, personal problems and job content and financial rewards.

1.2 Background of the Organization

Hagbes Pvt. Ltd. Co. was established in 1957 by its founder Hagop Behesnilian as an importer of machinery and building materials. After the passing away of the founder, the present management under the directorship of Mr. Hrair Behesnilian founded in 1969 a flour milling complex. During the year from 1970 to 1974 another flour milling complex, a feed mill and two pasta production factories were installed, making the group one of the largest concerns of their kind in East Africa. However with the coming in power of the communist regime of the previous regime, all Hagbes's industrial activities were nationalized, and their commercial activities restricted.

With the introduction of a free market economy of EPRDF, the company's operations expanded once again. Today Hagbes employs over 650 people all over Ethiopia, which continues to grow as the volume of the company business expands. And further to this, and in line with the fast growing infrastructure construction in Ethiopia, they are involved in electromechanical design, supply and erection works being one of the leading electromechanical contractors in the water supply projects. The company have also recently expanded their business activities to the electrical power system construction projects.

Hagbes PLC Supplies- Mining, construction, compressor & rigs, Road Construction Machinery, Agriculture machinery, motorcycle & outboard engines, Surveying equipment, pump & Generators, and Tools & Machines. Hagbes private limited company play an important roles in the country economies and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and ever lasting image in the eyes of their customers.

1.3 Statement of the Problem

One of the biggest problems facing manager in the organizations is how best to get employees committed to their work and put in their best towards the accomplishment of organization's objectives. There is evidence to show that organizations are facing challenges in retaining employees due to limited opportunities for advancement and the current competitive labor market. It doesn't appear things will get any better in the future. The loss of employees represent a loss of skills, knowledge and experiences which can create a significant economic impact and cost to corporations as well as impacting the needs of customers. Managers who can motivate employees assist the organization by improving employee retention.

Some organizations have been known to experience a high staff turnover despite offering above average salaries (Aguinis, 2012). This tells us that money is not the only way to motivate employees. Additionally, different people are motivated by different factors. It is important for managers and supervisors to understand what motivates individual employees, and not assume a one-size-fits-all approach (George and Jones, 2013).

Workers from Hagbes leave the organization due to the fact that they are not motivated enough. Some are not willing to leave because they are enjoying some benefit in terms of promotion, which leads to increase in salaries and wages, bonus and some other incentives. Preliminary discussion conducted by the researcher with the workers showed that they prefer financial incentives to non-financial incentives, more especially the junior workers. This is due to the fact that such incentives are not used as a motivational technique. From this discussion the researcher also learned that the company has the problem and challenges of retention of its employees. Hence low performance and productivity becomes the end result and finally work dissatisfaction. This revealed that the six most elements of motivation like rewards, pay, profit sharing, promotion, recognition, and job enrichment are not clearly linked with job performance in their company. Additionally, as per informal discussion with the company management, the company has good culture of encouraging employee who have trust and honest to the customer but on the other hand there is culture of resisting creativity of the staff who come up with new way of doing things that could ease the activity and save time.

Nowadays, organizations are facing challenge to motivate employees. In this regard, organizations that do not recognize talent and hard work through appropriate motivational reward are at the possibility of losing the hard working employees. Most organizations seem to suffer high labor turnover and absenteeism, which leads them to high cost of selection and training. This is sometimes because of ignoring the motivation system (Olanye and Eyela, 2017). An organization with unsatisfied employees creates social discrepancy, which results to low output and growth and employee's dissatisfaction with their work environment will create low work performance.

Organizations often use extrinsic rewards to prevent employee dissatisfaction and to motivate employees, although it may not be the best motivator for the long term (Mossbarger and Eddington, 2003). According to (Alexander and Andreas, 2013), unmotivated employees value their own objectives more than those of the company; this discrepancy may lead to a conflict of aims. The management should design motivational systems that strengthen the connection between employees' goals and motivation factors. This dictates that motivational factors are the most known and acceptable since it plays a vital role to individual job performance in reaching and fulfilling the goals and objectives of the organization.

Therefore, it is necessary to generate relevant evidence through a detail study and highlight solution to show the effect of motivation on the performance of employees. This research will try to describe the determinants of employees' performance from motivation perspectives at Hagbes private company in Addis Ababa city. Specifically, it tries to determine the relationships of the motivational factors such as organizational culture, personal problems and job content and financial rewards. Secondly, this study will drawn some recommendations and indicate directions for further research. Thus, this study is conducted to analyze the effectiveness of intrinsic and extrinsic motivations in employee performance in the case of Hagbes Privet Limited Company.

1.4 Research Questions

The research addressed the following questions:

- i) What are the motivational schemes currently practiced by Hagbes Privet Limited Company?
- ii) To what extent do extrinsic and intrinsic motivation affects employees' performance in the company?
- iii) What are the most motivating factors for motivating employees in Hagbes Private Company?
- iv) What is the effect of motivation system and employee's performance in the company?

1.5 Objectives of the Study

1.5.1. General Objective

The overall objective of the study is to examine the effect of motivation on employee performance in Hagbes Privet Limited Company.

1.5.2. Specific Objective

Specifically the objectives of the study are to:

- I. identify the types of motivational schemes currently practiced by Hagbes Private Limited Company;
- II. determine the effect of extrinsic and intrinsic motivation on employees' performance in the company;
- III. understand the most motivation factors that have impact on employee inspiration, and to
- IV. Examine the overall effect of motivation system on employee's performance in the company.

1.6 Hypothesis

Usually, the research hypothesis contains, at least, one independent and one dependent variable. According to Geoffrey, (2005) there are two types of hypotheses with which one should be familiar are the null hypothesis and the alternate (or experimental) hypothesis. The null hypothesis always predicts that there will be no differences between the groups being studied. By contrast, the alternate hypothesis predicts that there will be a difference between the groups.

The hypotheses of this study assume that employees' job performance are affected by and dependent on multiple motivational factors which includes financial rewards, benefit package, promotion, recognition and working condition. Therefore, this study aims to figure out the effect of the mentioned motivational variables on the performance of employee. Thus, based on the problem and the research questions of the study, the following hypotheses is developed and tested.

Hypothesis 1

- H₁: - Financial rewards are positively related to employee performance.
- H₀:- Financial rewards are not positively related to Employee Performance.

Hypothesis 2

- H₁: -benefit is positively related to employee performance.
- H₀:- benefit is not positively related to employee performance

Hypothesis 3

- H₁: - promotion is positively related to employee performance.
- H₀:- promotion is not positively related to employee performance

Hypothesis 4

- H₁: - working condition is positively related to employee performance.
- H₀: - working condition is not positively related to employee performance.

Hypothesis 5

- H₁: - recognition is positively related to employee performance.
- H₀: - recognition is not positively related to employee performance..

Hypothesis 6

- H₁:- Provision of training is positively related to employee performance
- H₂:- Provision of training is not positively related to employee performance

1.7 Significance of the Study

In view of the study objectives, findings of this study will have some practical importance. First, it will provide a deeper understanding of the appropriate motivational systems that required to be implemented by company in order to influence employees work performance. Second, the findings of the study will help the planners of Human Resource on how to implement appropriate motivational strategies within the organization to enhance work performance. Generally, the research findings and its results will provide the management of Hagbes Private Company with more reliable and scientific way of

motivating and evaluating the level of their employees' performance. This study will serve as an input to future researcher in this area.

1.8 Definition of Terms (Conceptual or Operational)

Motivation: The willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need (Robbins, 1998).

Intrinsic motivation: is derived from the content of the job. It can be described as the process of motivation by the work itself in so far as it satisfies people's needs (Herzberg, 1957).

Extrinsic motivation: arises when management provides such rewards as increased pay, praise, or promotion (Herzberg, 1957).

Performance: performance is defined as an individual outcomes based on the size and behavioral standards for the related job, and which led to an outcome, especially behaviour that can change the environment in certain ways (Chaplin, 2005).

1.9 Scope of the Study

This study is delimited itself only to issues of identified motivational factors in the Hagbes private company which is found in Addis Ababa City Administration at Arad Sub City. The scope of the research focused on managerial, supervisory, sales, technical (technician), professional support staffs as well as non-clerical staff. This research is started in January 2020 and finalized in Jun 2020. In addition, the study employed both qualitative and quantitative method and limited to one point of data collection through cross-sectional survey. The study was conducted using 52 respondents from Hagebs Private Company and data were collected using census technique, which provides a true measure of the population.

1.10 Limitation of the Study

So far, to the knowledge of the researcher, study was not conducted at Hagbes to reveal the relationship between motivation and employee performance. Therefore there was a problem in getting related and relevant data from the company records and this can possibly limit the prospect of the study analysis. This further can have a substantial obstacle in finding a trend and a meaningful relationship between the dependent and the independent variable. In this study a descriptive study was applied to describe the data on one or more characteristics of a group of individuals as a result, there was some form of limitation to establish relationships between variables. Furthermore, on the collected data

there was missed question to be answered and to some extent these gathered data reserved the researcher to conduct a detailed analysis of the results. In this study it was observed that open-ended questions get less and narrow responses, even some were difficult to interpret and was difficult to classify. This signifies there is a need in future research to revise the specific method for gathering data.

Therefore, these claimed limitations viewed to have some effect on the best performance of the study. Therefore, the researcher is aware of the above factors that may influence the outcome of the study to some extent. As the researcher is unable to obtain comprehensive solution for the factors, they are acknowledged as a limitation of this study.

1.11 Organization of the Research

The organization of the study follows the same format most thesis papers follows. The first chapter discusses background of the study and organization, statement of the problems, research question, and significance of the study, scope and objective of the study. The second chapter review literatures related to this particular research. The third chapter concentrates on the research design and the methodology. The fourth chapter presents data and analysis based on the gathered data. The last chapter deals with the major findings, conclusion and recommendation part of the research.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

According to Ridley (2012) a literature review enables a researcher to identify the theories and previous research which have influenced his/her choice of research topic and the methodology he/she adopts. A researcher can use the literature to show that there is a gap in previous studies. Therefore, literature review affords a researcher the opportunity to identify a research gap or question which needs to be addressed. In this research both theoretical and empirical findings will be reviewed and from these a conceptual frame work is derived to lead the research. This section covered review of literature from different scholars and authors that have been examined in the area of motivational factors and employee performance.

2.1. Theoretical Literature Review

2.1.1. Concept of Motivation

Motivation is defined as an individual's level of readiness to perform an action and it comprises all factors that influence, intensify and organize human behavior. Motivation in the work context is expressed as an individual's degree of willingness to exert and maintain an effort towards organizational goals. Employees have different competing needs that are driven by various motivators. Therefore, to maximize organizational performance, organization and its managers should understand what really motivates the employees (Lee & Raschke, 2016).

According to Greenberg and Baron, (2003) this definition could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals.

Studies on motivation depicts that there are several ways to motivate employees. These are known as theories, which can be divided into two categories. They are the content theories and the process theories. The content theory focus on what motivates employees and it was propounded by eminent writers such as Maslow (1946), McClelland (1988) and

Herzberg (1968). Vroom (1969), Adams (1965), Locke and Latham (1990) are the proponents of the process theories and they focus on how motivation occurs. Reis and Pena (2001) question whether motivating people to work in the 21st century with theories conceived during the past 100 years are likely to be infeasible. They conclude that the core message is that managers should reconsider the out-dated motivational patterns utilized to maintain role performance in organizations and adopt a fresh motivation formula for the 21st century based on friendship, work and respect. However, Chartered Management Institute (2001) checklist maintains that these theories are still valid today. Even though the two theories are complementary, they are in a way opposite and their differences leads others to conduct further studies on motivation. This led to a number of ways through which employees could be motivated to increase performance. Several writers such as Roche and Mackinnon (1970) and others such as Mayfield et al (1998) suggest that leadership styles and freedom given to employees are significant in motivating employees. Motivation is about giving your staff the right mixture of guidance, direction, resources and rewards so that they are inspired and keen to work in the way that you want them to (Ludhans, 1992).

According to Dahniel (2013: 69) the motivation comes from the Latin, movere. Meaning movere is moving or to move or to motivate in English. Movere is called moving because it is able to move the human heart from not wanting to be willing. Meanwhile, according to Mulyadi (2015: 87) motivation is a good impulse from others and himself to do a job with the conscious and passion to achieve certain targets. According Sunyoto (2013: 17) giving motivation to employees or someone of course has a goal, among others:

- 1) Encourage the passion and spirit of employees
- 2) Improve employee morale and job satisfaction
- 3) Increase employee productivity
- 4) Maintain employee loyalty and stability
- 5) Increase discipline and lower employee absenteeism
- 6) Creating a good atmosphere and working relationship
- 7) Increase creativity and employee participation
- 8) Improve employee welfare
- 9) Enhance employees' sense of responsibility for their work and duties.

2.1.2. Factors Enhancing Employees' Motivation

Employees want to earn reasonable salaries, as money represents the most important incentive, when speaking of its influential value (Sara et al, 2004). Financial rewards have the capacity to maintain and motivate individuals towards higher performance, especially workers from production companies, as individual may use the money to satisfy their needs. Therefore, pay has a significant impact in establishing employees' diligence and commitment, being a key motivator for employees. Nevertheless, studies have shown that pay does not boost productivity on the long term and money does not improve performance significantly (Whitley, 2002). Moreover, focusing only on this aspect might deteriorate employees' attitude, as they might pursue only financial gains. Fortunately, there are other non-financial factors that have a positive influence on motivation, such as rewards, social recognition and performance feedbacks.

Numerous researches have also pointed out that rewards lead to job satisfaction, which in turn influence directive and positively the performance of the employees. Moreover, rewards are one of the most efficient tools of management when trying to influence individual or group behavior, as to improve organization's effectiveness. The vast majority of companies use pay, promotion, bonuses and other types of rewards to motivate employees and to increase their performance. In order to use salary as a motivator, managers have to develop salary structures, according to the importance of each job, individual performance and special allowances. Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baldoni, 2005). The leaders and the employees help one another to attain high levels of morality and motivation.

Fredrick Herzberg developed a theory of motivation that highlighted the role of job satisfaction in determining worker motivation (Riggio, 2014). He proposed that the determinants of job satisfaction were different from those of job dissatisfaction. The factors giving rise to satisfaction were called motivators (e.g. recognition, responsibility and achievement), while those giving rise to dissatisfaction were called hygiene factors (e.g. salary, company policy and working conditions) (Cole and Kelly, 2011).

2.1.3. Employee Performance

The role of motivation on employees' performance is the major issue in today's organizations (Khan, Farooq & Ullah, 2010). In this era of globalization and competition, employee motivation and performance are considered to be the key factors for organizations success (Sakovska, 2012). Also, it is commonly said that people working for an organization, are the most valuable, the costliest, and the most volatile of all the resources that it can use to enhance the organizational performance. Organizations need motivated people to get things done (Bennet, 2002; Khan, Farooq &Ullah, 2010).

Normally, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development . This is also supported by (kalimullah, 2010) as he suggested that a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that course. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work.

Azar & Shafighi, (2013) also described that individual's performance involves quantity and quality of productivity, existence at effort, accommodative and co-operative nature and timelines of results. Individual's performance is essentially prejudiced by motivation as if workers are satisfied or motivated than they will do work with more effort and by which performance will finally increase. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge but this can be achieved by motivating them (Santrock, 2009).

Shahzadi, Javed, Pirzada, Nasreen, Khanam, (2014) in their research "Impact of Motivation on Employee Performance" in government and private schools of Pakistan uses regression analysis to find the impact of motivation on the performance of employees. They included four variables in their study: Employee motivation, employee performance, intrinsic rewards and employee perceived training effectiveness.

According to Titisari (2014: 74) performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, vision and mission of the organization contained in the formulation of an organization's strategic scheme contained in the formulation of an organization's strategic scheme.

Employee performance dimensions / indicators by Janseen (Titisari, 2014: 78) refers to:

- 1) Quantity of work: the amount of work performed within a given period.
- 2) Quality of work: quality of work achieved based on the requirements of suitability and readiness.
- 3) Job knowledge: the extent of knowledge about the work and skills.
- 4) Creativeness: the originality of ideas raised and actions to solve the problems arising.
- 5) Cooperation: willingness to cooperate with others or fellow members of the organization.
- 6) Dependability: awareness to be trustworthy in terms of attendance and completion of work.
- 7) Initiative: the spirit to carry out new tasks and in enlarging responsibilities.
- 8) Personal Qualities: it concerns personality, leadership, hospitality and personal integrity.

The achievement of organizational goals to a greatest extent is dependent on various resources and human resource is one major resource which is directly related to the accomplishment of an organizational goals. Therefore, the performance of employees is considered very important in the achievement of organizational goals. In order to achieve this, organization needs to organize the task at hand, design systems and processes, re-evaluate and improve current management style (Harmon, 2007).

2.1.3.1. Effect of Monetary Factors on Employee Performance

According to Wallace & Zeffane, (2011), management depend upon rewards like money as the main factor of motivation because according to Maslow's hierarchy of needs, money is a unique reward that can satisfy different needs such as physiological need for food. In McClelland's acquired needs theory, money is an important source of performance feedback for high-need achievers. Non-monetary rewards on the other hand attract persons with a high need for affiliation through verbal recognition, and high achievers through challenging jobs. Skinner (1953) argued that, the use of rewards in the classic work performance paradigm is based primarily on the reinforcement theory which focuses on the relationship between a target behavior such as high performance and its consequences for example pay (Langton & Robbins, 2007). This study was framed from Herzberg's two factor theory and Skinner's Reinforcement.

Rewards are divided by Armstrong (2007) into two groups; these are monetary and non-monetary rewards. The monetary rewards include base pay, merit pay, incentives, commission, bonus and healthy allowances. Non-monetary rewards include recognition, decision making roles, promotion, flexible working hours and company uniforms. He further indicated that employees are rewarded in accordance with their contribution, skill and competence and their market worth.

The importance of money as a motivator has been consistently downplayed by most behavioral scientists like Herzberg who point out the value of challenging jobs, feedback, cohesive work teams and other non-monetary factors as stimulants to motivation. However, money is the crucial incentive to work motivation because it is the vehicle by which employees can purchase the numerous need-satisfying things they desire (Robbins *et al.*, 2013).

Researches reaffirm that for the vast majority of the workforce, regular pay is absolutely necessary in order to meet basic physiological and safety needs, hence, lower level employees are caught in the trap (Wallace & Zeffane, 2011). Furthermore, money also performs the function of a scorecard by which employees assess the value that the organization places on their services, hence an element of being a valuable asset in the organization results in personal motivation resulting in money having a positive impact on motivation (Langton & Robbins, 2007). Armstrong, (2007) also point out that rewards can act as a goal that employees generally strive for, and as an instrument which provides valued outcomes. It is also a symbol which indicates the recipient's value to the organization and can act as a general reinforce because it is associated with valued feedback (Langton & Robbins, 2007). Many organizations face problems when trying to understand the relationship that exists between rewards and motivation, however, the authors argued that for rewards to motivate an individual certain conditions must be met, that is, the type of reward must be important to an individual and should be perceived as a direct reward for performance; if it is money, the marginal amount should be perceived by the individual as being significant, therefore, for money to motivate, the marginal difference in pay increases between a high performer and an average performer or a high skilled and a low skilled should be significant (Wallace & Zeffane, 2011).

2.1.3.2. Monetary Rewards

Bates (2006) indicates, for money to motivate, merit pay rises must be at least seven percent of base pay for employees to perceive them as motivating and to catch anybody's attention. Recent studies by Locke (2008) on the four methods of motivating employees indicated that money rated the second among lower-level employees. Such evidence demonstrates that money may not be the only motivator, but it is difficult to argue that it does not motivate. This therefore opens up the debate that non-financial rewards such as recognition, decision making and job security have a role to play in the internal motivation of employees that monetary rewards cannot address.

Langton & Robbins (2007) state that, to assume that financial incentives will always motivate people to perform better is therefore as simplistic as to assume that they never motivate people to perform better. The only issue that is certain about this is that multiplicities of interdependent factors are involved in motivating employees ranging from money to non-monetary. Another stream of analyses points out that people never rate money as their main motivator, most achievements are reached for reasons other than money, and it is a factor that attracts people but does not play a big role in retaining and motivating. Robert & Shen (1998) point out, salary and other hygiene factors yielded dissatisfaction and only motivators directly influence motivation beyond the psychological neutral level.

In a survey by Ellis & Pennington (2014) direct financial reward played a critical role in attracting talented employees, but they have only a short term impact on the motivational levels of employees. Kohn quoted by Armstrong (2007) challenge what he calls the behaviorists dogma about money and motivation. He claims that, no controlled scientific study has found a long-term enhancement of the quality of work as a result of any reward system. Slater quoted by Armstrong (2007) also argued that the idea that everybody wants money is propaganda circulated by wealth addicts to make they feel better about their addiction.

Robert & Shen (1998) further argued that, a closer look on how employees are motivated indicates that it becomes disturbingly clear that the more you use rewards to motivate, the more employees tend to lose interest in whatever they had to do to get the rewards. The more reinforcing the reward is, the more it erodes intrinsic interest. Similarly, Ellis & Pennington, (2014) suggested that, various devices can be used to get employees to do

something, but that is a far cry from making people want to do something in this regard, non-monetary rewards apply. Theorists therefore point out the value of challenging jobs, feedback, cohesive work teams and other non-monetary factors as stimulants to motivation which should never be left out when addressing the subject of motivation in the workplace.

Pfeffer, (1998) as quoted by Armstrong, (2007) also contends that employees do work for money but they work even more for meaning in their lives. Where there is no meaning of work, there is greater loss of loyalty and commitment and pay should therefore not substitute for a working environment high on trust, fun, and meaningful work. The above simply mean, money should be used in conjunction with other motivating factors in order to win the attention of employees.

However, according to Wallace & Zeffane, (2011), in a much publicized study, (Gupta, 2004) analyzed thirty-nine studies conducted over four decades and found that cold-hard cash motivates workers whether their jobs are exciting or mundane in labs and real world settings alike. But the research team acknowledges that money is not the only factor that concerns employees noting that beyond a certain point higher salaries will make employees happier, but it will not buy better performance and motivation. Gupta, (2004) still warns that, employers who dole out small merit raises -less than seven percent of base pay-may do more harm than good. According to her, small raises can actually be dysfunctional in terms of motivation because employees become irritated that their hard work yielded so little. Therefore there are mixed feelings among scholars on whether money has a positive or negative impact on motivation and such a question can only be addressed through an empirical study.

A study by Nelson, (2012), non-monetary rewards were given number one ranking by the lower level employees especially. These results of his study were in agreement with Herzberg's two factor theory of motivation which shows that a majority of employees indicate that it was very or extremely important to be recognized by their managers when they do good work but contradict with the general perceptions for example, in a much publicized study, (Gupta, 2004) analyzed thirty-nine studies conducted over four decades and found that cold-hard cash motivates workers whether their jobs are exciting in labs and real world settings alike. These results also contradict with (Arnolds & Venter, 2007) whose results indicated that financial rewards are the best motivators.

There is an indication that low-level employees especially blue collar workers want more Responsibility in their work, they want their jobs to be enriched with more freedom of decision making, space for creativity, skill variety and task significance. This would increase meaningfulness of their jobs and result in higher internal work motivation and, high-quality work performance (Daft & Marcic, 2010). It is however often found that, additional work responsibility is not a notion generally linked to lower-level employees (Nelson, 2012).

The study by Daft & Marcic, (2010) also showed that, lower level employees prefer flexible working hours, merit pay and recognition, in particular as the top three motivational rewards. This is an indication to management that monetary rewards one by one combined with non-monetary rewards would deliver better motivational results than monetary compensation alone which might be the case in many firms. In this regard, it is however important to notice (Glasscock & Grams, 1995) appeal that monetary rewards should not be confused with nonmonetary rewards such as recognition. According to these two, monetary rewards are impersonal in nature, geared toward supporting short-term objectives of the firm, based on the corporate budget of the firm and are infrequently distributed. Therefore, organizations should consider balancing the monetary and non-monetary rewards especially among blue collar workers, such as flexible working hours. This can be as a result of the new trends in the working world which encourages individuals to live a healthy life (Daft & Marcic, 2010). There has been a visible increase in the value of flexibility in one's working hours so as to maintain and improve the well-being of employees.

2.1.3.3. Effects of Job Design on Employee Performance

Job design has been one of the most effective tools used for optimizing an employee's performance. It can be defined as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity (Knapp & Mujtaba, 2010). Effective job design is the measure of the degree to which the employee is involved in his tasks and assignments (Bennett, 2013). Currently, it is believed that most of the employees are not happy with their job design or not assigned with the tasks that they feel encouraged and motivated to perform. An effective job design brings involvement of an employee in work related activities which clearly forecasts employee output, departmental productivity and organizational success (Bates, 2006).

Job design plays a crucial role in the achievement of organizational as well as personal goals. Job design is defined as specifying the contents or methods of any job in such a way that various requirements of the job holder can be effectively satisfied (Buchanan, 1979). These requirements may include social, technological, personal and organizational desires. Job design is related to the process of transformation of inputs to outputs and it also takes into consideration the human factors as well as organizational factors which are of very much importance in the achievement of desired performance (Humphrey, Nahrgang & Morgeson, 2007). When employees get involved and are familiar with the job design they become more motivated to take active part in the achievement of organizational goals and as a result performance of employees increases which positively impacts the outcomes (Bakker, Albrecht & Leiter, 2011).

Job design of one's own choice brings involvement, satisfaction and motivation. Such employees bear more pain for their work, they enjoy their work and stay extra hours willingly. They consider work as virtue for them and a part of their lives (Bates, 2006) they feel that they are getting what they want from their jobs and fulfill their duties as ethical responsibility. These motivated, involved and delighted behaviors tend to enhance the employee performance and ultimately organizational productivity (Knapp & Mujtaba, 2010).

2.1.3.4. Relation of Motivation and Performance

High performing employees develop new knowledge to the achievement of organization goals. The employees respond to market opportunities, go an extra mile, are satisfied with their jobs, committed to the organization; meet challenging goals with an urge to be successful (Sakovska, 2012). High performing employees also have more energy which they willingly apply in their work. The employees go beyond job description, energetically change and arrange their jobs in a way that best fits the changing work environment (Pinar Gungor, 2011). As compared to low performing employees, they see no meaningfulness in their job; they detach from work, become less committed and motivated at work (Berman, Bowman, West & Wart, 2010). However, high performing employees influence the quality of work that leads to high growth and productivity in the organization (Sakovska, 2012).

2.2. Empirical Research

In the case of Ethiopia several unpublished researches and few published researches have been done on issues of employees' job performance. One of the studies was conducted by Gebregziabher, (2009) on 128 Ethiopian Public Organizations and his study shows that the employees' job performance affected mainly by age, ability, and motivation in a positive manner but training and education has adverse effect. Moreover, study employed by Mulatu, (2014) it is also tested and proved that motivation and training has significant positive effect on employees' job performance. Another comparative study on private and public banks by (Haile, 2013), concluded that, training, empowerment, compensation, performance appraisal and promotion has positive significant relationship was achieved with employees' performance in the case public bank. On the other hand result on specific private bank shows that only performance appraisal has positive significant relationship with employees' performance but remaining have not significant.

According to the work of Landy (1985) and various other study work on efficiency of employees indicated the fact that individuals are satisfied with their work will have greater work performance, and thus greater job discharge than those who are not satisfied with their works. Further it is stated that workers are more likely turnover if they are not happy and less motivated to display better performance. The performance of highly satisfied and happy workers is higher, so the organization easily achieved its desire goals and objective through this higher employee's participation. In the field of human resource individual performance is everything about the performance of workers in a company or an organization or a firm. For the organization or company workers performance is very essential to make every single struggle to support slight performers. But if the firm cannot motivate their workers successfully, so it's very difficult for a company to exit in the competitive environment of business (Ahmad, 2012).

2.3. Conceptual Frame Work

For the purpose of conducting this study the following conceptual framework is developed to guide and use as a frame for the study. It is an abstract framework mapping the relationship among concepts, theories, assumptions and expectations discussed in the literature review. This is a correlation cross-sectional study and designed as a flowchart like account of events and how you think these are connected to show how the dependent variable is affected by the independent variables. All the independent variable is focusing on the motivational issues. This motivational factor includes the financial rewards, benefit package, promotion and recognition. The research considers these factors as an independent variables. Rewards which involved financial are called as extrinsic reward and comprise four dimensions such as basic pay, performance bonus, incentive for extra work and festival bonus. On the other hands, as for intrinsic reward which non-financial rewards, it includes benefit package, promotion and recognition. In this study employee performance is assigned as a dependent variable.

Independent Variable

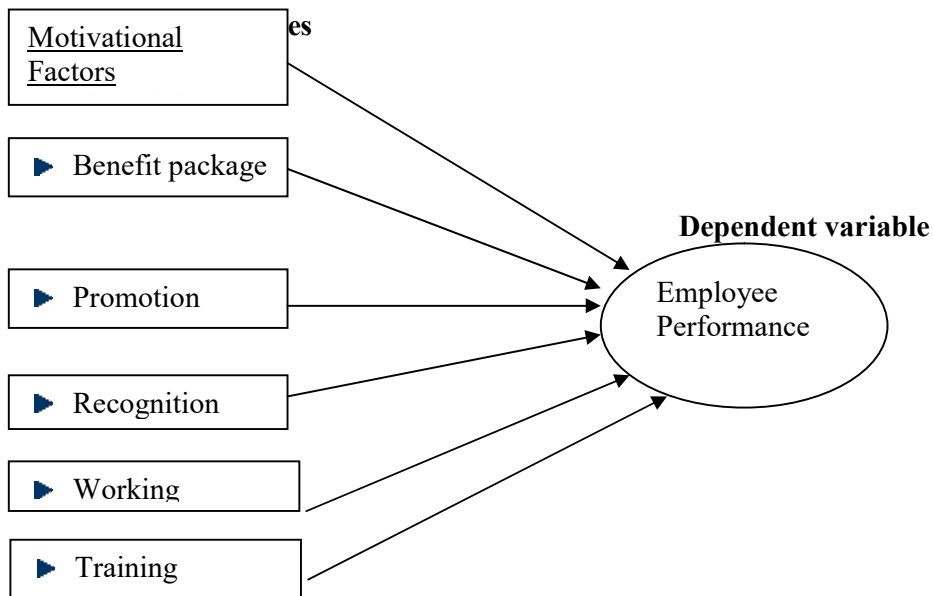


Figure 2.3.1 Conceptual Frame Work

CHAPTER THREE

RESEARCH METHODOLOGY

According to (Kotari, 1985) the research methodology primarily comprises the research design and research process, sampling design, data collection and method of analysis. Hence, this chapter focused on research design and approach, population of the study, sample size sampling technique, instruments of data collection, and procedure of data collection, its analysis and presentation as well as validity and reliability of measurement.

3.1. Research Design and Approach

In any study, the research design constitutes the blue print for the collection measurement and analysis of data (Kothari, 2004). This study adopted a descriptive and explanatory research design, According to Kothari (2004), explanatory research design is suitable for those studies that seek to determine relationships between variables. For this study both qualitative and quantitative research approach were used. Quantitative research answers questions through a controlled logical process, allowing for the collection of numerical data, the prediction, and the measurement of variables and qualitative approach used to analyze open-ended questions and triangulate in explaining and interpreting the finding of quantitative study. From the strategies of mixed method, concurrent triangulation is considered to triangulate the qualitative with the quantitative data.

3.2. Population, Sample Size and Sampling Technique

3.2.1. Population

The total workers in the study are workers working in the organization, at Hagbes Privet Limited Company in Addis Ababa. The total population of the technical workers in this company was 85 permanent employees.

3.2.2. Sample Size

Since the total population for the study was less than 100, the researcher prefer to use a censuses and all the 85 employees was taken as a sample.

3.2.3. Sampling Technique

Since all members of the population were taken as a sample, this research employed a census, which is complete listing of the given population to provide information that can be used to draw conclusions about the topic of interest.

3.3. Source and Tools/ Instruments of Data Collection

In order to address the objectives of this study both primary and secondary data were used. Primary data were collected from the sample selected, i.e. the employees, by the use of questionnaire and interview as a method for data collection. Secondary data were collected from the company records on the previous works, books, journals, organizational reports and company's magazine.

3.4. Procedure of Data Collection

The researcher used different data collecting instruments such as questionnaires and interviews. Because these instruments are believed to be suit to the data needed. The researcher prepared questionnaires for employees working for the aforementioned company. In addition, the researcher also prepared semi structure interview. A questioner involves a Likert Scale ranking (5-point likert scale). Likert Scale is a psychometric scale commonly involved in research that employs questionnaires. It is the most widely used approach to scaling responses in survey research. A Likert scale is the sum of responses on several likert items. In Likert scale, 5 stand for strongly agree, 4 stand for agree, 3 stand for neutral, 2 stand for disagree and 1 stand for strongly disagrees. In case of ordinal, questioner, respondents will invite to level on the given alternatives (Wuensch, Karl L., 2005).

As a procedure the prepared questionnaire was physically distributed by the researcher to the target sample population, enabling the researcher to connect with a wide range of the targeted sample. The questionnaire typically consists of a packet containing a consent letter that introduces the respondents about the type of research and reason why it is being conducted. Up on completion of filling this survey, the researcher had collected the filled questionnaire from the respondents for further analysis and interpretation.

In relation to secondary data, the researcher used a documentary review method to obtain relevant and reliable data, which were includes books, personal sources, and journal, website and company archives. To revise these documents the researcher kept in mid that the documents were from academic database as well as trusted sources focusing on the area of motivation an employee job performance.

3.5. Methods of Data Analysis

Ordinal data is a categorical statistical data type where the variables have natural, ordered categories and the distances between the categories is known. These data exist on an ordinal scale. Finally, rating type questions was providing to employee like first, second and third (Agresti A., 2013). To analyze the data, Statistical Package for Social science (SPSS) was applicable accordingly. SPSS is a widely used program for statistical analysis in social science Statistics included in the base software. Descriptive analysis and inferential statistical analysis tools such as Karl Pearson's coefficient of correlation analysis and regression analysis were used.

Table 3.5.1 Correlation Coefficient

Correlation coefficient(r)	Strength of the correlation
From 0.01 up to 0.09	Negligible association
From 0.10 up to 0.29	Low association
From 0.30 up to 0.49	Moderate association
From 0.50 upto 0.69	Substantial association
From 0.70 and above	Very strong association

Source: Joe W. Kotrlik, J. C. Atherton, A. Williams and M. KhataJabor.(2011)

The data analysis in this study was conducted using SPSS 20 full version for windows.

The steps are as follows:

- a) Data collection, this stage is done by collecting data needed in the research through the distribution of questionnaires in the form of written questions and interviews of respondents. The questionnaire is intended to get the information and data needed.
- b) The data obtained then tested the validity, reliability test, test data normality, and test the classical assumption.
- c) Path Analysis (Path Analysis). Analyze the data by using path analysis (Path Analysis) to determine the direct or indirect influence of the independent variable to the dependent variable.
- d) Conducting discussion of the results of data processing.
- e) Taking a conclusion from the results of research based on the analysis that has been done.

The study employed a step wise data analysis, which is suggested by (Creswell & Creswell, 2017), who explained a step wise data analysis in qualitative research. Therefore, in this study this approach had been employed.

Step 1. Organize and prepare the data for analysis. This involves transcribing interviews, typing up field notes and sorting and arranging the data into different types depending on the sources of information.

Step 2. Read or look at all the data. This first step provides a general sense of the information and an opportunity to reflect on its overall meaning. What general ideas were participants saying? What was the tone of the ideas? What was the impression of the overall depth, credibility, and use of the information?

Step 3. Start coding all of the data. Coding is the process of organizing the data by bracketing chunks and writing a word representing a category in the margins. In this regard the interviewed HPL respondents were coded (HPL 1, HPL 2, HPL 3)

Step 4. Use the coding process to generate a description of the setting or people as well as Categories or themes for analysis.

Step 5. Advance how the description and themes was represented in the qualitative narrative. In this study a narrative passage was used to convey the findings of the analysis.

Step 6. A final step in data analysis involves making an interpretation in qualitative research of the findings or results. Therefore, for the qualitative data the analysis was conducted on the base of narrative analysis and content analysis.

3.6. Validity and Reliability of Measurement

3.6.1. Validity

Validity refers to the extent to which measurement of instrument actually measure what is intended to measure. It is the strength of our conclusions, inferences or propositions. To validate this research work, the research instruments and its findings were examined for further evaluation by peers, who have an expertise in the subject area. Therefore, to check for an internal validity of the research methods the peers have analyzed how an experimental design is structured and encompasses all of the steps of the scientific research method. In the same way, the results and questioning whether there are any other possible causal relationships were examined for checking the external validity of the research work. Therefore, validation was made to get some evidence on whether the

content of the items was relevant in helping to answer the research questions as well as to check the clarity of the questions through discussion with experts and advisor.

3.6.2. Reliability

Reliability is an indicator of a measure’s internal consistency. Consistency is the key to understanding reliability. A measure is reliable when different attempts at measuring something converge on the same result (John, 2009). Thus, reliability refers to the consistency and dependability of a measuring instrument; using it repeatedly should give us the same or similar results every time. The techniques applied to assess the reliability of data collection instrument in this study is Cronbach Coefficient Alpha, the most commonly used and can test reliability with various item formats. Cronbach’s alpha reflects that the extent to which the items in questionnaire are related to each other. Cronbach’s coefficient alpha normally range between 0-1 values, which indicate the higher the values the higher degree of internal consistency. Although, different author accept different values of this tests to reach on internal reliability of the instrument, the most commonly accepted value is equal to or greater than 0.70 to reach on reliability of acceptable instrument (Nunally, 1978). To assure this rule, the researcher was distributed 10 questionnaires for non-sampled selected respondents.

Table 3.6.2.1 Case Processing Summary and Reliability Statistics for Pilot-Test for Motivational Scheme at Hagbes.

Case Processing Summary			
		N	%
Cases	Valid	9	90.0
	Excluded ^a	1	10.0
	Total	10	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha	N of Items		
.859	6		

Source: Data collected by the researcher through Questionnaire, 2020

The Crobnach alpha value for the test under Part Two of the questionnaire, which is focused to identify the types of motivational schemes at Hagbes Privet Limited Company is calculated as 0.859 as it is calculated on Table 3.6.2.1. This indicates that there is a high internal consistency among the data.

Secondly, for Part three of the questionnaire which focused on ranking motivation factors was calculated as 0.834 as indicated in Table 3.6.2.2, which also indicates that there is internal consistency among the data.

Table 3.6.2.2 Case Processing Summary and Reliability Statistics for Pilot-Test for Ranking the Motivational Factors at Hagbes Private Company.

Case Processing Summary			
		N	%
Cases	Valid	8	80.0
	Excluded ^a	2	20.0
	Total	10	100.0
a. Listwise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha	N of Items		
.834	11		

Source: Data collected by the researcher through Questionnaire, 2020

Regarding to assuring the reliability of qualitative data the researcher had checked records to make sure that they do not contain obvious mistakes made during transcription and make sure that there is no drift in the definition of codes, a shift in the meaning of the codes during the process of coding. This was done by constantly comparing data with the codes and by writing memos about the codes and their definitions.

3.7. Ethical Consideration

The ethical consideration had been taken into account throughout data collection. First, each selected respondent were informed that his/her response is voluntary and only those who provided written consent were participated in the study. Second, the clear introduction and elaboration of the objectives of the study has been given to every respondent before engaging him/her in the fieldwork. Furthermore, the study was abided by the ethics of social research ranging from professional ethics to those concerning researcher-respondent relationship. In addition, all who assisted the researcher in one way or another is given due respect. Acknowledgements of other scholars' works is maintained throughout the research process. Appropriate informed consent is delivered to the respondents to declare that the researcher is devoted to secure the participant information.

CHAPTER FOUR : DATA ANALYSIS AND INTERPRETATION

4.1. Response Rate

A total of 52 (Male=42, Female=10) persons were participated in the study. The response rate was 61% from the sample size of 85.

4.2. Demographic Characteristics of Respondents

Table 4.2.1 below represent the profile of the research participant from Hagbes Private Company in terms of sex, age, educational qualification and years of experience in their current working positions as well as their total work experiences.

Table 4.2.1 Profile of the Respondents

Variable		Frequency	Valid Percent
sex	Male	42	80.76
	Female	10	19.24
Age	18-25	4	7.7
	26-30	8	15.4
	31-35	19	36.5
	36-40	11	21.2
	41-45	5	9.6
	>46	5	9.6
Education	Diploma	8	15.4
	Degree	39	75.0
	MSc / MA	5	9.6
Service Year	0-5 years	31	59.6
	6-10 years	14	26.9
	11-15 years	1	1.9
	>15 years	6	11.5

Source: Data collected by the researcher through Questionnaire, 2020

Results on Table 4.2.1 shows that majority of the individuals involved at Hagbes Private Company, Addis Ababa, were males comprising of 80.76% of the respondent while 19.24% were females. Interms of the age structure at Hagbes Private Company, 31(59.6%) of the respondents were below 35 years while 21(40.4 %) were above 35 years. This meant that the activities at Hagbes Private Company, are managed by young and energetic people to achieve company's objectives. From educational status perspectives it can be see that all employees are professional which tells that there are adequate number of intellectuals in the company for which the employees could work in a professional manner

to contribute for Hagbes’s objectives as they acquire more knowledge and skills in organizational governance.

4.3. Analysis of Data Collected for the Study

4.3.1. Identification of Motivational Scheme

Table 4.3.1.1 Response on Motivation Scheme

Item	Statement		Strongly Disagree	Disagree	Average	Agree	Strongly Agree	Mean	Stdv
1	Financial rewards given to employee is adequate	Frequency	6	6	15	25	5	3.43	1.117
		Valid Percent	10.5	10.5	26.3	43.9	8.8		
2	Employees regularly obtain benefit package from the company	Frequency	4	28	16	7	2	2.56	0.926
		Valid Percent	7.0	49.1	25.1	12.3	3.5		
3	The is appropriate promotion scheme in the company	Frequency	6	11	11	27	2	3.14	1.109
		Valid Percent	10.5	19.3	19.3	47.4	3.5		
4	I receive appropriate recognition for my contribution	Frequency	8	10	20	19		2.88	1.036
		Valid Percent	14.0	17.5	35.1	33.3			
5	Employees have good working condition in Hagbes	Frequency	2	11	9	27	8	3.49	1.071
		Valid Percent	3.5	19.3	15.8	47.4	14		
6	The company provides appropriate training for the employees	Frequency	5	11	28	11	2	2.44	1.069
		Valid Percent	8.8	19.3	49.1	19.3	3.5		

Source: Data collected by the researcher through Questionnaire, 2020

The responses of the employees regarding to motivational scheme found at Hagbes are analyzed on Table 4.3.1.1. The result showed that 30(52.7%) of response indicates that they have agreed and strongly agreed that the financial reward given to employee is adequate. It may include cash prizes used to encourage staffers to meet specific goals within a business, this implies that the financial rewards can increase job satisfaction and then it encourages them to stay with the company. Moreover the mean value (3.14) showed that there is appropriate promotion scheme of Hagbes is found at satisfactory level. The result also substantially indicted that 35(61.4%) of respondents agreed and strongly agreed that they have good working condition in the company. Moreover, the reviewed annual report of Hagbes for the year 2018 has disclosed that the management of

Hagbes is working to improve the existing working environment so as to make it very attractive and suitable to the employees. These findings are also supported by the interviewee respondent of Hagbes by saying that:

"The Hagbes management is always dedicated itself to make the working environment very conducive for the employees so as to make the employee very happy by their work. " (Respondent HPL 1, Male, Degree level)

This finding is in line with Bates, (2006) who suggested that an effective job design brings involvement of an employee at work related activities which clearly forecasts employee output, departmental productivity and organizational success. On the other hand, the mean average value (2.88) result indicates that receipt of appropriate recognition from the management is below average level. This might indicates that there is some kind of recognition scheme that the company is utilizing. This finding is also supported by the interviewee respondent of Hagbes by saying that:

"Recognition in the form of reward and presenting gift for the employees are not practiced very well, but there are some forms of rewarding employees so as to recognize for their exceptional contribution but most of the time the company used a promotion strategy" (Respondent HPL 2, Female, Degree Level)

On the other hand, the mean average value for training motivation (2.44) also indicates that employees could not get appropriate training that is needed for their job. This finding is supported by one interviewee respondent of Hagbes has said that:

"Training is given based on the need to develop employees knowledge, skill and competence. In this regard we are always provide up to date training program to capacitate our employees. But the problem is some employees insisted the management to have all the training type, this is the problem as it is impossible to give all training for small group" (Respondent, HPL, 3, MSc)

4.3.2. Ranking the Motivational Factors at Hagbes private Company

Table 4.3.2.1 Response on Motivational Factor

Rank	Motivational Factors influencing at work	Respondents Calculated mean value
1 st	Promotion	4.10
2 nd	Working hours	4.08
3 rd	Good working condition	4.05
4 th	Organizational style	3.84
5 th	Team spirit	3.78
6 th	Job Security	3.59
7 th	Job satisfaction	3.27
8 th	Satisfying goals	3.23
9 th	Salary Increase	3.17
10 th	Recognition	3.08
11 th	Training and development	2.88

Source: Data collected by the researcher through Questionnaire, 2020

The responses of the employees regarding to ranking motivational factors are analyzed on Table 4.3.2.1. The result showed that promotion, the working hours and working condition at Hagbes are the most motivating factor for employees to work effectively. This finding is also supported by Bennet, (2013) who suggested that effective job design is the measure of the degree to which the employee is involved in his or her tasks and assignments. Landy (1985) also supported that efficiency of employees indicated the fact that individuals are satisfied with their work will have greater work performance.

Next to these factors the organizational style, the team spirit and job security are found to be better motivating factors for employee performance. Moreover, the independent variable job satisfaction, salary and recognition are found to be a good motivator at Hagbes Private Company.

The independent variable, salary increase, ranked 9th from eleven variables. This might tell us that money is not the only way to motivate employees. This result is in line with the finding of Aguinis, (2012) who suggested that some organizations have been known to experience a high staff turnover despite offering above average salaries. Additionally, recognition variable which is ranked 10th from eleven variables, has also a paramount importance in employee motivation at work. This is also supported by Riggio (2014) who

described that teams, as well as individuals should receive recognition to enhance motivation.

The strategic plan of Hagbes 2017 also indicates that the management is devoted to motivate its work force through promotion, presenting convenient working hours and by improving the working environment. The result indicated on Table 4.3.2.1 seems in line with the plan set by the management of Hagbes.

4.3.3. Relationship of Motivation and Employees' Performance

Table 4.3.3.1 Correlation Analysis between Independent Variables and Dependent Variable

		Correlations						
		Financial rewards	Benefit package	Promotion scheme	Working condition	Provision of recognition	Provided training	Performance
Financial rewards	Pearson Correlation	1	.612**	.784**	.769**	.476**	.802**	.714**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	52	51	52	52	52	52	51
Benefit package	Pearson Correlation	.612**	1	.630**	.480**	.500**	.509**	.685**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	51	51	51	51	51	51	51
Promotion scheme	Pearson Correlation	.784**	.630**	1	.818**	.472**	.645**	.805**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	52	51	52	52	52	52	51
Working condition	Pearson Correlation	.769**	.480**	.818**	1	.541**	.660**	.701**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	52	51	52	52	52	52	51
Provision of recognition	Pearson Correlation	.476**	.500**	.472**	.541**	1	.583**	.562**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	52	51	52	52	52	52	51
Provided training	Pearson Correlation	.802**	.509**	.645**	.660**	.583**	1	.675**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	52	51	52	52	52	52	51
Performance	Pearson Correlation	.714**	.685**	.805**	.701**	.562**	.675**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	51	51	51	51	51	51	51

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

Source: Data collected by the researcher through Questionnaire, 2020

Correlation Analysis between Financial Rewards and Employee Job performance Hypothesis 1

- H_1 : - Financial rewards are positively related to employee performance.
- H_0 : - Financial rewards are not positively related to Employee Performance.

The result on the above Table 4.3.3.1 shows that the existing financial reward of Hagbes ($r = .7145$, $p < 0.01$) has very strong association and statistical significantly. This means an increase in financial rewards will bring an increment in employees' job performance. Therefore, the null hypothesis (H_0) is rejected. This finding is in line with the findings of Giancola (2011), who states that people primarily work to make money and therefore, it is a good way to motivate employees.

Correlation Analysis between Benefit Package and Employee Job performance Hypothesis 2

- H_1 : -benefit is positively related to employee performance.
- H_0 : - benefit is not positively related to employee performance

As indicated in the above table 4.4.1 shows that the existing benefit package of Hagbes ($r = .685$, $p < 0.01$) has substantial association and statistical significantly. This means an increase in benefit package will bring a considerable a positive change in employees' job performance. Therefore, the null hypothesis (H_0) is rejected.

Correlation Analysis between Promotion and Employee Job performance Hypothesis 3

- H_1 : - promotion is positively related to employee performance.
- H_0 : - promotion is not positively related to employee performance

In Table 4.4.1 showed that existing promotion scheme of Hagbes ($r = .805$, $p < 0.01$) has very strong relationship and has statistically significant. This means a growth in promotion package will bring outstanding positive change in employees' job performance. Therefore, the null hypothesis (H_0) is rejected.

Correlation Analysis between Working Condition and Employee Job performance Hypothesis 4

- H_1 : - working condition is positively related to employee performance.
- H_0 : - working condition is not positively related to employee performance.

In Table 4.4.1 showed that existing promotion scheme of Hagbes ($r = .701$, $p < 0.01$) has very strong relationship and statistically significant. This means the more the working

condition is improved it will bring a very good change in employees' job performance. Therefore, the null hypothesis (H₀) is rejected.

Correlation Analysis between Recognition and Employee Job performance Hypothesis 5

- H₁: - recognition is positively related to employee performance.
- H₀: - recognition is not positively related to employee performance..

In Table 4.4.1 showed that existing recognition scheme of Hagbes ($r = .562$, $p < 0.01$) has substantial association and has statistical significant. This means, the availability of recognition will bring significant change in employees' job performance. Therefore, the null hypothesis (H₀) is rejected.

The work of Herzberg (2003) on motivators or intrinsic factors of motivation they are considered as high level needs believed to include achievement, recognition, responsibility and opportunity for growth. This dictate the need of improving the recognition scheme at Hagbes.

Correlation Analysis between Training and Employee Job performance Hypothesis 6

- H₁: - Provision of training is positively related to employee performance
- H₂: - Provision of training is not positively related to employee performance

In Table 4.4.1 showed that the provision of training at Hagbes ($r = .675$, $p < 0.01$) has substantial relationship and statistically significant. This means, if more training is provided it will bring good change in employees' job performance. Therefore, the null hypothesis (H₀) is rejected.

Therefore from these correlation findings, it can be concluded that any corresponding change in the independent variables such as increase in financial reward, promotion package and improvement in working condition at Hagbes Private Company can contribute an exceptional job performance. Similarly, increasing in benefit package, recognition and provision of relevant training to employees, can bring a considerable change in employee performance. However, if the changes in the individual independent constructs are not in a positive manner, then its effect on the dependent variable will be negative. Interms of promotion rewards the interview respondents has asserted that:

“The management of Hagbes treats employees by clear and transparent promotion rule, and sometimes it creates clash between

employees and management'. So, if employees are motivated equally, the job delivery from each activities will be improved and cost due to nonperformance will definitely decrease". (Respondent, HPL 1, Msc)

4.3.4. Employee Performance

Table 4.3.4.1 Response on Employee Performance

employees performance in Hagbes Private Company					Mean	Stdv
	Frequency	Percent	Valid Percent	Cumulative Percent		
Valid	Unsatisfactory	8	15.4	15.4	2.88	1.022
	Marginal	6	11.5	11.5		
	Satisfactory	22	42.3	42.3		
	Good	16	30.8	30.8		
	Total	52	100.0	100.0		

Source: Data collected by the researcher through Questionnaire, 2020

Generally, Table 4.3.4.1 revealed that 22(42.8) and 16(30.8%) of the respondents were asserted that the employee performance at Hagbes Private Company are found to a satisfactory and good level respectively. It is also observed that none of the respondents have answered for the exceptional points in the rating table. Moreover, the average mean value (2.88) with a standard deviation value of (1.022), reflect the overall employee performance is found to be on a satisfactory level. Moreover, in the open ended response almost 80% of the respondents have claimed that the employee performance is found on an average level.

4.3.5. The Effect of Motivation and Employee Performance

Table 4.3.5.1 Regression Analysis on Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895 ^a	.800	.773	.55005

Source: Data collected by the researcher through Questionnaire, 2020

In the above Table 4.6.1 the regression analysis was used in order to estimate or predict the impact of independent variables on dependent variable. A linear regression analysis was conducted to determine if job satisfaction variables (finance, benefit, promotion, working condition, recognition and training) significantly predict Job performance.

Therefore, it can be inferred that R square =0.80 indicates that 80.0% of the variation in the independent variable have effect on employee job performance at Hagbes.

Table 4.3.5.2 ANOVA for Regression Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.315	6	8.886	29.370	.000 ^b
	Residual	13.312	44	.303		
	Total	66.627	50			
a. Dependent Variable: Performance						

Source: Data collected by the researcher through Questionnaire, 2020

The relationship between the stated independent variable and the dependent variable, employee job performance, is determined by examining the significance of the regression. The probability of the significance statistic for the regression analysis is .000, less than the level of significance of 0.05 with 95% confidence interval. Which signifies that the model for this regression analysis is adequate for further analysis?

Table 4.3.5.3 Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.144	.313		.461	.001
	The Financial rewards	0.159	.122	0.16	1.440	.001
	The benefit package	0.12	.101	0.125	1.555	.002
	The promotion scheme	0.311	.124	0.305	2.370	.000
	The working condition	0.23	.150	0.25	1.908	.000
	The provision of recognition	0.10	.116	0.11	1.632	.001
	The provided training	0.051	.101	0.06	.0436	.004
a. Dependent Variable: Performance						

Source: Data collected by the researcher through Questionnaire, 2020

The above Table 4.3.5.3 shows the coefficients of the regression analysis. The B coefficient of the independent variable is the slope. It represents the amount of change in the dependent variable for a one-unit change in the independent variable. Looking at the B coefficient in the table, it is positive for all independent variable indicating that as the

independent variable (finance, benefit, promotion, working condition, recognition and training) increases job performance also increases. The Sig. level for the all job satisfaction variables is less than .05. Thus all the job satisfaction variables are significantly related to job performance.

Looking at the B coefficient for financial reward, it is positive, indicating that as there is one standard deviation increase in financial reward at Hagbes it increases employee job performance. For every one percent increase in financial reward, it can be predicted that job performance would increase by 0.159. The magnitude of the coefficient for financial reward is less than the promotion and working condition. But its magnitude is greater that the variable benefit package, recognition and provision of training.

Again the B coefficient for benefit package (0.12) is positive and indicates that as there is one standard deviation increase in benefit package at Hagbes it increases employee job performance. For every one percent increase in benefit package, it can be predicted that job performance would increase by 0.12. The magnitude of the coefficient for benefit package is less than the promotion, working condition and financial reward. But its magnitude is greater that the variable recognition and provision of training

Again, the B coefficient for promotion scheme (0.311) is positive and indicates that as there is one standard deviation increase in promotion scheme at Hagbes it increases employee job performance. For every one percent increase in promotion scheme, it can be predicted that job performance would increase by 0.311. The magnitude of the coefficient for promotion scheme is greater that all the stated independent variable.

Again, the B coefficient for The working condition (0.23) is positive and indicates that as there is improvement in working condition at Hagbes it increases employee job performance. For every one percent improvement in working condition, it can be predicted that job performance would increase by 0.23. The magnitude of the coefficient for The working condition is only less that of the promotion scheme but greater that all the other stated independent variable.

Again, the B coefficient for provision of recognition (0.10) is positive and indicates that as there is one standard deviation improvement in provision of recognition at Hagbes it increases employee job performance. For every one percent improvement in provision of recognition, it can be predicted that job performance would increase by 0.10. The

magnitude of the coefficient for provision of recognition is only greater than the training variable. But less than less that all the other stated independent variable.

Again, the B coefficient for provided training (0.051) is positive and indicates that as there is one standard deviation in improvement in providing training at Hagbes it increases employee job performance. For every one percent improvement in provided training , it can be predicted that job performance would increase by 0.10. The magnitude of the coefficient for provided training less than all the other stated independent variable.

The result indicates that promotion has very high effect on employee performance other than the stated independent variables while provision of training at Hagbes indicates it is less effect on employee performance. On the other hand, benefit package and provision of recognition has almost equally affect the employee job performance at Hagbes. This finding is consistent with the study of Funmilola, Sola, and Olusola (2013), who concludes that, employee's job satisfaction has positive impact on their job performance.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

The purpose of this study was to examine the effect of motivation on employee performance in Hagbes Privet Limited Company, Addis Ababa. The study was guided by the four research questions: what are the motivational schemes currently practiced by Hagbes Privet Limited Company?, to what extent does extrinsic and intrinsic motivation affects employees' performance in the company?, what are the most motivating factors for motivating employees in Hagbes Private Company? And what is the overall effect of motivation system on employee's performance in the company?. To answer these questions, questionnaires were prepared and the response data were analyzed by using descriptive and inferential statistics, and analyzed the correlation among variables. The major findings were summarized and presented as follows:

Motivational Schemes Currently Practiced by Hagbes Privet Limited Company

The arithmetic mean values were generated by the descriptive statistics intended to know the motivation scheme practiced by Hagbes. The study revealed that the mean value for working condition (3.49), financial reward (3.43), promotion (3.14), are valued above average. From these statistics, it can be inferred that these motivation factors are well practiced at Hagbes. It is evident that the company's monetary incentives that an employee earns as a result of good performance are one of the extrinsic motivator at Hagbes. Moreover, the organization of work and work activities; health, safety and well-being; and working time and work-life balance as an extrinsic motivators they are practicing well in the company. On the other hand, motivation like recognition (2.88), benefit package (2.56) and provision of training (2.44) were valued by the employees below the average cut-off point of 3. This statistic might inform that this motivation scheme is an expensive interns of cost to the company.

The study showed that it was important for employees to be recognized by both management and co-workers for a job well done. It is evident that the company uses recognition, inclusive decision making and flexible working hours even though the company did not use rewards in the form of provision of gift and presents.

Extrinsic and Intrinsic Motivation

While ranking the intrinsic and extrinsic motivators at Hagbes the result showed that the intrinsic motivators such as goal satisfaction (3.23), team spirit (3.78) and job satisfaction (3.27) are valued above average and this dictates that the intrinsic motivator motivates employees at a satisfactory level. On the other hand the extrinsic motivators like working hours (4.08) and working condition (4.05) are the two most valued motivators by the employees and this showed that the company has created favorable working environment for the employees.

In the same analysis, organizational style (3.84), job security (3.59) is valued more than satisfactory level by the employee. This can inform that employees able to assure that an they will keep their job without the risk of becoming unemployed. Furthermore, the average mean value for salary increment (3.17) and for promotion (3.12) level was calculated. This might show that salary increment and promotion scheme have not significantly satisfied the employees. On the other hand, employees ranked the provision of training at Hagbes are the lowest of all variable described for the test. This could tell that there is no fair training and development program, so as to satisfy the real demand of the employees.

Relationship between Motivation and Performance

The correlation analysis performed on the independent and dependent variable revealed that the entire null hypothesis was rejected. In line with this, it is observed that the independent variables like financial rewards, promotion and working conditions are related very strongly and positively to employee job performance. That means whenever there is an increment in the form of financial, promotion and positive change in working environment the employee performance is outstandingly increase. The finding that promotion is considerably related to employee performance is consistent with the studies of Herzberg (1986) who stated that providing employees with opportunities to advance in their company through internal promotions as a motivator related to work. In the same development, motivation scheme like benefit package, recognition and the training development have impacted the employee performance at a substantial level and related positively.

The study revealed that Hagbes used financial rewards to motivate its employee, even if employees were unhappy with the level of pay they received. Similarly, majority of the interview response explained that they did not think that the pay received is competitive to other companies in the industry and they claim that the company did not use monetary rewards like allowances and commissions to motivate their staff.

Many of the respondents were emphasized that training and development was found to have significant influence on their job performance. Training equipped the employees with skills, knowledge, experience and techniques that he or she will need for efficient job performance. But, it is indicated that training and development at Hagbes could not be differentiate very well, which could have its own impact on employee motivation and long term improvement to employee performance and quality of work.

5.2 Conclusion

For a company to be effective in achieving its goal, it is an inevitable to have a motivated and inspired employees and have well-articulated administration since satisfied employees naturally delivers better performance for the organizational objectives. This study was conducted to understand the motivational scheme performed by Hagbes and to understand the relationship between the motivators and the job performance. Therefore the following conclusions are drawn based on the analysis and the interpretation of the findings.

It can be concluded that the most motivating factor at Hagbes are working hours, working environment and financial rewards presented by the company. Moreover, the study showed that employees of Hagbes are motivated by both intrinsic and extrinsic factors.

As people are different by nature and are motivated by wide variety of needs, such as physiological needs, safety requirements and self-actualization needs, the management of Hagbes need to find the means to create and sustain employee motivation. In this regard, the management of the company should seek for various ways of improving productivity by finding out the effect, causes or problems associated with employee's motivation. In the meantime, for the employee to be motivated, the administrator of Hagbes need to hold high level of quality and personal value which will help them to identify those things that motivate their staff and apply them properly.

It can be also concluded that if employees feel valued for their work and are involved in decision-making to the level of their capabilities, their enhanced interest and motivation will lead to better employee job performance and then their productivity and loyalty. As it is indicated in the study result that motivation factors have an influential function on performance of workforce, the company need to be determined to enhance the efficiency and effectiveness in terms of improving the work of employees.

The results of this study showed that training is highly required by the employee as important motivational factors. Therefore, the management of Hagbes need to provide appropriate trainings opportunities to the employees, as they would motivate employees towards good job performance. In the case of training, the company should conduct training need analysis for all staff and drawing individual training plan for the staff. They could also implement a mentoring and coaching programs to develop talent.

It can be concluded that majority of respondents asserted that managerial motivational practices improved their career advancement prospects to a great extent (more than 80% of employees). It might be remarkable to discover impact of supervisory behaviour on the employees. Generally speaking the result identifies that job performance at Hagbes is found to be a satisfactory level and it can be concluded that this is brought by the extrinsic motivational factors such as financial rewards, working environment and promotion are the main motivational means.

It can be concluded that promotion scheme that Hagbes is practiced is of high importance on employee performance other than the other independent variables. This finding is supported by Herzberg (1957), who suggested that extrinsic motivation, arises when management provides such rewards as increased pay, praise, or promotion. On the other hand the practice of provision of training at Hagbes indicates it is less effect on employee performance, which indicates that Hagbes need to revisit its training provision system.

Generally, the research revealed that the respondents are satisfied with promotion, working condition, financial reward, benefit package, provision of recognition and training in the descending order and they have an overall 80% effects on the variation of employee job performance.

5.3 Recommendation

Recommendation to Hagbes Private Company

Hagbes Private Company should constantly assess the employees' motivation levels which can be done biannually to address the intrinsic and extrinsic factors that motivate employees. Management need to know the pressing need of the employees at every point in time and works towards it. This will enhance the working relation and maximize employees performance and then the productivity of company.

The study showed that the current recognition and reward program was perceived as being inequitable by the employees. Therefore, to that end, the organization should re-evaluate the current program and also get feedback from the employees on how to make it fair and reasonable for all. Moreover, the management of Hagbes needs to design and implement an appropriate promotion scheme and career path policy and strategies which have to be fairly and impartially apply for all the employees.

This study recommends that the nature of the job, the complexity, work load position has to be known and the relation of the existing job with other has to be clarified this will reduce role ambiguity and improve organizational performance. Moreover, the management of Hagbes should consider developing the human capital of their organizations by offering them improvement opportunities. Thus both hygiene and motivation factors are important in promoting employee performance.

In this dynamic world, along with changing job environment, employees motivational factors also change overtime, thus, what motivates one today may not motivate him or her tomorrow. Therefore, Hagbes should consistently update and improve its motivational scheme. It is important to recommend Hagbes to have a regular review and evaluation of training and development programs to make its employee more relevant to the needs of the organization. This could contribute to product and service quality, minimized wastage, and reduces cost of production.

Recommendations for Further Studies

The findings of this study shows majority of employees are more concerned with promotion, financial rewards and working conditions. Thus the company should continually review, adjust and keep these variables to its employees for higher job

performance.. However, future research studies need to be conducted on investigating other variables like organizational career development, collaboration and cooperation . and recognition variables and their effect on employees' job satisfaction.

Particular focus of this study was on assessing the motivational scheme of Hagbes Private Company and its employee performance from the given and studied variables. Thus it is limited with regard to generalizations, and therefore are not a complete representation of the entire company. Thus by considering the numerous multifaceted and dynamic issues that surround the topic of employee motivation and job performance additional research should be carried out in order to improve the current study and increase information and understanding on the relationships of employee motivation and employee performance.

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ANNEX

Appendices 1: Informed Consent

A Research Proposal Submitted to the Department of Masters of Business Administration Presented
in Partial Fulfillment of the requirements for the Degree of Master of Business
Administration



**ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES
MASTERS OF BUSINESS ADMINISTRATION**

This is Derese Mulat, a graduate studies student at St Mary University Department of Masters of Business Administration, Currently, I am conducting a research to investigate the effect of motivation on employee performance in the case of Hagbes Private Limited Company. This research study is sponsored by the researcher himself. I am invited you as a possible participant because you are working for Hagbes. Please take as much time as you need to read the consent form. If you find any of the language difficult to understand, please ask questions. Before you decide whether you want to participate in this research work, you have a right to the following information:

Department: Master of Business Administration

1. The nature and purpose of the study.
2. The procedures in the study and any device to be used.
3. Discomforts and risks reasonably to be expected from the study.
4. Benefits reasonably to be expected from the study.
5. The opportunity to ask questions about the study or the procedure.
6. The ability to withdraw from the study at any time and discontinue participation without affecting your future care at this institution.
7. Be given a copy of the signed and dated written consent form for the study.
8. The opportunity to consent freely to the study without the use of coercion.

Researcher Name :- _____ **Date:** _____

Signature _____



**ST. MARY UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION**

Dear Respondent:

This study intends for the fulfilment of the researcher’s Degree of Master’s of Art in Business Management. This questionnaire is designed to collect information and to study the Effect of Motivation on Employee Performance in Hagbes Private Company. I kindly ask you in all regard to fill the questionnaire carefully at your best knowledge.

Note: Your answers will be strictly confidential and will only be used for academic purposes.
Contact Address: Derese Mulat Tel:- +251 911860231

Thank you in advance for your cooperation and timely response!

Part One: Demographical Information - Please put ‘X’ in the box

1.1 Your Sex :

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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1.2 Your Age Group:

18-25	26-30	31-35	36-40	41-45	>46
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1.3 Your Educational Status :

Less than grade 12	<input type="checkbox"/>	Grade 12 Complete	<input type="checkbox"/>	Diploma	<input type="checkbox"/>	Degree	<input type="checkbox"/>	MSc/MA	<input type="checkbox"/>
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1.4 Your service year in the organization/ business you are working in?

0-5 Years	<input type="checkbox"/>	6-10Years	<input type="checkbox"/>	11-15Years	<input type="checkbox"/>	>15 Year	<input type="checkbox"/>
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Part Two

This part of the questionnaire is designed to identify the types of motivational schemes currently practiced by Hagbes Private Limited Company. Can you please give your response to the statements by marking "X" under the numbers in the column using the following rating scale (Likert Scale). Where: 1 = Strongly Disagree, 2=Disagree, 3=Average 4=Agree, 5=Strongly Agree

No.	Statement	1	2	3	4	5
I	Financial rewards given to employee is adequate					
II	Employees regularly obtain benefit package from the company					
III	The is appropriate promotion scheme in the company					
IV	I receive appropriate recognition for my contribution					
V	Employees have good working condition in Hagbes					
VI	The company provides appropriate training for the employees					

Part Three.

The following survey questionnaire will be administered to respondents to ask the participants to rank the following motivational factors according to how each factor would influence them at work. The most important factor will be ranked 5 and the least important factor will be ranked 1, please mark "X". All factors will be ranked and no rank could be used more than once

No.	Factors affecting motivation	1	2	3	4	5
1	Job satisfaction					
2	Promotion					
3	Recognition					
4	Salary Increase					
5	Organizational style					
6	Satisfying goals					
7	Team spirit					
8	Good working condition					
9	Working hours					
10	Training and development					
11	Job Security					

PART Four

This part helps to determine the effect of motivation on employees' performance in the company. Can you please give your response to the statements by marking "X" under the numbers in the column using the following rating scale (Likert Scale). Where: 1 = Strongly Disagree, 2=Disagree, 3=Average 4=Agree, 5=Strongly Agree

No.	Statement	1	2	3	4	5
1	The Financial rewards obtained from the company increases my quantity of work and hence improve my work performance.					
2	The benefit package employee obtained helps them to improve their quality of work and hence improve my work performance.					
3	The promotion scheme of the company helps the employee to increase their creativeness at work and hence improve my work performance.					
4	The working condition found in the company helps the employee to cooperate each other and hence improve my work performance.					
5	The provision of recognition to employees helps the employee to be dependable and hence improve my work performance.					
6	The provided training assists me to improve my personal qualities and my job knowledge and hence improve my work performance.					

Part Five

This part is intends to examine the overall effect of motivation system on employee's performance in the company. Could you please rate employees performance in Hagbes Private Company from the following perspectives?

No.	Employee performance	Please mark "X"
1	Unsatisfactory <ul style="list-style-type: none"> ▶ Weaker on some areas of responsibility. ▶ Does not seek out new ways to improve department efficiency ▶ Having to redo tasks, often requires redirecting 	
2	Marginal <ul style="list-style-type: none"> ▶ Lacks knowledge & skills in some areas, ▶ Meets some but not all productivity standards for accuracy , ▶ Made mistakes frequently, ▶ Needs coaching to resolve issues between self and co-workers. 	
3	Satisfactory <ul style="list-style-type: none"> ▶ Accepts additional responsibilities when assigned, ▶ Needs some assistance with prioritizing tasks and assignments. ▶ Usually promote cooperation 	
4	Good <ul style="list-style-type: none"> ▶ Understands/applies policies and procedures proactively, ▶ Prioritizes work to meet expectations ▶ Makes correct decisions and takes correct action. 	
5	Exceptional <ul style="list-style-type: none"> ▶ Consistently establishes and realizes goals with strategic component. ▶ Recommends tools and resources that would improve department efficiency ▶ Models a strong sense of team spirit and morale 	

Interview Questions

1. What are the jobs performed by Hagbes?

2. What motivational arrangements are there in Hagbes Privet Limited Company?

3. To what extent does extrinsic and intrinsic motivation affects employees' performance in the company?

4. What are the most motivating factors for motivating employees in Hagbes Private Company?

5. What is the overall effect of motivation system on employee's performance in the company?

6. How do you relate motivation and employee performance at Hagbes?

Thank you