



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF MOTIVATION ON EMPLOYEE'S
PERFORMANCE AT ALTA COMPUTEC PLC**

By
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December, 2020
Addis Ababa, Ethiopia

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By: Mareye Mandefro

**In Partial Fulfilment of the Requirement for the
Award of Masters of Business Administration
(MBA)**

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The Effect of Motivation on Employee's Performance
at Alta Computec Plc

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DECLARATION

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

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CERTIFICATION

This is to certify that Mr. Mareye Mandefro has completed his thesis work entitled “The Effect of Motivation on Employee’s Performance at Alta Computec Plc”. On the basis of my evaluation, his research is appropriate to be submitted as a partial fulfilment of the requirement for the award of Masters of Business Administration (MBA).

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ACKNOWLEDGEMENTS

I deeply thank the Almighty God for guiding me to work on this research work and gain academic insight into this topic. I am highly grateful of my advisor, Mesfin Tesfaye (PhD), for his intellectual guidance, inspiration, relentless support and helpful advices he had accorded me during the whole process of the research work. I am also very grateful of my wife for her assistance towards the fulfillment of this study. I further thank all respondents for their helpful cooperation. Finally, I sincerely wish to pay highest appreciation to my longtime friend Ato Ewnetu Derseh for his support, encouragement and advice.

ACRONYMS

ALTA	The first letter of names of family members of the owners (Abduil, Lueye, Tewobesta, Amir)
Computec	Computer Technology
HR	Human Resources
HRM	Human Resource Management
ICT	Information Communication Technology
IT	Information Technology
MBO	Management by Objective
PLC	Private Limited Company

LIST OF TABLES

Table 4.1. 1: Respondents' Profile-Gender & Age.....	43
Table 4.1. 2: Respondents' Profile-Education & Service Year	44
Table 4.2. 1: Reliability Analysis	45
Table 4.3. 1: Aggregate Mean and Standard Deviation of Intrinsic Motivational Factors.....	46
Table 4.3. 2: Aggregate Mean and Standard Deviation of Extrinsic Motivational Factors.....	46
Table 4.5. 1: Testing for model fit-Intrinsic Motivational Factors.....	47
Table 4.5. 2: Testing for Model Fit-Extrinsic Motivational Factors.....	48
Table 4.6. 1: Correlation- Intrinsic Motivational Factors	49
Table 4.7. 1: Correlation - Extrinsic Motivational Factors	50
Table 4.8.1: Regression Analysis of Intrinsic Motivational Factors	51
Table 4.8. 2: Regression Analysis of Extrinsic Motivational Factors	55

LIST OF FIGURES

Figure 2. 1: Research Model.....	39
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TABLE OF CONTENTS

ACKNOWLEDGEMENT	v
AKRONYMS	vi
LIST OF TABLES	vii
LIST OF FIGURES	viii
TABLE OF CONTENTS	ix
ABSTRACT	xii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	4
1.3 Research Question.....	8
1.4 Objective of the Study.....	8
1.4.1 General Objective	8
1.4.1 Specific Objectives	8
1.5 Research Hypothesis	9
1.6 Significance of the Study	10
1.7 Scope, Delimitation & Limitation of the Study	10
1.7.1 Scope& Delimitations.....	10
1.7.2 Limitation.....	11
1.8 Definition of Terms	12
1.9 Organization of the Study	12
CHAPTER TWO	14
LITRETURE REVIEW	14
2.1 Theoretical Review	14
2.2 Motivation and Employee Performance.....	14
2.2.1 Definition of Motivation	15
2.3 Theories of Motivation.....	16
2.3.1 Content Theories of Motivation.....	16
2.3.2 Maslow’s Hierarchy of Needs	16

2.3.3 Herzberg’s Motivation Hygiene Theory	18
2.3.4 Process Theories of Motivation	19
2.3.5 The reinforcement Theory of Motivation	20
2.4 Factors That Motivates Employees	21
2.4.1 Intrinsic Factors that Influence Employee’s Motivation	23
2.4.2 Extrinsic Factors that Influence Employee’s Motivation	27
2.5 Performance	33
2.6 Empirical Framework.....	37
2.7 Conceptual Framework	38
CHAPTER THREE	41
RESEARCH DESIGN AND METHODOLOGY	41
3.0 Introduction	41
3.1 Research Approach	41
3.2 Research Design	41
3.3 Population and Sampling Techniques	42
3.4 Data Type and Sources	42
3.5 Method of Data Collection	42
3.6 Data Analysis Methods	43
CHAPTER FOUR.....	44
DATA PRESENTATION, ANALYSIS, AND INTERPRETATION	44
4.1 Data Presentation and Analysis	44
4.2 Reliability of the Instrument	46
4.3 Descriptive statistical summary	47
4.4 Correlation Analysis	48
4.5 Testing for Model Fit	48
4.6 Correlation-Intrinsic Motivational Factors	49
4.7 Correlation-Extrinsic Motivational Factors	51
4.8 Regression Analysis	52
CHAPTER FIVE	59
CONCLUSIONS AND RECOMMENDATION	59
5.1 Summary of Findings & Discussion	59

5.2 Conclusion	61
5.3 Recommendation	61
5.4 Suggestion for future research.....	62
REFERENCES.....	63
APENDICES I.....	69
APENDICES II	76

ABSTRACT

The purpose of the study was to determine the effect of intrinsic and extrinsic motivation on employee's performance at Alta Computec Plc. The study was guided by research questions and hypothesis. A total of 60 independent variables and 5 dependent variables analyzed in this study. In the analysis both qualitative and quantitative research approach were employed. A descriptive research design was adopted with a five-point Likert scale to measure variables. As the total population was 106, the researcher determined for considering the census study. The data collection method that was adopted in this research was structured questionnaire developed by the researcher. The study considered several intrinsic motivation factors that influence employee's performance which included: employee's recognition, employee's trust, skill variety requirements, training & development, fair treatment, responsibility and empowerment. The study further, took into account the extrinsic motivation factors that influence employee's performance/individual's work achievement/ including: salary/financial compensation, job security, job enrichment & job enlargement, information dissemination and effective communication, managerial relations and supervisions, nature of job, work environment, and working conditions. A set of descriptive, regression and correlation statistics were adopted for the analysis. The Data was analyzed through mean, standard deviation, correlation, ANOVA, and regression using SPSS software version 26. All variables passed through the hypothesis test to ensure whether the captioned independent variables have significant effect on employee's performance. The study empirically revealed that all of the variables could significantly influence individual's work achievement and thus all the alternative hypothesis were accepted. The study recommended that the organization should acknowledge and make use of proper mix of extrinsic and intrinsic factors and not to be limited by these factors where there are other uncontrollable intrinsic and extrinsic motivational factors in this study.

Key words: *Intrinsic motivation, extrinsic motivation, employee's performance.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

It is clearly noted that the primary objective of business firms is maximizing the wealth of its owners; and this can be achieved through the firm's efficient utilization of resources. In this case, HR is the most important resource of the firm that has to be maintained properly. A number of research outputs agreed that as employees are persistently motivated, their effort towards maximizing the level of the organization's profitability is increased at increasing pace. Better performance of employees is realized whenever they are motivated well and at a continuous manner (Adeola, 2016). And yet, it is much important to understand what motivation is and how motivation is applied, this is meant appreciating and understanding theories of motivation and how the theories can be transformed into practice. Nonetheless, among the vast defies that the business world facing nowadays is lack of focus how to motivate their employees and enable them more committed, persistent, and exert deepened effort towards achieving organizational objectives and goals. Managers should take the responsibility of creating enabling organizational environment that can be conducive for improving performance, and the welfare package is attractive to employees so as to bring about the correct behavior from employees in the organization (Adeola, 2016). As such, employees who are engaged in the organization for the attainment of organizational objectives should be motivated for the true realization of the goal set by the organization.

Motivation refers to two aspects, namely the emotional attachment employees have to their job, and the deliberate review of employees' work by the employer (Badubi, 2017). Thus, the word motive refers to the drive towards the fulfillment of wants, desire, and needs of people in the form of bonus, rewards, recognition, and some other form of incentives in order to attain the organizational objectives. Scholars generally agreed on two types of motivation, namely extrinsic and intrinsic. Intrinsic motivation involves doing something because it is personally rewarding to

the individual. When individuals are intrinsically motivated, their behavior is motivated by the internal desire to do something for its own sake (Deci, 1975) (as cited in Pelletier, L. G., Fortier, M. S., Vallerand, R. J., Tuson, K. M., Briere, N. M., & Blais, M. R., 1995). Internal factors such as job satisfaction, responsibility, freedom to act and development of skills and abilities, receiving positive recognition, appreciation, sense of achievement, and meeting the challenge are referred to as intrinsic motivation (Pelletier et al, 1995). Individuals that are intrinsically motivated are mostly viewed as self-motivated.

To generalize, intrinsic motivation denotes to engaging in an activity merely for the pleasure and gratification derived from performing the activity (Deci, 1975) (as cited in Pelletier et al. 1995). However, when someone is extrinsically motivated, his/her behavior is motivated by an external factors pushing him/her to do something with a hope of earning reward (Pelletier et al. 1995). These external factors may include salary, incentives and benefits, promotions, and working conditions. Extrinsic rewards derive from the organization in the form of money, privileges or promotions from supervisors and co-workers as recognition (Adeola, 2016). Employees are motivated by a combination of both factors at any given point in time and in any type of firm.

In a tight professional and skilled labor market, keeping good employees and developing employee loyalty is found to be important but it always remain a challenge. Nowadays, it is quite problematic to get the right people for the job. With the tight professionally technical labor market, employers therefore need a strategy to retain their key experts and crucial skilled workers. At normal circumstances, the research of career performance has been based on two slightly self-governing assumptions that “performance can be assumed in terms of the individual's skills, talent and ability to accomplish the tasks, and that performance depends merely upon the level of motivation” (Waiyaki, 2017). Motivation is commonly described as the psychological forces that determine the track of a person's level of struggle and strength in the face of obstacles. As such, the duty for motivation lays on three actors, namely, the top management, the line manager, and the employee. Employee’s motivation for better performance incorporates employee engagement, success of organizational vision and values, management acknowledgment and appreciation of work well done, and overall authenticity of leadership (Bhuvanaiah and Raya, 2016).

Nowadays, almost all organizations are highly suffering from employee turnover and is becoming a worldwide difficulty that all type of organizations around the world face (Stanley, 2012). De-motivation of employees is one of the major contributing factor for employee turn-over, poor performance and inferior customer service. Traditionally, there has been an increasing uniformity among managers and leaders regarding the importance of linking effective motivational incentives to encourage good performance. So as to meet organizational objectives, firms must have a kind of employee that is motivated and encouraged towards the achievement of organizational goals (Bhuvanaiah and Raya, 2016).

It is clearly evident that productivity of any type of firm is affected by the level of employee motivation. The cost of poorly motivated workforce is very high to the firm as productivity and performance is lowering down that would result in high staff turnover, recurrent absenteeism, expense escalation, and a negative effect on the morale of coworkers. It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates. It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore be productive.

Even though customers have found Alta Computec Plc somewhat capable than others competitive firms to obtain ICT services, effects of motivation on employees performance is reflected in one way or another. Motivating them will have a direct relationship with employees' performance behavior and the productivity and maximizations of firm's profit. However, according to (the Audit Report of 2016, 2017 and 2018 of the company) its entire sales turnover is declining during the past three years. The researcher has got an insight that the decline of company's performance might be associated with the decline of employee's motivation and commitment as low performance of employees resulted from low motivation with low sense of ownership. According to Armstrong (2009), people are motivated when they expect a course of action is likely to lead to the attainment of a goal and a valued reward that satisfies their needs and wants. Hence, this study examines the effect of motivation on employees' performance at Alta Computec Plc.

Alta Computec Plc's establishment goes to 25 years back. Its establishment by then gave focus on the distribution of DELL products in Ethiopia. Latter on it engaged itself in the provision of basic computer training services. Little by little it moves and gets growing to a high end ICT Company in Ethiopia. Its scope of operation ranges from building complex data center to providing high level networking end-to-end solutions to users.

Its main purpose is to play a role as key strategic partner in the growth of Information Communication Technology (ICT) industry leverage. Its experiences reach over across diverse industries like finance (bank & insurance), education, health, for both government and non-government institutions (Alta Computec Plc's profile, 2017).

The organization has four types of employees- technical staff-engaged in aftersales support and service, and repair and maintenance, ICT professional staff, who are assigned to provide end-to-end ICT solutions infrastructure; sales staff who are dedicated to sales of hardware devices and equipment, and the last one is support staff (Finance, Import & Logistics, and HR). ICT professional staff and sales staff are considered as the core for the company business and have direct and vibrant personal communication with technology suppliers (DELL, SISCO, ORACLE, SHARP, EATON, HP, etc) and its clients. The remuneration packages and some other kind of incentives are different for all sets of groups. Except support staff, others are somewhat entitled for special incentives in addition to monthly salary while the former are only on a monthly salary basis with of course common incentives like annually paid bonus.

1.2 Statement of the Problem

As long as highly skilled, well experienced and reliable employees are a valuable asset for any organization, it becomes a continuous pressure to a firm to retain its workforce where it is found in a highly competitive global environment (Deci, 2013).

In order to retain, devising employee motivation is very important so that employee turnover and under-performance issues can be mitigated (Steers and Mowday, 1996).

Poorly motivation of employees might be costly to the organization so long as less motivated work force will result in low morale, frequent absenteeism, low productivity, high staff turnover and increased expenses (Jobber and Lee, 2014) (as cited in Waiyaki, 2017). If motivation not come to the surface of employee-employer relations, demotivation will take the place and the latter is an important factor that contributes to high staff turnover (Waiyaki, 2017). It is clearly known that highly motivated employees are more likely to exhibit high productivity. However, according to (Certo, 2006), good performance is not to be considered as a result of motivation only, but also includes ability, that encompasses employee's skill, available equipment, inputs supplies and time.

According to (Aguinis, 2012) though some firms are offering above average salaries, organizations have been known to experience a high staff turnover. This indicates us that money is not the only means to motivate employees. Different people are motivated by different factors. Managers and supervisors are required to understand what motivates individual employees and what not. Assuming a one-size-fits to all (George and Jones, 2013) is not advisable nor applicable. The strength of any organization is measured by the strength of its workforce. Thus, employees need to be treated with great care, since they are a special resource that need to be given special managerial attention and time. (Storey, 2013).

Thus, carrying out studies like the effect of motivation on their performance are instrumental resource in helping organizations identify and maximize on ways to motivate employees at the same time mitigating employee turnover and under-performance behavior (Steers and Porter, 2011). It is evidenced from the study conducted (Waiyaki, 2017) that employees have to be motivated on the basis of reward and recognition if not, their performance will decline. However, the result took into account a small sample size of 50 (fifty) and that needs to be testified and resolved with further investigation by taking into considerations other sectors with a little better sample size.

Hence, it is important to study motivation of employees and its effects on their performance in a diverse demographic environment and specific sectors. Employers are expected to assess the motivation level of their employees based on the nature of industry and work environment.

Kuranchie, Elizabeth & Amponasah, (2016) discussed the issue in mining industry where work environment is risky and employees need motivation yet more studies needed to investigate the motivation factor in other settings like job security and intrinsic motivation. This will help to identify the background of motivation and what impact they may cause on work performance (Kuranchie-Mensah, et al., 2016).

Hitherto another research has studied that extrinsic rewards and performance relationship in comparison to intrinsic rewards and performance relationship. Though this comparative analysis was undertaken in three different industries, it was proposed that intrinsic and extrinsic motivation to be studied simultaneously (Bard, Robert and Anders, 2017).

The other study conducted in Norway that examined employees motivation in the banking sector was found that intrinsic motivation has significant relationship with extrinsic rewards that is why another research is necessitated in order to see the effect of extrinsic rewards on performance as well (Olafsen, Halvari, Forest and Deci, 2015). A study in educational sector also done in Pakistan and examined the effects of motivation over employee's performance and this enhances researchers to examine the same model in other industry.

It is frequently suggested by many researchers that the behavior of employees diverse based on demographics and work environment. Due to this fact, further investigations are required to be conducted in different sectors (Shahzadi, Shahzaib, Nasren and Khanam, 2014). Yet, the research was limited to only certain geographical location, to one or two motivational factors, to a limited firm with a limited number of population, etc that lacks the factor of generalizability. Hence, a research is needed that can examine employee's behavior in different geographical location perhaps with different demographics, different organizational set up, different culture, different working environment and different nature of the work. For instance, as we have seen here above, a study conducted in Norway showed that intrinsic motivation is significantly related to employee's performance (Kuvaas et al., 2017). This implies that there was a room to study the effects of extrinsic motivation on performance.

Another study discusses the concept of self-determination is that intrinsic motivation, or engaging in activities for the inherent rewards of the behavior itself, plays an important role in employees motivation. It suggested that people tend to be driven by a need to grow and gain fulfillment (Lin, 2007). When we are supported by empathetic and supportive people success in goal-striving is becoming more likely rather than controlling or directive people (Koestner and Hope, 2014). Therefore, both intrinsic and extrinsic motivation are among the main components to drive human behavior at work environment (Gagné, Forest, Gilbert, Aube, Morin and Malorni, 2010). This case is further confirmed with empirical evidence collected from Canadian airline industry whereas the sample was collected from pilots. It was illustrated that motivation at work balance is dependent on intrinsic motivation, extrinsic motivation and recognized regulation (Gagné et al., 2010).

The researcher is, therefore, interested to assess the impact of intrinsic and extrinsic motivation on performance of employees in the context of Ethiopia in IT sector and thereby will be able to prove different studies discussed with regard to employees motivation in different regions, firms, and sectors of different countries.

On the other side, the overall performance of Alta Computec Plc during the past three years is evidently going down (Audit reports of Alta Computec Plc 2016, 2017, 2018). This cumulative effect, as to the researcher, is supposed to be caused by the decline of employee's performance and lack of commitment. Irrespective of other issues like (ability, skill, available equipment, inputs supplies and time) poor employees' motivation may result in lack of commitment and that may in turn contribute for the decline of company performance. As stated above, the purpose of the study is to determine the Effect of Motivation on Employee's performance at Alta Computec Plc based on mixed research method.

1.3 Research Questions

The study was conducted on the basis of the following two main research questions:

1.3.1 What is the effect intrinsic motivation on employee's performance at Alta Computec Plc?

1.3.2 What is the effect of extrinsic motivation on employee's performance at Alta Computec Plc?

1.4 Objective of the study

1.4.1 General Objective

The objective of the study was to determine the effect of intrinsic and extrinsic motivation on employee's performance at Alta Computec Plc.

1.4.2 Specific objectives

Under the overall framework of the above general objective, this research paper also had the following specific objectives by taking into account the intrinsic and extrinsic motivational factors as independent variables of the study and individual's work achievement that was considered as performance being dependent variable.

1. To study the effect of intrinsic motivation on employee's performance in ICT sectors. Furthermore, given the hypothesis developed below, the following specific objectives were considered as supplementary and were sub-divided into subsequent specific objectives:
 - i. To investigate the effect of recognition/appreciation and praise/ of work done on employees' performance
 - ii. To assess the effect of trust on employees' performance
 - iii. To study the effect of skill variety on employees' performance
 - iv. To explore the effect of training and development on employees' performance
 - v. To investigate the effect of fair treatment on employees' performance
 - vi. To study the effect of responsibility and empowerment on employees' performance

2. To investigate the effect of extrinsic motivating factors on employee's performance in ICT sectors. Thus, given the hypothesis developed below, the following specific objectives were considered as supplementary and were sub-divided into subsequent specific objectives:
 - i. To examine the effect of salary/financial compensation on the performance of employees
 - ii. To examine the effect of job security on the performance of employees.
 - iii. To search the effect of job enrichment and job enlargement on the performance of employees.
 - iv. To explore the effect of information dissemination and effective communication on the performance of employees.
 - v. To scrutinize the effect of managerial relations, supervision, and relationships with co-workers on the performance of employees.
 - vi. To study the effect of work environment, the nature of job, and working conditions on the performance of employees.

1.5. Research Hypothesis

Based on the research questions and the background of the study earlier mentioned, the study had developed the following hypothesis for later testing:

H1: Intrinsic Motivation has significant effect on ICT sectors employee's performance

This hypothesis is further split into the following sub-hypotheses:

H1a: Recognition/appreciation and praise/ of employees has significant effect on employee's performance

H1b: Trust of employees has significant effect on employee's performance

H1c: Skill variety of employees has significant effect on employee's performance

H1d: Training and development opportunity of employees has significant effect on employee's performance

H1e: Fair Treatment of employees has significant effect on employee's performance

H1f: Responsibility and empowerment of employees has significant effect on employee's performance

H2: Extrinsic Motivation has significant effect on ICT sectors employee's performance

This hypothesis was further divided into the following sub-hypotheses:

H2a: Salary/ financial compensation has significant effect on employee's performance

H2b: Job security has significant effect on employee's performance.

H2c: Job enrichment and job enlargement has significant effect on employee's performance.

H2d: Information dissemination and effective communication has significant effect on employee's performance.

H2e: Managerial relation & supervision has significant effect on employee's performance.

H2f: Work environment, nature of job, and working conditions have significant effect on employee's performance.

1.6 Significance of the Study

There are at least three important ways in which this study could add to the existing literature of employee motivation and employee's performance. First of all, this study examined the ICT sector employees of Ethiopia, in Addis Ababa, particularly at Alta Computec Plc. Thus, it gave an insight to both top and lower level management of Alta Computec Plc to design strategic guidance for formulating motivational programs for their employees' motivation so as to improve performance. The study might also contribute to the existing body of knowledge on the effect of motivation on employee's performance. Last but not least, it would help future scholars as a research data to conduct similar studies.

1.7 Scope & Delimitation & Limitation of the Study

1.7.1 Scope & Delimitation

The study concentrated mainly on employees' motivation merely because the researcher was highly interested to investigate the relationship between motivation and performance of employees in ICT organizations.

As such, it would have been good to study the effect of employees' motivation of the entire employees at ICT companies in Ethiopia so that all the information could be fully enough. However, due to lacking experiences in conducting research, the study focused on the investigation of the effect of motivation on employee's performance of Alta Computec Plc. This Company is found in Addis Ababa. Its head office is located at Kirkos Sub City and has two branches at Bole and, Lideta Sub-Cities. The scope of this study is, therefore, concentrated only in Addis Ababa as the company doesn't have branches or subsidiaries outside Addis Ababa nor out of the three sub cities.

For the matter of simplicity and to enabling the respondents' willing to complete the questionnaire, the researcher adopted only a closed-ended Likert scale questioner in the survey, rather than including additional open-ended questions.

Another delimitation of the study was directed to the objective of the study. Its target was to determine how intrinsic and extrinsic motivation affecting employee's performance at Alta Computec Plc by excluding other similar companies.

The last but not the least delimitation of this research is that the intrinsic and extrinsic motivational factors which might influence employee's performance are many but all are not exclusively considered in this study. These variables may include but not limited to: organizational innovation, characteristics of research and development, technology used, employee's capability, provision of inputs, safety practices, organizational culture, management attitudes, company policy and administration, interpersonal relationships, status, etc. Excluding such variables may influence the result of the study.

1.7.2 Limitation

There are a number of motivational factors which have significant effect on employee's performance but not included and not controlled in this study. These factors might influence the current research findings. This research focused only on Alta Computec Plc's employees and was limited to only one ICT company of Ethiopia that lacks generalizability.

Accordingly, the result couldn't be substantially representable and nor addressing all ICT industry. Another limitation was that the focused respondents could not be able to provide the right answer and did not respond on time due to fear of unexpected consequences which may come from the company, even though they were advised by the researcher that their response would be kept and handled confidentially. However, all possible care and actions were taken to hamper those restraints from happening.

1.8 Definition of Terms

Effect: could be defined as a result of a particular influence or action (www.vocavoulary.com).

Motivation: is defined as the process that accounts for an “individual’s intensity, direction, and persistence of effort towards attaining a goal” (Ran, 2009). A person's desire to do the best possible job or to exert the maximum effort to perform assigned tasks (Gomez-Mejia, et al., 2015). Motivation is defined as “the psychological forces that determines the direction of a person’s level of effort, as well as a person’s persistence in the face of obstacles” (SHRM, 2010).

Performance: The accomplishment of a given task measured against predefined standards of accuracy, completeness, cost and speed and is a continuous process of accomplishing a given organizational task, by individuals or team of staff, aligning to the desired organizational goal (Cole and Kelly, 2011)

1.9 Organization of the study

This research paper had been organized in different components or categories and contains five basic chapters as follows:

Chapter one – Introduction. This chapter consists of background of the study, statement of the problem, basic research questions, research hypothesis and objectives of the study, significance of the study, delimitation/scope of the study, and definition of terms,.

Chapter two – Review of related literature. This is a chapter concerned with previous studies and literatures relevant to the study and it also focused on theoretical framework, empirical evidences and conceptual framework related to the study.

Chapter three – Research Design and Methodology. This chapter devoted to the type and design of the research paper, the sampling technique, the type and sources of data, the method of data collection and data analysis methods to be used had been described.

Chapter Four – Data Presentation, Analysis and Interpretation. It is a chapter in which the research data was analyzed, findings and results of the study were summarized and also interpretations and discussions of the findings presented through extensive use of the literature review.

Chapter five – Conclusion and Recommendation. Under this chapter, summary of the findings, conclusions, limitations of the study and possible recommendations presented.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

This part of the review focused on reviewing studies that concerned with definition of key terms, deals with relevant theories of motivation like: Content Theories of Motivation, Maslow's Hierarchy of Needs Theory, Herzberg's Motivator Hygiene Theory, Processes Theories of Motivation, The Reinforcement Theory of Motivation, and motivational factors, and deal with what performance is all about.

2.2 Motivation and employee performance

Motivation is the most important factors that influence organizational performance. Employee performance is one of the policies of managers to increase effectual job management amongst employees in organizations (Shandre Mugan Thangavelu, Venkatachalam Anbumozhi, Fukunari Kimura, 2009). Motivated employee is a respondent to definite goals and objectives of the company that the individuals must achieve. Organizational facilities will wither away if it lacks motivated people (Richard, 2014).

To move forward a business, employee motivation and performance are key factors. Owners, managers, and supervisors might know positive motivational factors that lead to better performance and higher productivity but may stick to wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increases the willingness of employees to work best. Thus, the goal of the organization is to develop motivated employees and support their morale regarding their respective works for better performance (Shandare et al., 2009).

2.2.1 Definition of motivation

Motivation is defined from the perspective of different academic disciplines such as psychology, sociology, education, political science, and economics. According to the Society for Human Resource Management (2010), motivation is defined as the psychological forces that govern the direction of a person's level of effort, as well as a person's determination in the face of obstacles. Bratton & Gold (2007) defined it as a cognitive decision making process that influences the persistence and direction of goal directed behavior. Work motivation is also defined as the force personal psychology that determines the direction of behavior of the person in an organization (George and Jones, 2008:183).

Elements in the above definitions are: effort-a measure of intensity that maximizes employees potential capacity to work in a way that appropriate to job; persistence-the application of effort work-related tasks employees display over a time period, and direction-emphasize that persistent high level of work-related effort should be channeled in a way that benefits the work environment (Richard, 2014). He also defines motivation as an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. Whilst it is not possible to observe motivation itself, it is possible to observe the outward manifestations of motivation. Getting money may be considered as an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high level of social status. As such, motivation is not the same as satisfaction. Satisfaction is past oriented, whereas motivation is future oriented (Richard, 2014). Motivation can be also defined as the internal process that leads the behavior of a person to satisfy his/her needs. The process people go through to satisfy their needs is need-motive-behavior-satisfaction or dissatisfaction.

For the purpose of this study, the definition of the (SHRM, 2010) is adopted. Thus, motivation is defined as "the psychological forces that determines the direction of a person's level of effort, as well as a person's persistence in the face of obstacles" (SHRM, 2010). This definition includes the idea of various possible actions that a person could engage in either to keep attempting or giving away when challenged with difficulties.

2.3 Theories of Motivation

Motivation theory emphasizes different factors that contribute to job satisfaction. Both intrinsic and extrinsic motivated behavior reflect the various theories that can be adopted in an attempt to understand motivation behavior. (Maslow, 1946) and (Herzberg, 1968) are Content Theorists who stress on the satisfaction of needs. Their theory focuses on the question of what arouses, sustains and regulates goal directed behavior that is what particular things motivate people. There is the assumption that everyone responds in the same way to motivating pressure and that there is, therefore, one best way to motivate everybody and it focuses on the needs of an individual.

Vroom (1969), Porter and Lawler (1968) who are Process Theorists emphasize on the process of motivation and importance of rewards. On the other hand, the process theory changes the emphasis from needs, as in content theory, to the goals and processes by which workers are motivated. This theory describes how people start, sustain and direct behavior aimed at to the satisfaction of their needs or the elimination or reduction of inner tension. It focuses on the rewards of the individual. Armstrong (2007) stated that Taylor's theory of motivation to work is related to rewards and penalties which are directly connected to performance (Waiyaki, 2017).

2.3.1 Content theories of motivation

It tries to explain what drives individuals to act in a certain manner on the basis of a universal acceptance that all human beings have needs, which follow them to satisfy. These needs lead to motivation. It focuses on employees needs as the sources of motivation. A need is a requirement for survival and well-being and motivation of a person depends on the strength of their needs.

2.3.2 Maslow's Hierarchy of Needs

(Maslow, 1954) suggested that human needs are arranged in a series of levels, a hierarchy of importance, usually displayed in the form of a pyramid. The lower-level needs (psychological, safety and social) are the first predominant needs. People's behavior is directed towards satisfying these needs.

Psychological needs are the most basic needs that every individual needs to survive. They encompass relief from thirst, hunger and physical drives as well as comfort. Needs such as food, air, shelter and water fall under this category. Employees should meet these physiological needs through financial rewards earned from the organization. Safety needs refer to the need for protection against emotional or physical harm in the environment. Job security, insurance for mediation, healthy working conditions are some of the examples of safety needs. Social needs refers to love and belongingness which implies interactions of individuals with one another. Social needs is the desire for affection, belongingness, love, respect, care, nurturing and friendship etc. This also involves endorsement by the group, acceptance among family and friends, relationship and the sense of belongingness or love. Once the lower-level needs are met, people direct their behavior toward satisfying their need for self-esteem and self-actualization (the ultimate motivator).

Esteem needs is the feeling of being important. According to Maslow (1954) it gets to a point in everyone's life where one needs belongingness. Employees need to feel that they are part of the organization or that their voices can be heard.

This kind of need may come from internal esteem factors like self-respect, confidence, autonomy, strength, and accomplishment, or external esteem such as social status, prestige, recognition from others, attention and appreciation.

Self-actualization needs are the highest level of needs as they constitute the need of reaching full potential and self-fulfillment as an employee. Self-actualization needs is the kind of motivation that offers employees the opportunity to get involved in activities such as innovations, creativity, etc. Maslow, however, noted that because of the open nature of this need, it can never be fully achieved. According to him, only a meagre percentage of employee population actually gets to this level of self-actualization. Self-actualization need is never fully satisfied (Martin, 2001).

2.3.3 Herzberg's Motivation Hygiene Theory

Herzberg (1968) proposed a well-known approach which is also identified as motivator hygiene. This theory implies that there are two different sets of factors, hygiene and motivators or satisfiers, which affect individual motivation and job satisfaction. Fredrick Herzberg developed a theory of motivation that highlighted the role of job satisfaction in determining worker motivation (Riggio, 2014). He indicated that the determinants of job satisfaction were completely different from those of job dissatisfaction.

The factors giving rise to satisfaction of employees, like: recognition, responsibility and achievement, were called motivators while those giving rise to dissatisfaction, like: salary, company policy and working conditions, were called hygiene factors (Cole and Kelly, 2011). Motivators are inherent in the work itself: Their presence results in job satisfaction and motivation, but their absence results only in neutrality (Levy, 2013) (as cited in Richard, 2014). Motivators include intrinsic factors such as possibility for promotion, demanding work, recognition, achievement and responsibility (Richard, 2014).

Hygiene factors like: supervisory problems, interpersonal relations, low salary, administrative practices, poor working conditions and unfavorable company policies are related to the context in which people perform their jobs. The presence of hygiene results in job dissatisfaction, but their absence leads not to job satisfaction or motivation but only to neutrality (Richard, 2014). According to (Hansen, et.al, 2012) (as cited in Richard, Boamah, 2014), hygiene factors, also called dis-satisfiers, operate only to decrease job satisfaction or create job dissatisfaction.

McClelland (1988) suggests the need to satisfy basic human needs such as achievement, power and affiliation. Employees are said to be accomplishing the most when they need for high achievement. Employees with strong needs for achievement tend to set goals that are moderately difficult, to set out feedback on their performance, and to generally preoccupy with accomplishment.

Employees differ in the extent to which they experience need for achievement, affiliation and power. The theory is not preoccupied in specifying a hierarchical relationship among the needs but first three motives correspond roughly to Maslow's self-actualization, esteem and love needs.

Regarding to the categorization of need, some claim the existence of only two needs while others say seven. Meanwhile, Existence, Relatedness, and Growth theory is a well-known simplification. Alderfer (1972) recognizes Maslow's need hierarchy into three levels: "Existence (Physiological and safety), Relatedness (social), and Growth (Esteem and Self-Actualization)". He further maintains the higher and the lower order needs who agree with (Maslow, 1946) theory of need. Therefore, based on this theory, managers are expected to meet the lower level-needs of their employees so that they will not dominate the employee's motivational process. Management should get to know the people's needs and to meet them as a means of increasing performance. However, unlike Maslow's theory, the result of Alderfer (1972) suggests that lower-level needs do not have to be satisfied before a higher-level need emerges as a motivating influence. As mentioned above, Existence, Relatedness, and Growth Theory states that an individual is motivated to satisfy one or more basic sets of needs. Therefore, if a person's need at a particular level are blocked then attention should be focused on the satisfaction of needs at the other levels (Richard, 2014).

2.3.4 Process Theories of Motivation

In this regard, the three known theories are: equity, expectancy, and goal-setting. Adams (1965) formulated the equity approach as an appropriate way to effective supervision and the equity approach is another important means of ensuring motivation of employees. Employees tend to believe in it if the organizational reward system is fair. This theory assumes that people want to be treated fairly and they tend to compare contributions and rewards to those received others. The equity theory states that people need to perceive equal outcomes for perceived equal circumstances (Ott., 1989) (as cited in Richard, 2014). The principle for this theory is that if workers realize that the company does not equitably reward them, they will be dissatisfied and their morale will be reduced. The outcome is that they will not work hard anymore or depart from the company.

The expectancy theory of (Vroom, 1969) (as cited in Ott, 1989) states that an employee will be motivated to exert a high level of effort when he/she believes that effort will lead to a good performance appraisal, and followed by organization rewards such as: bonus, salary increment or promotion which latter satisfy personal goals. People are motivated by calculating how much they can get from something, how likely their actions will cause them to get it and how much others in similar circumstances have received (Richard, 2014). The integrative approach of the theory takes into account job satisfaction, which is based on perceptions of intrinsic and extrinsic rewards and also incorporates equity theory. Satisfaction, thus, influences the perceived value of rewards and has a feedback effect.

Locke (1968) (as cited in Latham, P. and Baldes J., 1975) introduced the goal setting approach and believes that the intention to work towards a goal are major sources of work motivation. Basically, the specific goals increase work performance and that is to say that the specific and difficult goals produce a higher level of output than does the general, or easy goal. The difficult but specific goal itself acts as an internal stimulus and hence provides the motivation force. Besides, employees will do better when they get feedback on how well they are progressing toward their goals because it helps to identify and address any gap between what they have done and what they want to do. As such, the goal setting theory presupposes that an individual is committed to the goal, and is determined not to abandon the goal.

Some other theories are learning theories which state that managers can increase employee motivation and performance by linking the outcome that employees receive to the performance of desired behaviors in the organization and goal attainments. Thus, learning theory focuses on the linkage between performance and outcomes in the motivational equation. Goal-setting is one of the most influential theories of work motivation applicable to all cultures (Waiyaki, 2017).

2.3.5 The reinforcement Theory of Motivation

Reinforcement theory relies heavily on a concept called the law of effect that states behaviors having pleasant or positive consequences are more likely to be repeated and behaviors having unpleasant or negative consequences are likely to be treated (Skinner, 1953).

Under strict reinforcement theory, an individual's own understandings, emotions, needs and expectations do not enter into motivation, which purely about the consequences of behavior. However, modification of the theory like social learning theory allows for the effect of individuals' perceptions of the rewards/punishments obtained by others as a contributor to motivation.

2.4 Factors that Motivate Employees

Motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgement and expectation of work well done, overall authenticity of leadership, financial reward, and career development among others. If employees have a desire to be successful at work, they are anticipated to come to the workplace with the intrinsic motivation, be value-added and contribute to the attainment of the vision of the firm or employer. According to Society for Human Resource Management (2010) it is equally mandatory to the company to provide resources, opportunities, recognition, and a cohesive work environment for employees to be successful. Employees' engagement influences motivation and it is reflected in their commitment, how hard they work and how long they stay in their employer's firm. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important.

Intrinsic outcomes implies responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. On the other hand, extrinsic motivated behavior consists of actions performed to achieve the goal of having material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, in order to achieve the goal of the organization through employees' contribution. Managers can best motivate employees by offering rewards that are meaningful to them (SHRM, 2010). Employees who participate in their organization's decision-making process and who feel that they have a voice in the company have a higher job satisfaction and their motivational enhancement increasing.

Thus, organizations are expected and should develop techniques to treat their employees so that they can find motivated and satisfied employees. Employees on the other hand must behave in ways to help their organizations become effective and high-performing. This is winning combination for performance requires a partnership between the organization and the employees (Richard, 2014).

It is also crystal clear that in order to provide people with meaningful work and rewards, organizations need to be successful and achieve their target. And to be successful, organizations need high-performing individuals. The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying. Workers are committed to higher performance only if the organization values its employees, and in return, workers help the organization to achieve its goals.

At all levels of the organization and at each managerial level, performance is carefully noted and paid due attention. Everyone has the opportunity to lead in some capacity and have a positive impact on performance in this case no matter an individual's title is. According to Richard (2014) one way of providing motivation is understanding the value of employees that can be achieved through different roles is performance and thus leadership skills. Whenever organizations able to identify those they serve, workers have better results. The key drivers for motivation and performance is face-to-face interactions and task significance which are vital among others. Each firm is characterized by a special type of reward structure, often differing from person to person and from department to department. He further states that if you want to get more of something in an organization, just increase better reward for that behavior. In contrary, if you want less of an activity in a company, simply lessen the rewards or increase the punishment (Richard, 2014). Money is often the first factor to come into mind, but successful managers will see that as just one part of a larger picture of incentives that drives employees to excel at their jobs. Some employees will dedicate more time and energy for the chance to increase in their pay through raises, bonuses or promotions.

Others may be glad to receive a less competitive pay package in exchange for doing work that they enjoy. Maintaining these rewards system motivates many employees to stay with a business and do well in the organization (Richard, 2014).

Perhaps the most important factor is the ability to advance. This requires employees to be mindful of opportunities that lay around, beneath and beyond what they seek. As leaders, you will sustain high levels of motivation from your employees if you can open doors of opportunity and accelerate their chances for advancement (Waiyaki, 2017). Everyone wants to be recognized for their work. Therefore, employees are motivated to achieve and to remain relevant and as such, they will be in search of new skills to learn, improve ability to discharge tasks and invest in their own. This study will investigate both intrinsic and extrinsic motivating factors in order to determine their effect on employees' performance. However, for the matter of simplicity, in this study only the following intrinsic and extrinsic factors which are commonly discussed by many literatures shall be taken into account as variables despite there are a number of many more variables.

2.4.1 Intrinsic Factors that Influence Employee's Motivation

Intrinsic motivation, according to (Ryan and Deci, 2000), refers to motivation that is enhanced by commitment to work, personal enjoyment, and interest. Intrinsic motivation is defined as doing of an activity for its inherent satisfaction rather than for some separable consequence. It implies that the desire of an individual to perform his/her work well is considered as intrinsic motivation which is subject to achieving the satisfaction of intrinsic needs. That is to mean, a given task is performed by an individual in order to achieve some kinds of internal states of satisfaction. As to him, intrinsic motivation is related to psychological rewards like recognition for task completed. He further states that for a person to engage in performing activities, external rewards like money, food, praise, etc., are not the major factors. Intrinsic motivation is within the person himself not a pressure from external environment that applied upon him.

According to Herzberg (1987), intrinsic motivation includes: "achievement, recognition for achievement, the work itself, responsibility, and growth or advancement". What makes an employee satisfied is the work itself. In other words, the main source of motivation is the task itself

as long as it can bring challenges, interest, stimulation, and opportunities for personal growth and achievement to the individual (Matthew et al., 2009). Intrinsic motivation factors which are considered by Golembiewski (1973) are job satisfaction, responsibility, freedom to act, scope to use and develop skills, challenging work, and opportunities for development.

a) Recognition

For enhancing employee job satisfaction and work motivation, rewards and recognition are essential factors and is directly associated to organizational achievement (Muogbo, 2013). According to the study conducted by Khan, Farooq, and Ullah (2010) in order to examine the relationship between rewards and employee motivation in commercial banks of Pakistan, among the reward system considered in the study, focus was given to recognition which they tested through Pearson correlation. The result showed that recognition correlates significantly with employees' work motivation (Kalimullah et al, 2010). The study proved that the relationship between recognition and job satisfaction is positive. The study further states that lacking in applying appropriate recognition and rewarding shall decrease employees' work motivation and job satisfaction. Therefore, organizations need to establish some kinds of arrangement for offering rewards and recognition to enhance employee job satisfaction and motivational level (Turkyilmaz, Akman, Ozkan and Pastuszak, 2011).

b) Trust

Ertürk, (2016) defined trust as the perception of the organization's leaders about employees and their decisions to behave and act through communication between employees and leaders. In other words, trust refers to the integrity and honesty of individuals to each other and their belief not knowingly hurting one another (Dönertas 2008: 34) (as cited in Erturk 2016). Thus, in order to get better performance result and be successful in business, trust has major role to play. Therefore, trust need to be maintained to guarantee organizations' survival as business entity and develop employees' motivation. Trust can make intrapersonal (communication that occurs in ones' mind) and interpersonal (communication between two or more person) effects which refers to the influence on the relations inside and outside of the organization Ertürk (2016).

c) Skill Variety

According to Döckel, Basson and Coetzee, (2006) skill variety implies the degree to which a specific task needs a variety of employees' competencies in order to carry out a given job as efficiently as possible. For instance, when an employee on assembly-line performs similar tasks over and over again, preference will be to lower skilled individual. The performance of the job will be meaningful if it requires the involvement of more skill Döckel et.al, (2006). As per the view of Döckel et.al, (2006) employees may develop a feeling of competency if they can work a job with high skill diversity. Skill variety creates some kinds of feelings and sense of attachment on the minds of employees towards the Organization.

d) Training and Development

Training can bring about the opportunity for growth and development to employees that in turn improves their skills and knowledge for effective performance of organizational tasks (Parvin and Karvin, 2011). According to Hunjira, Chani, Aslam, Azam, Azam and Rehman, (2010) trained workers are highly motivated than untrained ones in their performance result.

The provision of chances for training and its proper implementation positively enhances employees' advancement and competencies for future performance of employees (Hunjira et al., 2010). Employees can build self-confident, self-initiation, self-assurance and be self-motivated subsequently will have positive thought for their organizations whenever they take part in training and development programs of the organization Parvin & Kabir, (2011). The objective of training and development programs is to make improvements on employees' skills and career development for potentially organizational tasks performance (Hunjira, et al., 2010).

e) Fair Treatment

Yaseen (2013) asserted that individuals shall primarily assess their own contribution (input) against the receiving economic or social compensation (output) and then compare with the input and benefit of others for evaluating the degree of fairness. As per Adams (1963) Equity Theory of Motivation, receiving both too much (overcompensation) and too little (under-compensation) is evaluated as unfair.

If compensation is considered as unfair, individuals attempt to decrease unfairness by varying input like malingering at work or working less or varying the output, for instance, stealing from the company (Yaseen, 2013).

f) Responsibility & Empowerment

Lai (2011) refers responsibility as employees' participation in decision making that enhance motivation of employees for better performance. As employees involved in power sharing, they feel that their responsibility is increased. Their participation shall provide them with the opportunity to make significant decisions that may have an impact on other employees too. As a result, increasing job satisfaction and performance shall be realized. Herzberg's two-factor theory (1968) suggests that responsibility held by employees and the opportunity offered for skills development, which are both considered as intrinsic factors, may increase job satisfaction as it is a stimulant for motivation (Lai, 2011). Clutterbuck and Kernaghan (1994) defined the term empowerment as "encouraging and allowing employees to take personal responsibility for any improvement brought about in the performance of their assigned task whilst contributing to the attainment of the overall objective of the organization".

Parker and Price (1994) defined empowerment as the belief that "one has control over decision making". When workers consider that their executives have both a high level of power over decision making and are supportive to employees, workers will account that they themselves are empowered. It is, thus, believed that supervisors who can exercise substantial power in decision making in supportive manner are considered as empowering force for their employees (Parker and Price, 1994).

Baldoni (2003) has discussed that recognition and empowerment inspires and motivates employees to work hard. He further elaborates it that empowerment allows individuals to have a sense of responsibility and capability to act as positioning people in regulating their own fates. Also he wrote that it is fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (Kalimullah, 2010).

2.4.2 Extrinsic Factors that Influence Employee's Motivation

On the other hand, tangible rewards such as pay, fringe benefits, supervision, co-workers, personal life, work environment, work conditions, and job security refers to extrinsic motivation. Employees' motivations that are extrinsically derived cannot only be satisfied by the work itself. It means pleasure comes from something outside as a reward for the tasks performed, such as money (Kamalian, Yaghoubi and Moloudi, 2010). The highest motivator for employees is considered to be money but no more research is conducted regarding to which monetary incentive ranks high as a monetary factor (Yousaf, Latif, Aslam and Saddiqui, 2014). There are some studies, which ensure that bonuses are certainly expected and are considered as major monetary incentive in motivating employees and thereby increasing the performance (Fu and Deshpande, 2014). They further mentioned that the highest ranking monetary motivating factor is salary and it has highest impact on employee performance. Herzberg (1987) further sited extrinsically motivating factors by incorporating salary, company policy and administration, supervision, interpersonal relationships, working conditions, status, and security.

(i) Salaries/ Financial Compensation

Mokhniuk (2016) states that financial compensations are always found to be crucial in encouraging employees' performance. Financial incentives are significant factors to magnetize competent people to join an organization and to convince them to remain there afterwards. Several recent researches confirm that financial incentives have a significant positive effect on employees' performance, though some others have a doubt on such research and assert that there is low correlation among financial incentives and performances of employees (Mokhniuk, 2016). Above all (Perry and Hondeghem, 2008), no one works for free and should not. Money is the basic stimulus; there is no other incentive or motivational methods which is closer to it with respect to its influential value. The extent to which employees performed at work is depending on the employees' pay off which the employee may not have control of that financial reward as it is external (Perry and Hondeghem, 2008).

Studies have suggested that monetary reward triggers motivation of employees which in turn has a direct effect on performance of employees (Kamalian, 2010). It is considered by many researchers as a tool for management to influence employees' behavior that hopefully contribute to firm's effectiveness. According to Nyambegera and Gicheru (2016), there is no a single firm that assure high level of employees' performance in the absence of pay, promotion, bonuses or other types of rewards. In order to get motivated and self-initiated employees, reward is an indispensable tool that should be applied by management. To use financial rewards, specifically salary, as a motivator, managers need to place salary structures in a manner of attaching to each job, payment according to performance, personal or special allowances, fringe benefits, pensions, etc (Nyambegera and Gicheru, 2016).

(ii) Job Security

According to Feldman & Arnold (1985), job security is an indispensable in employee and organization preference list due to economic reasons. Thus, it has become one of the most crucial and important factors driving employee motivation and performance.

As to some researches indicate a number of employees preferred to keep their jobs compared to other factors in their preference list (Feldman & Arnold,1985) (as cited in Owoyele, 2017). Employees are very much interested to keep jobs for as long as they could. Job security is, thus, a decisive factor for influencing employees' decision to join an organization or not (Latham, 2007). The positive relationship between job security, as a motivational factor, and employee performance is supported by empirical investigation (Latham, 2007). Osuagwu (2002) asserted that employees are less motivated to work when job security is low which clearly indicates that job security has significant effect on employee performance. Researches investigating effects of job loss and job retain and assured that employees' behavior start getting bad as soon as they start worrying about job loss (Osuagwu, 2002; Latham, 2007). Thus, researches on this subject (Latham, 2007; Osuagwu, 2002) suggest that job security provides employees with high motivation and it affects other motivation levels. For example, in Latham research (Latham, 2017) job security was rated as one of the three most important motivational tools in all subcategories.

Feldman and Arnold (1985) study on hotel staff also showed that job security functions as an important motivational tool. Lack of job security has been found to be the reason for high turnover of employees.

(iii) Job Enrichment & Job Enlargement

Job enrichment involves the redesigning of jobs in order to make them more challenging to employees and aiming at “reducing repetitive work, increasing employee's feelings of recognition and achievement, providing opportunities for advancement and growth” (Job Enrichment: Definition, Advantages, Disadvantages & Examples, <https://study.com/academy/lesson/>, 2018/). It implies the necessity to modify jobs so as to improve employee motivation and productivity.

Walsh, Schneider, Phelan, Shattan and Fuhrmann(1974) state that job enrichment enhances a sense of gratification and pleasure derived from the work itself. If jobs are structured, it will make employees feeling “like human rather than units of production” (Walsh, J.A. et al, 1974). Vijay and Indradevi (2015) also explained the interdependence of job enrichment, job enlargement, employees’ satisfaction and employee’s performance in their study entitled “A Study on Job Enrichment and Individual Performance among Faculties with Special Reference to a Private University”. According to their research, job enrichment and job enlargement enable employees to improve their performance in the organization. Performance of employees can also be improved by raising the level of employees’ satisfaction and satisfaction level can be boosted through job enrichment and job enlargement in the organization (Vijay and Indradevi, 2015). Job enrichment enhances level of motivation and employees’ performance on the work place and that make employees to inspire and incline towards achieving the goals (Bryan & Locke, 1967; Herzberg, Frederick, 1968). As an alternative to job specialization, companies using job enrichment may enjoy positive outcomes such as increased employees’ motivation and productivity, reduced absenteeism and turnover, and foster employees’ retention (Vijay and Indradevi 2015).

(iv) Information dissemination and effective communication

Bateman (1999) as (cited in Karimi, J., 2013) describes communication as the “transmission of information and meanings from one party to another through the use of shared symbols”. Berelson & Steiner (1966), defines communication as “the transmission of information, ideas, emotions, skills, etc. by the use of symbols, words, figures, graphs, etc”. The availability of information and the timely communication to employees enhances employees’ motivation. Thus, managers in the organization can arouse motivation of employees by making information readily available and transmitting it on time before they receive it informally in gossip form (Karimi, J., 2013). According to Chiang and Jang (2008), as information is always available in the work place it should be quickly communicated. That by itself shall bring powerful pressure among peer groups likely two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. Hence, by sharing information managers can make subordinates compete with one another and thereby enhance each other’s self-confidence (Chiang and Jang, 2008).

(v) Managerial Relations & Supervisions

According to an article written by “Prachi Juneja,” and reviewed by Management Study Guide Content Team, it is the responsibility of the manager to play an important role in stimulating healthy and comfortable relationship at workplace. The manager may assign challenging tasks to employees according to their specialization and interest and the individual ought to have interest in the work. It is also important to the manager to understand his team members. If the supervisor invites everyone for suggestions and opinions, let them decide what best they can perform, then employees would never later blame to each other or their managers as they themselves have decided on the roles and responsibilities. Allowing employees to take part in decision making shall encourage them to willingly accept the challenge. “They would strive hard for a better output without fighting and finding faults in each other” as sited by Juneja, Prachi.

According to Tella (2007), a good managerial relation is a vital factor in enhancing employee motivation. Managers who practices to maintain good relations with their subordinates demonstrate the following behaviors: “help with job related problems, awareness of employee difficulties, good communication, and regular feed-back about the performance so that employees always know where they stand” (Tella, 2007). Tella (2007) further discussed about employees desire that they want to have input in decision-making process that may affect them, to feel important to the organization and be appreciated by the organization.

Rulandari (2017) states supervision as a management activity of leaders to their subordinates in the delegation of authority, duties and responsibilities. Supervision in the context of management is to control tasks done by the subordinates in order to get out of procedural errors and technical mistakes. In most of business organizations, supervision is carried out by the management of the company. According to Winardi (1983) as (cited in Rulandari, 2017) "Supervision means: determining what has been done. It means evaluating the performance and, if necessary, implementing corrective measures so that the results of work will be in line with the plans". It is the process of checking if the efforts more or less in conformity with the established plans. Supervision also aims at identifying the weaknesses and mistakes of employees' performance to take corrective actions that in turn help avoiding the future recurrence. It is a type of mentoring and supporting subordinates for better performance through share of knowledge, experience, and advice.

The direction and purpose of supervision is a manifestation of increased efficiency, effectiveness, rationality and order in the achievement of objectives and the implementation of tasks of an organization (Winardi, 1983). Rulandari (2017) suggests that supervision is used as input for decision making by leaders to do away with “errors, irregularities, fraud, waste, barriers and disorder, prevent the recurrence of errors, find ways to better achieve the objectives and implement the organizational task”.

(vi) Nature of Job, Work environment, and Working condition

The nature of job as to Ali and Wajidi (2013) implies different aspects of work like; challenging works, supervision, growth opportunities, salaries and benefits, colleagues and organization behaviors, etc. Some studies in different organizations have confirmed that the nature of job itself becomes a dominant factor of employees' motivation. When the job performed by an employee is perceived to be important, by considering some of the aforementioned aspects, it will increase the level of motivation of employees. Employees utilize their skills, knowledge and intelligence to deal with challenging and complex works involved in their job. (Ali and Wajidi, 2013).

Muchtar (2016) states that employees' performance can be improved by appropriate and sufficiently convenient work environment. On the other hand, where working environment is found to be inadequate, employee performance will go downward. A good working environment is a place where employees are able to enjoy an optimal, healthy, safe, and comfortable working surrounding. Therefore, the determination and the creation of a good working environment will determine success in achieving organizational goals (Muchtar, 2016). According to Yazdani, Yaghoubi and Giri(2011)employees' motivational level can be influenced by the extent to which the quality of the working environment is found. As a comfortable physical environment is interconnected with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior but it plays much more essential roles so long as it influences motivation of employees (Yazdani *et al* 2011).Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. According to Arnold and Feld-man (2001) as (sited inRaza, Husnain, Akhtar, 2015) lack of favorable working conditions, amongst other things, can affect badly employee's mental and physical well-being. They further states that factors such as “working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions” (Raza et al, 2015). Low performance will be triggered by poor working conditions (Irons and Buskist, 2008).

Kohun (1992), characterizes working condition as an entirety of powers, activities and other persuasive elements that are at present and, or possibly fighting with employees' exercises and execution.

Working condition is the total of the interrelationship that exists inside the employees and the nature of the environment wherein the workers work. Brenner (2004) (as quoted in Bushir, 2014) indicates that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset. This helps organizations to improve effectiveness and allow employees to benefit from collective knowledge". Opperman (2002) (as cited in Taiwo, S. Akinyele 2010) characterizes working condition is a composite of three significant sub-situations: the specialized condition, the human condition and the authoritative condition. Specialized condition refers to devices, hardware, mechanical foundation and other physical or specialized components. The specialized condition makes components that empower workers play out their separate duties and exercises. The human condition alludes to peers, others with whom representatives relates, group and work gatherings, interactional issues, the authority and the executives. This condition is planned in such a way that energizes casual association in the work place so the chance to share information and job thoughts could be improved. This is a premise to achieve greatest efficiency.

2.5 Performance

Performance can be more referred to as "individual's work achievement after exerting required effort on the job" (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010) (as cited in Pradhan and Jena, 2017). Performance can also refer to the behavior of employees to do and what to do, and does not mean what employees produce or their outcomes. Performance is an effort and ability of employees to put energy supported with the organizational policies in order to achieve certain objectives (Waiyaki, 2017). The concept of performance in this sense is a behavior that differentiates performance from outcomes. The result of an individual's performance is outcomes, but they are also the result of other additional influences. There are several variables that determine performance. These variables could be qualification and experience. Besides, quality and style of supervision are key factors. The use of democratic and autocratic styles of supervision will have varying degree of results given different behaviors of employees; the working environment is another determinant that could pose serious threat to performance. The most important determinant of performance is compensation package. Where there is no compensation, the levels of performance would be very low.

Compensation, could be financial or non-financial, may have different levels of motivation and consequently has influence on performance. Factors such as tools and equipment can also enhance performance. Performance include “support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment” (Waiyaki, 2017).

The motivation theorists such as (Maslow, 1946), (Herzberg,1968), (Alderfer, 1972) and (McClelland,1988) have suggested specific things that managers can do to help their subordinates become self-actualized, because employees are likely to work at their maximum potential and creativity whenever their needs are met to their expectation. By promoting a healthy workforce, providing financial security, opportunities to socialize, and recognizing employees’ accomplishments help to satisfy the employees’ physiological needs which in turn increase their performance.

Recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback (Koch, 1990) and (Stuart, 1992). According to equity theory, managers should strive to treat all employees equitably (Waiyaki, 2017). Expectancy theory also has several important implications for ways of motivating employees by clarifying people’s expectancies that their effort will lead to performance, that is by training employees to do their jobs more efficiently and so achieve higher levels of performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviors will lead to what rewards. It is possible for employees to be paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses.

Goal setting theory believes that you can achieve effective performance goals by assigning specific and difficult goals but acceptable performance goals; and providing feedback concerning goal attainment (Locke, 1968) (as cited by Richard, 2014). He further indicated that introducing a system of Management by Objectives (MBO), job-design, and giving praises to employees increases employees’ performance.

Praise enhances employees' needs for esteem, self-actualization, growth and achievement and is thus a motivator (not hygiene). Praise is most influential, less costly, and simplest, yet the most underused motivational technique. To motivate people to high-levels of performance, objectives should be difficult but achievable, recognizable and measurable, specific, time bounded, participate employees when setting goals to get full acceptance by employees. Employees who meet their objectives should be rewarded through recognition, praise, pay raises, promotions etc (Waiyaki, 2017). Both monetary and non-monetary incentives are workplace motivators and the purpose of monetary incentives is to reward employees for excellent job performance through money. Financial incentives encompasses different variables like profit sharing, project bonuses, stock options and warrants, scheduled bonuses, and additional paid vacation time.

The objective of incentives in terms of non-monetary is to award employees for better job performance and non-monetary incentives include, training, sabbaticals, flexible work hours and pleasant work environment leaves. Motivation without money, that is, the intrinsic motivation is the fact in which an employee wants to do a task because he or she wants to do it without external pressures for completing that task and performance better.

Whenever describing intrinsic motivation, researchers have related it to the doer of the task. The accomplishment of the task shall rise pleasure and satisfaction and that ultimately effect the work environment and performance (Hennessey, Moran, Altringer, and Amabile, 2015). According to Ryan and Deci (2002), intrinsic motivation is related to happiness occurred internally after completion of certain desired tasks. Whereas extrinsic motivation is related to external factors of job itself, which is helpful for improving performance of employees. According to Lin (2006), extrinsic motivation focuses on the goal-driven reasons, e.g. benefits or rewards earned when achieving the desired activity at the required time and cost, while intrinsic motivation specifies the pleasure and satisfaction of employees derived from a specific activity. Thus, extrinsic and intrinsic motivation altogether influence individual intentions regarding an activity as well as their actual behaviors. Intrinsic motivation refers to engaging in an activity for its own sake, out of interest, or for the pleasure and satisfaction derived from the experience (Lin, 2006).

The relationship between intrinsic and extrinsic rewards and their effect on performance have been examined by many researchers. Mawhinney (1990) established that employees who were accessible to extrinsic rewards to complete a task were more likely to experience a decrease in intrinsic motivation. However, individuals who are highly intrinsically motivated by a task are least likely to demonstrate a decrease in intrinsic motivation when receiving extrinsic rewards (Mawhinney, 1990). In other words, extrinsic rewards may decrease intrinsic motivation in individuals unless they are highly intrinsically motivated.

It was (Herzberg, 1968), who proposed the doctrine as though money is not a motivational factor: increased wages could produce more commitment to production but their effect was declared to be short time motivator that can diminish after sometime. However, commitment and involvement are motivational factors that stay for longer period, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process. In addition, some benefits programs include employee recognition.

It is a usual practice for employers to use monetary incentives as an extrinsic rather than an intrinsic motivator. That is to mean, employees are driven to do things just for the financial reward versus doing something because it is the right thing to do. This can disrupt or terminate good relationships between employees because they are transformed from co-workers to competitors, which can quickly disrupt the workplace environment (Kohn, 1993) (as cited in Waiyaki, 2017). The bottom line is that incentives must be tailored to the needs of the workers rather than fitting all in one approach. The role of monetary and non-monetary incentives is varied. The effectiveness and appropriateness of their role is depending on the type of incentive. A balance between monetary and non-monetary incentives should be used to satisfy the diverse needs and interests of employees.

2.6. Empirical Framework

According to Waiyaki (2017) motivating factors are either intrinsic which come from within, or extrinsic which are purely obtained from external pressure. According to Herzberg (1987) (as cited in Waiyaki, 2017), factors that are intrinsically motivating include: achievement, recognition, the work itself, responsibility, and growth or advancement. Factors that are extrinsically motivating are: company policy and administration, supervision, interpersonal relationships, working conditions, salary, benefits and incentives, status, and job security.

Both Herzberg (1987) and Knoop (1994) asserted that whenever factors of intrinsic motivation are there, employees will get satisfied. However, if extrinsic motivating factors are missed out employees will be dissatisfied. Thus, both intrinsic and extrinsic motivation are very significant and may help as having a motivating effect in the workplace. According to Attrams (2013), extrinsic factors were playing a major role for increasing the employee performance in public and private sectors e.g. monetary policy and good working conditions. Furthermore, according to prominent scholars, factors that negatively affect employees' performance can include the following non-existence of extrinsic motivating factors like insufficient wage and job insecurity, and the missing out of intrinsic factors like absence of training and development programs, lack of new opportunities for growth and development, etc.

There are also other types of determinant factors proposed by researchers that motivate employees in a positive way Mak & Sockel (2001) (as cited in Richard, 2014). (Kovach, 1987) (as cited in Wiley, 1997) encompassed the following intrinsic motivational factors in order: interesting work, full appreciation of work done, and feeling of being part of the company. Another study conducted by Harpaz (1990) proposed the following ranked order of intrinsic motivational factors like interesting work and extrinsic factors like those of good wages, and job security.

According to the research conducted by Lindner (1998) the following motivational factors those affecting employees' performance are ranked as: interesting work, good wages, full appreciation of work done, job security, good working conditions, promotions and growth in the organization,

feeling of being part of the organization, personal loyalty to employees, sympathetic, and tactful discipline help with personal problems. As to Richard (2014), in the 21st century, factors that motivate employees are considered as job security, good relations with superiors, wage and appreciation, trustful and cooperative relations with workmates, appropriate working environment, opportunities for social development, team work, giving important and appropriate works in accordance with employee's skills and work rotation. Several and completely different factors were found in study of fast food industry conducted by (Hossain, Alam and Sikdar, 2011). These different factors, according to the order of importance are: good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics supports, chances and opportunities for growth and development, flexible working hour, recognition, challenging work, reasonableness in work. On the basis of such extensive literature review, the following conceptual frame work has been adapted.

According to the empirical study reviewed by Chiara, Griffiths, Alejandra and Jane, (2016), employee's performance is considered as levels of productivity, compliance to safety, quality of care delivered, frequency of errors, adverse events and client satisfaction, stress, job satisfaction, absenteeism, and intention to leave the job. Further, Hassan, Zubair (2017) stated that employee's performance can be justified by their punctuality, performance improvement, productivity, career advancement and interpersonal skills, adaptability to change, capability to handle jobs without much supervision, capacity to handle extra responsibilities and duties, sharing information, knowledge and ideas and communicate effectively with colleagues. The use of resources efficiently to meet the goals and objectives is related to employee's performance (Sonnetag et al 2008). He further stated that less wastage, profit turnover, increase in productivity, retention and loyalty are considered as employee's performance.

2.7 Conceptual Framework

For the effect of motivation on performance to be studied empirically, there is a need for a conceptual framework that integrate the concepts of motivation and organizational performance. The conceptual framework, describes the underline relationships.

Motivation be it either intrinsic or extrinsic leads to a change in employees’ behavior for better performance and is influenced by the following factors. The factors of intrinsic motivation that are to be considered as part of variables and that should be measured are recognition /appreciation and praise/, employee’s trust, skill variety, training & development, fair treatment, responsibility & empowerment.

Whereas, the extrinsically motivating factors to be taken into account for measurement under independent variables are money (salaries, benefits and incentives), job security, job enrichment & job enlargement, information dissemination & effective communication, managerial relations & supervisions, work environment, nature of job & working condition. These variables are described in the conceptual framework in a way that can provide a foundation for focusing on specific variables for the study.

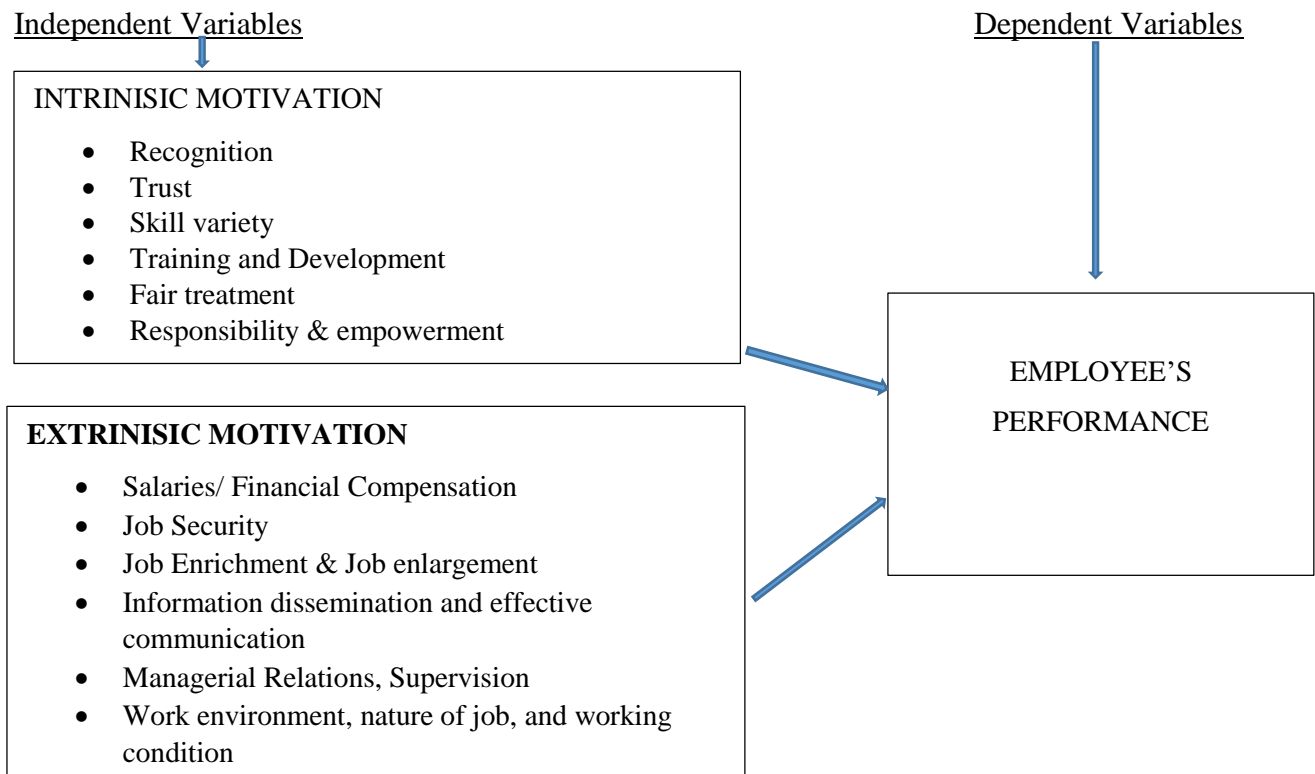


Figure 2. 1: Research Model

Source: Adapted from: Siddiqui, A. Danish (2019)

The conceptual framework explaining the relationship between motivation and performance. This study will investigate the effect of motivation on employee's performance on the basis of one dependent variable and two independent variables. The independent variable includes Intrinsic Motivation and Extrinsic Motivation. While the Employee's Performance/Individual's Work Achievement/ is the dependent variable.

These variables are based on the literature reviewed on motivation and its effect on employee performance. From the above discussion, the drive for motivation behind effort to satisfy needs can come from within or from external force (intrinsic and extrinsic) respectively. The need theorists' focus on the question of what arouses, sustains and regulates goal directed behavior that is what particular things motivate people and the process theorists' also emphasize on the importance of rewards and the process of motivation. Performance and determinants of performance were discussed. Factors such as salaries, fringe benefits, job security, responsibility, promotion and growth in the organization, nature of work, recognition of work done, opportunity for advancement, working conditions, and relationships with superior and peers motivates employees, and concluded with a conceptual frame work of the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

It was shown in the preceding chapter that, there have been grounds for proposing that motivation does have an effect on employee's performance. This chapter dealt with the methodology adopted in conducting the study. The chapter was organized as follows; research approach, research design, population and sampling technique, data type and sources, methods of data collection, analysis of data and scope and limitation.

3.1 Research Approach

For collecting and analyzing data, research methodology is playing an important role. Both qualitative and quantitative approach was employed in presenting this thesis. In order to have more complete understanding of the research problem, the study used mixed research approach that means using both close ended questions, that is, quantitative hypothesis in its nature which involves testing theories and hypothesis by examining the relationship among variables that can be coded, measured and analyzed using statistical procedures on one hand, and the data was qualitatively collected which can be framed as qualitative as they were designed based on literature review coupled with personal observation of the researcher on the other.

3.2 Research Design

Both Descriptive and explanatory research design was used in this study. In this descriptive research design, data were collected in order to answer questions about current status of the subject matter or topic of the study. The researcher believed that a descriptive research design was appropriate for this study because it is concerned with finding out factors of motivation that might have an effect on performance of employees and described what the reality and the actual exercise of the organization on current practices of employees' motivation and its subsequent effect on performance.

Whereas explanatory part of the study helped in explaining and understanding the relationship between variables (intrinsic and extrinsic motivation factors with performance of employees) and the summarizing, analysis and interpretation of the data in inferential ways.

3.3. Population and Sampling Techniques

Population refers to complete group of entities that share some common set of characteristics. The total collection of elements which one would like to study or make inferences is considered as population (Cohen, Manion and Morrison, 2013). The population of this study was finite and therefore comprised of all employees of Alta Computec Plc, because they are the unit of analysis of the study and provided the relevant answers to the research questions. In this research, the researcher took into account census for the study.

The sampling frame for this study consisted of all employees of Alta Computec Plc (total of 106) and the list was obtained from the payroll of Finance Department. Sampling frame referred to the list of elements, and in this case it was closely related to the population.

3.4 Data Type and Sources

The study used both primary and secondary data sources. Primary sources of data were gathered from respondents in the form of questionnaire. The questionnaire helped to get idea about employees' perception towards the effect of intrinsic and extrinsic motivation in employees of Alta Computec Plc. Secondary sources of data were also collected from different books, journals, websites and documents related with employee motivation and its effects.

3.5. Method of Data Collection

Both primary and secondary data were collected and used for the study. The primary data was gathered by using structured questionnaires which was developed and disseminated to the target group. The questionnaire was developed in English (but had also Amharic version for making an ease to respondents).

The data collection tool was self-administered questionnaire that had been given to all 106 employees of Alta Computec Plc. The first part of the questionnaire referred to demographic data of the respondents such as age group, sex, level of education and year of service. The second part of the questionnaire concerned with recognition, employee's trust, skill variety requirements, training and development, fair treatment, and responsibility and empowerment (intrinsic motivators) and its effect on employee motivation with five options of preferences. The third part aimed at effects of financial incentives, job security, job enrichment & job enlargement, information dissemination & effective communication, managerial relations & supervisions, nature of job, work environment & working conditions (extrinsic motivators) on employees. For the 2nd and 3rd part of questioners, there had been five multiple choice options representing five levels of Likert's scale data analysis, such as: Strongly disagree, Disagree, Neutral, Agree, Strongly Agree; and all had equal chances to be answered by respondents.

3.6 Data Analysis Methods

The purpose of data analysis is to reduce accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper and Schindler, 2011). The data that had been collected was coded and captured into the computer for analysis using Statistical data analysis tools which commonly known as Statistical Package for Social Science (SPSS) version 26. The data was then presented in a convenient and informative way including, mean, standard deviation, correlation, ANOVA, and regression for easier analysis and interpretation.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Data Presentation and Analysis

After the data was collected it had been processed and analyzed in accordance with the outline drawn for this purpose while developing the research plan. In technical terms, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis.

The analysis was made based on the information obtained from a sample size which actually was a census of 106 respondents with 106 questionnaires administered, all were returned but 5 (five) were not correctly filled while 101 (one hundred one) were dully completed with a response rate of 95.29%. Thus, the analysis was undertaken based on the valid 101 questionnaires responded by employees.

Table 4.1. 1: Respondents' Profile-Gender & Age

Demography characteristics		Count	Column N %
Gender of the respondents	Male	61	60.4%
	Female	40	39.6%
Age of the respondents	<25	4	4%
	25-34	39	38.6%
	35-44	34	33.7%
	45-54	16	15.8%
	>54	8	7.9%

Source: Own survey, (2020)

Table 4.1.1 reports results of respondents' profile demonstrating that the gender characteristics of respondents were accounted for (61.4%) of male and 39.6% female. Regarding the age of the respondents, the largest group (38.6%) was in the range of 25-34 years.

The second largest group thirty four respondents (33.7%) found in the range of 35-44 years followed by sixteen (15.8%) of the respondents who were in the category of 45 to 54 years age, while the rest of eight respondents (7.9%) were aged above 45 years.

From the above table, we can understand that the majority of employees were male though the gap is not that much wider, (it is about 60/40). Age wise, the dominant group is the young and the more productive group that ranges from 25-34 years.

Table 4.1.2: Respondents' Profile-Education & Service Year

Demography characteristics		Count	Column N%
Education of the respondents	<10/12	34	33.7%
	Diploma	28	27.7%
	BA/BSC	36	35.6%
	Master's Degree	3	3.0%
	Other	0	0.0%
Service year of the respondents	0-4	31	30.7%
	5-9	43	42.6%
	10-14	16	15.8%
	15-19	5	5.0%
	>19	6	5.9%

Source: Own survey, (2020)

Table 4.1.2 depicted that 33.7% of the respondents possessed certificate of below or equal to 10th/12th grade. 27.7% of the respondents held Diploma and 35.6% were BA/BSC degree holders while (3%) of the respondents indicated that they had degree of Masters.

Regarding service years of respondents, it is observed from the study that 31 respondents (30.7%) had worked four years and below, the majority 42.6% reported that they had worked between 5 to 9 years in the organization while 15.8% of the respondents had worked between 10 to 14 years. It was only 5% of the respondents who had been working with the company between 15 to 19 years; and the most lengthy service years was given by the remaining 5.9% of the respondents who served more than nineteen years. In total, 65% of the respondents have diploma to 2nd degree. This is a good potential to the company to get jobs done in a better quality and efficiency.

Considering the number of years of experiences of respondents, around 70 (69%) of the total served the company more than five years. It can, therefore, be concluded that the majority of the respondents have sufficient experience in the company. We can infer from this finding that the turnover in the company is to a minimum and the more an individual stayed in the organization, the more he/she could acquire an experience of which factor affects his/her motivation and how to deal with these factors in an organization in turn leads to employees harmonization and cohesiveness than conflict between them.

4.2 Reliability of the Instrument

As stated by (Bhattacharjee, 2012), reliability refers to the consistency of a research study or is a measuring test that ensures the degree to which the measure of a hypothesis is consistent or dependable. This research was administered by the most commonly used internal consistency reliability measure of Cronbach's alpha which was originally designed by Lee Cronbach in 1951. According to (Sekaran, 2003), reliabilities less than 0.6 are considered to be poor, those in the 0.7 range to be acceptable and those over 0.8 are good. The reliability coefficient closer to 1 is better.

Table 4.2. 1: Reliability analysis

Scale	No. of Items	Cronbach's Alpha
Intrinsic variables	30	0.903
Extrinsic variables	30	0.962
Dependent variables	5	0.677

Source: own survey, (2020)

As shown in Table 4.2.1, all variables have Cronbach's alpha value ranging from 0.677 to 0.962, which achieved the minimum acceptable level of coefficient alpha between 0.6 and 0.70 (Pallant, 2007). The (intrinsic & extrinsic) independent variable of motivation has the highest Cronbach's alpha of 0.903 and 0.962, followed by the dependent variables employee performance with Cronbach's alpha of 0.677. All of these variables are considered as good. So the results show that all the variables are reliable for the data collection and further analysis.

4.3 Descriptive statistical summary

Table 4.3. 1: Aggregate Mean and Standard Deviation of intrinsic motivational factors

	N	Mean	Std. Deviation
Recognition	101	4.0792	0.78337
Employees trust	101	4.0812	0.61134
Skill variety	101	4.0792	0.61128
Training & Development	101	4.0772	0.61772
Fair Treatment	101	3.9267	0.49858
Responsibility & Empowerment	101	4.0792	0.61519
Aggregate Mean& Standard Deviation	101	4.0538	0.51294

Source: own survey (2020)

As it is depicted in the table 4.3.1 above, the aggregate mean for the intrinsic motivational factors revealed that there is a high intrinsic motivational practices that comes out from the employees of Alta Computec Plc. As Zaidatol and Bagheri, (2009) proclaimed, the aggregate mean value 4.0538 (SD 0.51) shows a considerably high positive agreement obtained from the respondents

Table 4.3. 2: Aggregate Mean and Standard Deviation of extrinsic motivational factors

Descriptive Statistics			
	N	Mean	Std. Deviation
Salary	101	4.0733	.61691
Job Security	101	4.0713	.61552
Job Enrichment & Enlargement	101	4.0713	.61617
Information & Communication-Average	101	4.0733	.61691
Managerial Rel. & Supervision-Average	101	4.0713	.61812
Job nature, Work environment & Working condition-Aver.	101	3.9525	.51625
Aggregate Mean& Standard Deviation	101	4.0521	.59167

Source: own survey (2020)

As shown in the table 4.3.2, the aggregate mean for the data collected portrays that there is a high extrinsic motivational practices in Alta Computec Plc. According to Zaidatol and Bagheri (2009) the approximate aggregate mean value 4.0 (SD 0.6) shows a considerably high positive agreement from the responses received.

4.4 Correlation Analysis

As (Marczyk, DeMatteo and Festinger, 2005) have stated, correlations are perhaps the most simple and most useful indicator of links between two or more variables expressed in a single number called the coefficient of correlation (r). Correlations provide information on the course of the relationship (positive or negative) and the strength of the relationship (-1.0 to +1.0). In general, the correlation between .01 and .30 are considered small, the correlations between .30 and .70 are considered as moderate, the correlation between .70 and .90 are considered as high, and the correlations between .90 and 1.00 are considered to be very high. The correlation coefficients greater than 0.3 and the significance level is below 0.05 are considered to be appropriate in the analysis. Thus, the following correlation tests are conducted to ensure whether there is a relationship between independent and dependent variables.

Individual achievements and/or performance was measured using intrinsic motivational factors such as employee’s recognition, trust, skill variety requirements, training and development, fair treatment, responsibility and empowerment. A correlation between the six variables and the dependent variable, performance, was calculated using the Pearson Product Moment Correlation.

4.5 Testing for Model Fit

Table 4.5. 1: Testing for model fit-Intrinsic Motivational Factors
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.218	6	0.203	2.855	.013 ^b
	Residual	6.684	94	0.071		
	Total	7.902	100			

Source: own survey (2020)

a. Dependent Variable: Performance

b. Predictors: (constant), Responsibility & Empowerment, Recognition, Fair Treatment, Employees Trust, Training & Development, Skill Variety

To test how well the regression model fits the data, ANOVA (analysis of variance) provides F value where F equals to mean square of explained data divided by mean square of residual data (Sekaran, 2003). Table 4.5.1 revealed an F value of the model to be 285.5%. Thus, one can decide that regression model fit best the data at the required significant level.

Table 4.5.2: Testing for Model Fit-Extrinsic Motivational Factors

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.821	5	0.164	2.202	.060 ^b
	Residual	7.081	95	0.075		
	Total	7.902	100			

Source: own survey (2020)

Dependent Variable: Performance-Average

b. Predictors: (Constant), Job nature, Work environment & Working condition-Aver., Job Security-Average, Job Enrichment & Enlargement Aver., Managerial Rel. & Supervision-Average, Information & Communication-Average

Table 4.5.2 revealed an F value of the model for extrinsic motivational factors to be 220%. Hence, the regression model loosely fits the data as the required significant level is slightly greater than 0.05.

4.6 Correlation-Intrinsic Motivational Factors

Table 4.6.1 below showed us that the relationship between all intrinsic motivational factors are positive and significant. Recognition of employees has significant relationship with employee’s performance at the value of 0.032 which is less than 0.05. Employee’s trust has significant and positive relationship with employee’s performance at a value of 0.006 which is less than 0.05. Skill variety has also both positive and significant relationships with employee’s performance at a value of 0.005 that is also less than 0.05. The correlation table also revealed that training & development has positive relationships with employee’s performance and its relationship is very significant at 0.004 which is also below 0.05 and 0.01. Fair treatment of employees has both positive and significant relationship with employee’s performance at the value of 0.019 that is less than 0.05. The last but not the least motivational variable is responsibility and empowerment which has also positive and significant relationship with employee’s performance at a value of 0.008 which is significantly less than 0.05.

Table 4.6. 1: Correlation- Intrinsic Motivational Factors

		Correlations						
		Recognition-	Employees trust	Skill variety	Training & Development	Fair Treatment-	Responsibility & Empowerment	Performance-
Recognition	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	101						
Employees trust	Pearson Correlation	.108	1					
	Sig. (2-tailed)	.284						
	N	101	101					
Skill variety	Pearson Correlation	.109	.996**	1				
	Sig. (2-tailed)	.279	.000					
	N	101	101	101				
Training & Development	Pearson Correlation	.095	.995**	.995**	1			
	Sig. (2-tailed)	.346	.000	.000				
	N	101	101	101	101			
Fair Treatment	Pearson Correlation	.052	.890**	.884**	.887**	1		
	Sig. (2-tailed)	.606	.000	.000	.000			
	N	101	101	101	101	101		
Responsibility & Empowerment	Pearson Correlation	.095	.994**	.995**	.995**	.886**	1	
	Sig. (2-tailed)	.346	.000	.000	.000	.000		
	N	101	101	101	101	101	101	
Performance	Pearson Correlation	.214*	.270**	.274**	.282**	.233*	.263**	1
	Sig. (2-tailed)	.032	.006	.005	.004	.019	.008	
	N	101	101	101	101	101	101	101

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: own survey, (2020)

4.7 Correlation-Extrinsic Motivational Factors

Table 4.7. 1: Correlation - Extrinsic Motivational Factors

		Correlations						
		Salary	Job Security	Job Enrichment & Enlargement	Information & Communication	Managerial Rel. & Supervision	Job nature, Work environment & Working condition	Performance
Salary	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	101						
Job Security	Pearson Correlation	.999**	1					
	Sig. (2-tailed)	.000						
	N	101	101					
Job Enrichment & Enlargement	Pearson Correlation	.999**	.999**	1				
	Sig. (2-tailed)	.000	.000					
	N	101	101	101				
Information & Communication	Pearson Correlation	1.000**	.999**	.999**	1			
	Sig. (2-tailed)	.000	.000	.000				
	N	101	101	101	101			
Managerial Rel. & Supervision-	Pearson Correlation	.999**	.999**	.999**	.999**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	101	101	101	101	101		
Job nature, Work environment & Working condition	Pearson Correlation	.890**	.888**	.890**	.890**	.889**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	101	101	101	101	101	101	
Performance	Pearson Correlation	.274**	.276**	.271**	.274**	.278**	.237*	1
	Sig. (2-tailed)	.005	.005	.006	.005	.005	.017	
	N	101	101	101	101	101	101	101

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: own survey, (2020)

Table 4.7.1 above indicated that the relationship between all extrinsic motivational factors are positive and significant. Salary has significant relationship with employee's performance at the value of 0.005 which is less than 0.05. Job security has significant and positive relationship with employee's performance at a value of 0.005 too which is less than 0.05. Job enrichment and job enlargement has also both positive and significant relationships with employee's performance at a value of 0.006 that is also less than 0.05. Information dissemination and effective communication has positive and significant relationship with employee's performance and its relationship is very significant at 0.005 which is also below 0.05. Managerial relations and supervision has both positive and significant relationship with employee's performance at the value of 0.005 that is also less than 0.05. The last motivational variable in this case is nature of job, work environment and working conditions which has also a positive and significant relationships with employee's performance at a value of 0.017 which is also less than 0.05.

4.8 Regression Analysis

Table 4.8.1: Regression Analysis of Intrinsic Motivational Factors

Model		Unstandardized		Standardized		Sig.	R2
		Coefficients		Coefficients			
		B	Std. Error	Beta	t		
1	(Constant)	3.917	.251		15.624	.000	0.53
	Recognition	.070	.035	.196	2.021	.046	
	Employees trust	.336	.567	-.730	.592	.006	
	Skill variety	.108	.600	.235	.180	.005	
	Training & Development	1.127	.544	2.477	2.071	.004	
	Fair Treatment	.002	.118	-.003	.015	.019	
	Responsibility & Empowerment	.789	.508	-1.726	1.551	.008	

Source: Own survey, (2020)

Table 4.8.1 above described the regression analysis among dependent variable that is individual's work achievements /performance/ and intrinsic independent variables- recognition, employee's trust, skill variety requirements, training and development, fair treatment, and responsibility & empowerment. The relationship between dependent and all independents variables, except employee trust, fair treatment, responsibility and empowerment which are negatively correlated, are positive and significant. The regression equation is: performance = $\alpha + \beta_1$ (Recognition) + β_2 (Employee's trust) + β_3 (Skill variety requirements) + β_4 (Training & Development) + β_5 (Fair Treatment) + β_6 (Responsibility & Empowerment).

Regression measures the amount of total variation in dependent variable due to the independent variable. Table 4.8.1 above, showed the value of adjusted R^2 which is 0.52. R-squared measures the strength of the relationship between the model and the dependent variable. This value (.52) indicates that there is almost 52% variation in dependent variable (overall employee's performance) due to a one unit change in independent variables.

Predicting the level of motivation from the six independent components of intrinsic variables

The relative importance of the significant predictors is determined by looking at the standardized coefficients (Beta value). In this study, training and development, employee's trust, skill variety, and recognition have the highest standardize beta coefficient (2.477, -0.730 0.235 and 0.196 respectively) at significance level (0.004, 0.006, 0.005 and 0.032 respectively) which are better predictor. Analyzing the whole table results, the order of significance for predictors of overall intrinsic motivational factors is training and development, employee's trust, skill variety, recognition, responsibility and empowerment, fair treatment. Training and development, employee's trust, skill variety and recognition have the highest beta coefficient which implies that they have significant impact on employee's performance as their motivational factors are significant at 5%significance level.

The end result of regression table showed that the connection among recognition and individual's work achievements is positive and significant ($\beta= 0.196$ at the significance level 0.032, $\rho<0.05$).

It has a positive relationships and the value is significant because it is lower than 0.05. Therefore, the hypothesis (H1a, recognition /appreciation and praise/ of employees has significant effect on employee's performance) is accepted. This study confirmed similar result to (Khan, et al, 2010) and (Turkyilmaz, et al, 2011) empirical result who had examined the relationship between rewards and employee motivation in commercial banks of Pakistan and showed that recognition correlates significantly with employees' work motivation (Kalimullah et al, 2010) as their study proved direct relationship between recognition and job satisfaction.

The relationship between employee's trust and individual's work achievement/ employee's performance is negatively correlated and is significant ($\beta = 0.730$, and its significance level is 0.006, $P < 0.05$). Therefore, the hypothesis (H1b: Trust of employees has significant effect on employee's performance) is accepted. This result is empirically agreeing with the empirical result of (Ertürk, 2016) who considered trust as a pivotal actor in playing to guarantee organizations survival as business entity and develop employee's motivation for better performance.

Skill variety requirement and employee's performance has significant relationships at ($\beta = 0.235$, with significance level of 0.005, $P < 0.05$). It has direct relationships. Hence, the hypothesis (H1c: Skill Variety of employees has significant effect on employees' performance) is accepted. This result confirmed (Döckel et.al, 2006) that employees may develop a feeling of competency if they can work a job with high skill diversity. Skill variety creates some kinds of feelings and sense of attachment on the minds of employees towards the Organization.

As it is empirically described in the regression table, training & development has significant relationship with employee's performance and has a positive relationship ($\beta = 2.477$ at significance level 0.004, $P < 0.05$). Thus, the hypothesis (H1d: Training and Development opportunity of employees has significant effect on employees' performance) is accepted. The result agreed with the assertion of (Hunjira, et al, 2010) that trained workers are highly motivated than untrained ones in their performance result. The regression table for the intrinsic motivational factors indicated the relationship between fair treatment and performance is negatively correlated and significant ($\beta = -0.003$ at significance level 0.019, $P < 0.05$).

So, the hypothesis (H1e: Fair Treatment of employees has significant effect on employees' performance) is accepted. This result is agreed with Yaseen, (2013) that if, for instance, compensation is considered as unfair, individuals attempt to decrease unfairness by varying input like malingering at work or working less or varying the output.

The last variable under intrinsic motivational factor is responsibility and empowerment. According to this study, responsibility and empowerment has negatively correlated and has significant relation with employee's performance ($\beta = 1.726$ at significance level 0.008, $P < 0.05$). Consequently, the hypothesis (H1f: Responsibility and empowerment of employees has significant effect on employees' performance) is accepted. The empirical result of this study agreed with (Baldoni, 2003) that empowerment inspires and motivates employees to work hard and in turn empowerment allows individuals to have a sense of responsibility.

Table 4.8. 2: Regression Analysis of Extrinsic Motivational Factors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R ²
		B	Std. Error	Beta			
1	(Constant)	4.159	.213		19.538	.000	0.55
	Salary	0.75	1.826	1.167	.300	.005	
	job security	.692	1.386	1.516	.500	.005	
	Job Enrichment & Enlargement	-1.561	1.374	-3.422	-1.136	.006	
	Information & Communication	.644	2.418	-1.414	.267	.005	
	Managerial Rel. & Supervision	1.642	1.374	3.611	1.195	.005	
	Job nature, Work environment & Working condition	.009	.117	-.016	.076	.017	

Source: Own survey, (2020)

In addition to the intrinsic motivational factors, table 4.8.2 above described the regression analysis among dependent variable that is individual's work achievements /performance/ and extrinsic independent variables which are: salary/financial compensation, job security, job enrichment & job enlargement, information dissemination and effective communication, managerial relations and supervisions, and nature of work, work environment, and working conditions. The regression table demonstrated that the relationship between dependent and all independents variables are significant. The regression equation is: $\text{performance} = \alpha + \beta_1 (\text{salary}) + \beta_2 (\text{job security}) + \beta_3 (\text{job enrichment \& job enlargement}) + \beta_4 (\text{information dissemination and effective communication}) + \beta_5 (\text{managerial relations and supervisions}) + \beta_6 (\text{nature of work, work environment, and working conditions})$.

As the major purpose of regression is to measure the amount of total variation in dependent variable due to the independent variable. Table 4.8.2 above, showed that the value of adjusted R^2 is 0.55. R-squared measures the strength of the relationship between the model and the dependent variable. As such, this value (0.55) indicates that there is almost 55% variation in dependent variable (overall employee's performance) due to a one unit change in independent variables.

Predicting the level of motivation from the six independent components of extrinsic variables

The relative importance of the significant predictors is determined by looking at the standardized coefficients (Beta value). In this study, managerial relations & supervision, job enrichment & enlargement, job security, information and communication, nature of job, work environment & working condition have the highest standardize beta coefficient which are better predictor. Analyzing the whole table results, the order of significance for predictors of overall extrinsic motivational factors as above where managerial relations & supervision, job enrichment & enlargement, and job security have the highest beta coefficient which implies that they have significant impact on employee's performance as their motivational factors are significant.

The result of the regression table 4.8.2 showed us that the link among salary/financial compensation and individual's work achievements is excluded which means it is perfectly

predicted from one or more of the other independent variables as discussed by (Warner, Rebecca, 2018). It is of course significant; and its significance level is (0.005, $P < 0.05$). Therefore, the hypothesis (H1b, salary /financial compensation of employees has significant effect on employee's performance) is accepted. The result is agreed with (Perry and Hondeghem, 2008).

The relationship between job security and employee's performance is positive and significant ($\beta = 1.516$, and the level of significance is (0.005, $P < 0.05$). The value is significant because the confidence level is greater than 95%. Therefore, the hypothesis (H2b: job security has significant effect on employee's performance) is accepted.

This result has complied with the claim of (Feldman & Arnold, 1985) and (Osugwu, 2002) that job security is an indispensable factor in employee and organization preference due to economic reasons and is one of the most crucial and important factors driving employee motivation and performance. They further asserted that employees are less motivated to work when job security is low which clearly indicated by them that job security has significant effect on employee performance.

Job enrichment and job enlargement is negatively correlated and has significant relationships with employee's performance ($\beta = -3.422$, with its significance level 0.006, $P < 0.05$). Thus, the value is significant because the confidence level is much higher than 95%. Hence, the hypothesis (H2c: Job enrichment and job enlargement has significant effect on employees' performance) is accepted. This result supports the idea of (Bryan & Locke, 1967); (Herzberg, Frederick, 1968), (Vijay and Indradevi, 2015) that job enrichment and job enlargement enable employees to improve their performance in the organization.

As it is empirically described in the regression table, information dissemination and effective communication does have significant relationship with employee's performance and is inversely correlated ($\beta = 1.414$ with significance level 0.005, $P < 0.05$). Thus, the hypothesis (H2d:

Information dissemination and effective communication has significant effect on employees' performance) is accepted. The result agreed with description of (Berelson & Steiner, 1966) that the availability of information and the timely communication to employees enhances employees' motivation.

The regression table for the extrinsic motivational factors indicated the relationship between managerial relations & supervisions and employee's performance is positive and significant ($\beta=3.611$, at significance level 0.005, $P<0.05$). So, the hypothesis (H2e: managerial relations & supervisions has significant effect on employees' performance) is accepted. According to (Tella, 2007), a good managerial relation is a vital factor in enhancing employee motivation and further stated that the direction and purpose of supervision is a manifestation of increased efficiency, effectiveness, rationality and order in the achievement of objectives and the implementation of tasks of an organization. These assertions are confirmed by this study.

The last extrinsic motivational factor is nature of job, work environment, and working condition. According to this study, nature of job, work environment, and working condition has significant relation but weak and negatively correlated with employee's performance ($\beta=0.016$ at significance level 0.017, $P<0.05$). Consequently, the hypothesis (H2f: nature of job, work environment, and working condition has significant effect on employees' performance) is accepted. (Mughtar, 2016), (Yazdani, et al, 2011), and Raza, et al, (2015) asserted that employees' performance can be improved by appropriate and sufficiently convenient work environment, lack of favorable working conditions, amongst other things, can affect badly employee's mental and physical well-being, and low performance of employees will be triggered by poor working conditions since employees' job claims for a state of mental and physical tranquility. Having such premises, the result depicted in this study is consistent and agreed to the result of other researchers.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATION

This part focuses on the effects and the findings based on the analysis made using the data collected from respondents. The overall findings of the research will be summarized, discussed and recommendations will be presented based on the key findings. This research concentrates on the effect of motivation on employee's performance at Alta Computec Plc by taking into account both the intrinsic and extrinsic motivational factors. The discussion then shall attempt to undertake the objectives of the study. Subsequently, recommendations is forwarded for the captioned company to address any problem at hand. Limitation of the study is also demonstrated in this chapter from which researcher in the future will have insights to observe.

The objective of this study is to investigate the effect of intrinsic motivational factors (recognition, employee's trust, skill variety requirements of employees, training and development, fair treatment of employees by the organization, and responsibility & empowerment) as well as to determine the effect of extrinsic motivational factors (salary/financial compensation, job security, job enrichment & job enlargement, information dissemination & effective communication, managerial relations & supervisions, and nature of job, work environment & working conditions) on employee's performance.

5.1 Summary of findings and discussion

This section outlines the summary of the key findings of the study. The study was guided by the following two major research questions;

1. What is the effect of intrinsic motivation on employee's performance at Alta Computec Plc?
2. What is the effect of extrinsic motivation on employee's performance at Alta Computec Plc?

To begin with, one hundred six respondents were identified from whom one hundred and one of them delivered a usable response which made it 95.29% of the census. The study indicated that majority of the employees of Alta Computec Plc (60.4%) who participated in the survey were male and the remaining 39.6% were female in terms of respondents' gender. Regarding age group, the larger group of the respondents (39%) belong to the age group that ranging from 25- 34. The finding confirmed that most of the respondents (66.3%) are diploma and above holders.

The study revealed that the six measurements of intrinsic motivational factors: recognition, employee's trust, skill variety, training and development, fair treatment of employees, and responsibility & empowerment, are all practiced in the organization. From these six dimensions, training and development, responsibility & empowerment, employee's trust, skill variety, and recognition, and fair treatment have the highest standardize beta coefficient (2.477, 1.726, 0.730, 0.235, 0.196, and 0.003 respectively) at significance level (0.004,0.008, 0.006, 0.005, 0.032, and 0.19 respectively) which are better predictor. This indicates that Alta Computec Plc has good exercise in implementing such motivational factors.

The other dimension of the study was the effect of extrinsic motivational factors on employees' performance. These factors were salary/financial compensation, job security, job enrichment & job enlargement, information dissemination & effective communication, managerial relations & supervisions, and job nature, work environment & working conditions. The result depicted us that these motivational factors are practiced in Ata Computec Plc. Of these motivational factors, salary/financial compensation is perfectly predicted from one or more of the other independent variables with significant value (0.005, $P < 0.05$) whereas managerial relations & supervision, job enrichment & enlargement, job security, information and communication, nature of job, work environment & working condition have the highest standardize beta coefficient (3.611, -3.422, 1.516, -1.414 and -0.016 respectively) at significance level (0.005, 0.006 and 0.005, 0.005 and 0.017 respectively) which are better predictor too. This implies that Alta Computec Plc is good in implementing extrinsic variables. The results showed that both intrinsic motivational factors and extrinsic motivational factors have significant relationships to employee's performance.

5.2. Conclusion

From the results of this study, the management of the company may be encouraged to see options for developing motivational strategy and implement motivational factors in order to motivate employees thereby attain organizational goals. The management shall have also options other than those incorporated in the study which might best suit to the company's employees for better performance which can be supplementary to the factors mentioned in the study that show significant impacts on employee's work achievement.

Taking into account the magnitude of the results, it could have knock-on-effect for managers practicing of intrinsic and extrinsic motivation strategies. It provides them with helpful insights to identify the importance of both types of motivations (intrinsic and extrinsic motivation) for improving employee's performance. Even if the captioned intrinsic and extrinsic motivational variables are more influential, the rest variables have also significant influence as it was revealed by the regression analysis. Thus, the organization is expected to improve all the intrinsic and extrinsic motivational factors in order to get motivated employees who can register better performance. This research identified what significantly motivates employees and if accordingly addressed by the organization, it will make employees to enjoy their job and have a sense of pride about it.

The regression coefficient for most predicting variables is positive, and hence each factors listed as a predicting variables have either positive or negative effect on employees' performance. Thus, the researcher concludes that, to improve its performance, the company should work on improving these predicting variables so that the coefficient of the variables will be improved which ultimately results in improvement of performance.

5.3 Recommendations

Above all, as per the result of this study, both intrinsic and extrinsic motivational factors are almost equally playing substantial role in motivating employees. Hence, managers should give equal and balanced weight for both factors. Employee motivation is a very sensitive phenomenon that is influenced by a number of factors.

Some of these considerations are extrinsic in that they came from within the company and are an external responsibility to the employee. In other words, these factors are environmental and are under the influence of the management and can, as such, be wisely utilized by management in order to improve the extent of employee's motivation.

Intrinsic factors are also relevant in assessing employee's motivation for their successful achievement in their job duties. This is possible because they are internal and go to the dominant observation of workers about their work and how they feel that the tasks assigned to them are important and appropriate. Thus, the managers should identify such intrinsic factors and apply in the organization

The problem of intrinsic motivation is individualistic and influences the employee to adopt a certain attitude towards his or her work. Such expectations influence the level of motivation of employees. Therefore, the manager should identify and know which factors motivate workers in a given organization, so that they can place emphasis on those selected factors in addition to those incorporated in this study.

5.4 Suggestions for Future Research

The intrinsic and extrinsic motivational factors for employee's performance are many, all are not exclusively considered in this study. Only limited variables among others incorporated in this study. Therefore, future researchers may consider other variables like organizational innovation, characteristics of research and development, technology used, employee's capability, provision of inputs, safety practices, organizational culture, management attitudes, company policy and administration, interpersonal relationships, status, etc.

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APPENDICES

Questionnaire to be filled by the employees of Alta Computec Plc.

Dear Sir/Madam,

This questionnaire is designed to solicit information purely for academic purpose. This research is conducted as a partial fulfillment for the award of Master degree at St. Mary's University, entitled; **“The Effect of Motivation on Employee's Performance at Alta Computec Plc.** Therefore, your cooperation in giving reliable information has a vital contribution for the success of this study. I, hereby, kindly request your utmost assistance in answering the questions as clearly and genuinely as possible. I would like to assure you that the information you provide will be kept confidential, and will be used for only academic purpose.

Thank you in advance for your cooperation.

Please note the following:

- You do not need to write your name.
- You are expected to complete and return the questionnaire with in two weeks' time.
- Your honest and unbiased response will have significant contribution for the success of the study.
- Please kindly indicate your answer by putting “√” mark in the appropriate box

Part One - Background Information

1. Gender: Male Female

2. Age : <25 25-34 35-44 45-54 above 54

3. Your current educational qualification:

Below 10/12th Diploma BSC Degree Master Degree Other (please specify)---

4. Length of service at Alta Computec Plc

0-4 years 5-9 years 10-14 years 15-19 years >19 years

Part 2 - Question Related to the Study

N.B:

- SD (1) = Strongly Disagree
- D (2) = Disagree
- N (3) = Neutral
- A (4) = Agree
- SA (5) = Strongly Agree

APPENDICES I

Part II. Question related to Intrinsic Motivation

Dependent Variables Questionnaires

S/N	Questions Related to Intrinsic Motivation	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	Recognition (appreciation and praise) by the organization influences employees performance					
1.1	Posting a photo of best performer employees on noticeboard around work area and stating about their achievements can positively influence employee performance					
1.2	Featuring employees' success stories in the company's website may help positively influence employee performance					
1.3	Offering company-wide congratulatory email, thank you letter , and praise for a job well done will positively influence employee performance.					
1.4	Getting a framed certificate from the management for success achievement shall positively influence employee performance					
1.5	Rewarded with a new, advanced job title shall positively influence employee performance.					
2	Employees trust					
2.1	I trust in my supervisor that he/she follows					
2.2	I have confidence that my immediate supervisor knows what to do					
2.3	I trust the management to treat me fairly					
2.4	I can usually trust my career development supervisor to do what is good for me					
2.5	I do have a trust in my co-workers for sharing me job related information					
3	Skill variety requirements influence employees performance					
3.1	Leadership and management skills can influence employees performance					
3.2	Organizational skills of employees can influence employees performance					
3.3	Team building skills of employees can influence employees performance					
3.4	Employees with analytical skills can influence their performance					
3.5	Personal life skill can influence employee performance					

4	Training & Development					
4.1	Training and development positively affects the quality of the workers knowledge that result in good performance of employees					
4.2	Training and development positively affects the skills of employees for better performance					
4.3	Training and development positively affects the capability of workers for better performance					
4.4	Training builds the required competence level of employees for performance enhancement					
4.5	Learning through training influence the organizational performance by greater employee performance					
5	Fair Treatment					
5.1.	Employee has the right to equal and impartial treatment regardless of race, sex, age, national origin, disability and religion in the work.					
5.2	Promotion of employee is offered only based on how qualified he is to perform the job, not because of a personal relationship.					
5.3	Employees have an equal opportunity to apply for open positions after informed via posting					
5.4	Employee receives handbook or rulebook to ensure that he knows the rules of the organization					
5.5	Recognition and reward is given to each employee for his/her accomplishments, regardless of where the employee is on the staff hierarchical structure.					
6	Responsibility and Empowerment					
6.1	I feel a sense of freedom in making decision choices about how to work and results in the feeling that I am responsible for my choices					
6.2	I am with full personal confidence and feeling of having the ability to perform the job satisfactorily					
6.3	I do have feeling that the duties of the job are valuable					
6.4	I am feeling that my tasks produce intended results					
6.5	I make a decision at work with a sense of ownership in my regular duties					

Part III. Questions related to Extrinsic Motivation

S/N	Questions Related to Extrinsic Motivation	1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1	Salary/ Financial Compensation structure influence employees performance					
1.1	Pay for high performance enhances employees for better performance					
1.2	Employees are encouraged by the performance based financial reward system					
1.3	Attractive wage and salary help to retain employees with the company and that results in good performance					
1.4	Yearly bonus based on company performance has a positive influence on employee performance					
1.5	Monetary reward for extraordinary achievement creates sense of belongingness and enhances for better performance					
2	Job security					
2.1	Employees performance in the organization is increasing from time to time where the organization can keep their jobs for substantial period of time					
2.2	Employees start getting bad as soon as they start worrying about job loss and in effect less performance					
2.3	Employees are very much interested to keep jobs for as long as they could					
2.4	Employees tend to leave the organization where the organization is not willing to keep their jobs for a long					
2.5	Employee turnover is relatively higher where job is insecure and thus employees don't offer what they know to the organization					
3	Job enrichment & Job enlargement					
3.1	An addition of extra tasks shall enhance performance of employees					
3.2	Addition of extra work shall bring higher work satisfaction, better employee experience, lower absence, less employee turnover, and high-quality work performance,					

3.3	Employees understanding of their jobs as being more enriched, show higher job involvement and increased loyalty that result in better performance					
3.4	Horizontally increasing the number of tasks to be performed by an employee to reduce work related boredom enhances employee's performance					
3.5	Getting more decision making power and work related authority makes job challenging and thereby boosts employee's performance					
4	Information dissemination and effective communication					
4.1	Communication affects employees performance					
4.2	Good communication between leadership and employees stimulates employees performance and shall bring organizational success					
4.3	The availability of information and timely communication to employees enhances employees' motivation for better performance					
4.4	Information disseminated formally and officially shall create better understanding between management and employees than informally disseminated information					
4.5	Communicating employees with clarity on a regular and consistent basis shall enhance for better performance					
5	Managerial Relations and Supervisions					
5.1	Creating healthy and comfortable relationship at workplace by managers facilitates good performance of employees					
5.2	Being invited by manager for suggestions and opinions, let employees decide what best they can perform					
5.3	Allowing employees to participate in decision making shall encourage them to willingly accept the challenge and do best					
5.4	Employees understand that supervision is a type of mentoring and supporting subordinates for better performance through share of knowledge, experience, and advice.					
5.5	Where there is good managerial relations and supervisions, employees would strive hard for a better output without fighting and finding faults in each other					

6	Nature of job, Work Environment, and Working condition					
6.1	Attractive and well equipped office invites employees for extra performance					
6.2	Challenging and complex works enables employees to work harder by utilizing their skills, knowledge and intelligence					
6.3	The existence of growth opportunities drives employees towards better performance					
6.4	Appropriate and sufficiently convenient work environment improves employees' performance					
6.5	A place where employees are able to enjoy an optimal, healthy, safe, and comfortable working surrounding enables them to produce better output					

Part IV: Questions Related to Dependent Variable:

	Performance	SD (1)	D (2)	N (3)	A (4)	SA (5)
	Employee's performance					
	Individual's Work Achievement					
1	I sustain high standard of work and I am comfortable with job flexibility.					
2	I am punctual at work and very passionate about my work and capable of handling my assignments without much supervision.					
3	I manage changes very well in my career and easily cope up with organizational changes.					
4	I enjoy handling extra responsibilities and duties and actively participate in group discussions and work meetings					
5	I praise my co-workers for their good work, share information, knowledge and ideas and communicate effectively with my colleagues every time.					

Thank you very much for your cooperation!!!

APPENDICES II

Amharic version of Questionnaires

በአልታ ኮምፒዩቴክ ኃ/የተ/የግ/ማህበር ሠራተኞች የሚሞላ መጠይቅ

ይህ መጠይቅ የተዘጋጀው ለትምህርታዊ ምርምርና ጥናት ብቻ ሲሆን ለቢዝነስ አድሚኒስትሬሽን ማስተርስ ዲግሪ የመመረቂያ ጽሁፍ ማሟያ ነው። የጥናቱ ርዕስም “የማበረታቻ ሥርዓት በሠራተኞች ሥራ አፈፃፀም ላይ ያለው ተጽዕኖ” አልታ ኮምፒዩቴክ ኃ/የተ/የግ/ማህበርን እንደ ጥናት ማዕከል በመውሰድ የሚሠራ ሲሆን የጥናቱ ውጤትም ለኩባንያው፣ ለሠራተኞቹ፣ ወደፊት በዚህ ርዕስ ዙሪያ ጥናት ለሚያካሂዱ ተመራማሪዎችና ይህን ጥናት ለሚያከናውነው ተመራማሪ የጎላ ጠቀሜታ ይኖረዋል።

ስለሆነም ለጥናቱ ውጤት ስኬታማነት የእርስዎ ትብብርና ትክክለኛ የሆነ መልስ መስጠት ከፍተኛ ድርሻ ይኖረዋል። በመሆኑም ለቀረቡት ጥያቄዎች ግልጽና ትክክለኛ መልስ እንዲሰጡ በአክብሮት እየጠየኩ ለጥያቄዎቹ የሚሰጡት መልሶች ሁሉ ሙሉ በሙሉ በሚስጠር የሚያዙና ለሌላ ሦስተኛ ወገን የማይተላለፉ መሆናቸውን እየገለጽኩ አገልግሎቱም ለጥናታዊ ጽሁፍ ማሟያ ብቻ እንደሆነ በድጋሜ አረጋግጥልዎታለሁ።

ለሚያደርጉልኝ ቀና ትብብርም ከወዲሁ ከልቤ አመሰግናለሁ!!!

እባክዎ ለጥያቄዎቹ መልስ ከመስጠትዎ በፊት የሚከተሉትን ያስታውሱ፤

- ስምዎትን በመጠይቁ ላይ በፍጹም አይፃፉ
- ይህን መጠይቅ በሁለት ሳምንት ጊዜ ውስጥ ሞልተው እንዲመልሱልኝ ከአደራ ጋር አሳስባለሁ
- በፍጹም ታማኝነትና ከወገናዊነት በፀዳ መልኩ ለጥያቄዎቹ መልስ መስጠት ለጥናቱ ስኬታማነት ከፍተኛ ተጽእኖ ስለሚኖረው እባክዎ ራስዎን ገለልተኛ አድርገው በንጹህ ምልክታ ብቻ ምላሽ ይስጡ
- ከቀረቡት አምስት አማራጮች ውስጥ ትክክለኛ ነው ብለው የሚያምኑበት ሣጥን ውስጥ የራይት (“√”) ምልክት ያስቀምጡ

ክፍል አንድ - አጠቃላይ መረጃ

1. ያታ: ወንድ ሴት

2. እድሜ : ከ25 በታች ከ25-34 ከ35-44 ከ45-54 ከ54 በላይ

3 አሁን የሚገኙበት የት/ት ደረጃ: ከ10ኛ/12 ክፍል በታች ዲፕሎማ

ቢ.ኤ/ቢ.ኤስ.ሲ. ዲግሪ ማስተርስ ዲግሪ ሌላ (እባክዎ ይግለጹ)-----

4. አልታ ኮምፒዩቴክ ኃ/የተ/የግ/ ማህበር ለስንት አመታት አገልግለዋል?

ከ0-4 ዓመት ከ5-9 ዓመት ከ10-14 ዓመት ከ15-19 ዓመት ከ19 ዓመት በላይ

ክፍል ሁለት - ከጥናቱ ጋር ቀጥተኛ ተዛማጅ የሆኑ መጠይቆች ማስታዎሻ፤

መጠይቆቹ በአምስት አማራጮች የቀረቡ ናቸው። አማራጮቹም

1. በፍጹም አልስማማም
2. አልስማማም
3. ሃሳቤ ከሁለቱም ውጪ ነው
4. እስማማለሁ
5. በጣም እስማማለሁ

ከአማራጮቹ መካከል ለመጠየቁ የተሻለ መልስ ይሆናል ብለው ያሰቡት ሣጥን ሥር የራይት (“√”) ምልክት ያስቀምጡ

ክፍል ሁለት፡- ውስጣዊ ከሆነ የራስ መበረታታት (መነሳሳት) ጋር የተያያዙ ጥያቄዎች
(Question related to Intrinsic Motivation)

ተ/ቁ	ከውስጥ የሚመነጭ የሥራ መበረታታት (መነሳሳት) ጋር የተያያዙ ጥያቄዎች (Questions Related to Intrinsic Motivation)	1 በጭራሽ አልስማማም	2 አልስማማም	3 ከሁለቱም ውጪ	4 እስማማለሁ	5 በጣም እስማማለሁ
1	በድርጅቱ የሚሰጥ እውቅና (አድናቆትና ሽልማት) በሠራተኞች የሥራ አፈፃፀም ላይ የሚኖረው ተጽዕኖ በተመለከተ (Recognition (appreciation and praise) by the organization influences employees performance)					
1.1	ጥሩ የሠራት ሠራተኛ ስለ ስኬቱ የሚገልጽ ጽሁፍና ፎቶግራፉን የሥራ ቦታ አካባቢ በሚገኝ ማስታዎቂያ ቦርድ ላይ መለጠፍ ሠራተኛውን ለተሻለ የሥራ አፈፃፀም ያነሳሳል					
1.2	ሠራተኛው በሥራው ስኬታማ ስለሆነበት ሚስጢር በትረካ መልክ በኩባንያው ዌቭሳይት ላይ ማስቀመጥ የሠራተኛውን የሥራ ተነሳሽነት በመልካም ጎኑ ይገነባል					
1.3	ጥሩ የሚሠራ ሠራተኛን አስመልክቶ በድርጅቱ ኢሜል ተጠቃሚ ለሆኑ ሁሉ የእንኳን ደስ ያለህ ኢሜል፣ የምስጋና ደብዳቤ፣ ለጥሩ ሥራው የአድናቆትና ምስጋና ደብዳቤ በመላክና ለሠራተኛውም ጭምር እንዲደርሰው ማድረግ የሠራተኛውን የሥራ አፈፃፀም ያነሳሳል					
1.4	የተሻለ ሥራ ለሠሩ ሠራተኞች ከማኔጅመንቱ የሚሰጥ በፍሬም የተለበጠ ሰርተፊኬት ሠራተኞች ለተሻለ ሥራ እንዲነሳሱ ያደርጋል					
1.5	የሠራተኛውን የሥራ መደብ መጠሪያ ወደ አዲስ፣ ከፍተኛና የተሻለ የሥራ መደብ መለወጥ የሠራተኛውን የሥራ ተነሳሽነት እንዲጨምር ያደርጋል					
2	የሠራተኛ አመኔታ (Employees trust)					
2.1	የቅርብ አለቃየ በሥራ ላይ በሚከተለው የአሠራር ሥርዓት አመኔታ አለኝ					

2.2	የቅርብ አለቃዬ የሚያደርገውን የሚያውቅ ስለመሆኑ ሙሉ እምነት አለኝ። ይህ እምነቴም የተሻለ ሥራ እንድሰራ ይረዳኛል					
2.3	የኩባንያው ማኔጅመንት ያለአድሎ እኩል እንደሚያስተናግደኝ እምነቴ ነው					
2.4	በሥራዬ ላይ ወደፊት የተሻለ እድገት እንዲኖረኝ የሚያስችል ሥራ የቅርብ አለቃዬ እንደሚሠራ ሙሉ እምነት አለኝ					
2.5	አጠገቤ ያሉ የሥራ ባልደረቦቼ ከሥራ ጋር ግንኙነት ያላቸውን መረጃዎች (ኢንፎርሜሽን) ሁልጊዜ እንደሚያካፍሉኝ እምነት አለኝ					
3	የተለያዩ አስፈላጊ ክህሎቶች በሠራተኞች የሥራ አፈፃፀም ላይ ያላቸውን ተጽእኖ በተመለከተ (Skill variety requirements influence employees performance)					
3.1	የመሪዎችና የማኔጅመንት ክህሎት በሠራተኞች የሥራ አፈፃፀም ላይ አዎንታዊ ተጽዕኖ ያሳድራል					
3.2	ሠራተኞች ስለድርጅቱ የሚኖራቸው የክህሎት ደረጃ በሠራተኞች የሥራ አፈፃፀም ላይ አዎንታዊ ተጽዕኖ ያሳድራል					
3.3	የሠራተኞች በቡድን የመሥራትና ቡድን የመመሥረት ክህሎት በሠራተኞች የሥራ አፈፃፀም ላይ አዎንታዊ ተጽዕኖ ያሳድራል					
3.4	ችግሮችን የመተንተንና የመፍታት ክህሎት ያላቸው ሠራተኞች የሥራ አፈፃፀማቸው ላይ አዎንታዊ ተጽእኖ ይኖራቸዋል					
3.5	ሰዎች በህይወት ዘመናቸው የሚያጋጥማቸው የእድሜ ዘመን ክህሎት የሥራ አፈፃፀማቸው ላይ አዎንታዊ ተጽእኖ ይኖራቸዋል					

4	ሥልጠና በሚመለከት (Training & Development)					
4.1	ስልጠና የሠራተኛውን እውቀት የጥራት ደረጃ ከፍ በማድረግ ሠራተኛውን ለተሻለ ሥራ ያበረታታል፤ የሥራ አፈጻጸም የተሻለ እንዲሆን ይረዳል					
4.2	ስልጠና የሠራተኛውን ክህሎት በማሳደግ ለሠራተኛው የሥራ አፈጻጸም አዎንታዊ ሚና አለው					
4.3	ስልጠና የሠራተኛውን የተሻለ የመሥራት አቅምና ችሎታ በማሳደግ በሠራተኛው አፈጻጸም ላይ አዎንታዊ ተጽዕኖ ያሳድራል።					
4.4	ስልጠና ሠራተኛውን ወደሚፈለገው የብቃት ደረጃ በማሳደግ የተሻለ የሥራ አፈጻጸም እንዲኖረው ያደርጋል ይህም ሠራተኛውን ለተሻለ ሥራ ያነሳሳዋል					
4.5	በስልጠና ሂደት ውስጥ የሚገኝ ትምህርት በሠራተኛው የላቀ አፈጻጸም ታግዞ በድርጅቱ የሥራ አፈጻጸም ላይ አዎንታዊ ተጽዕኖ ይኖረዋል					
5	ሚዛናዊ መስተንግዶ (Fair Treatment)					
5.1.	ሠራተኞች በሥራ ቦታ የዘር፣ የጎሣ፣ የፆታ፣ የኃይማኖት፣ የአካል ጉድለት፣ ወዘተ ልዩነት ሳይደረግባቸው በእኩል አይን ይታያሉ					
5.2	ለሠራተኛ እድገት የሚሠጠው ለሥራው ብቁ በመሆኑና ሥራውን ለመሥራት ብቃት ያለው በመሆኑ ላይ ብቻ በተመሠረተ አግባብ እንጅ በግል ግንኙነት ላይ ተመሥርቶ አይደለም።					
5.3	ክፍት የሥራ መደብ ሲኖር ማንኛውም ብቃት አለኝ የሚል ሠራተኛ በማስታዎቂያ በወጣው የሥራ መደብ ላይ ለመወዳደር የማመልከት መብት አለው					
5.4	ሠራተኛው የድርጅቱን ህጎች ማዎቅ የሚያስችል በማስታዎሻ መልክ የተዘጋጀ ሀንድቡክ ይሰጠዋል					
5.5	በድርጅቱ ድርጅታዊ መዋቅር ላይ የትኛውም ቦታ ላይ የሚገኝ ሠራተኛ ላስመዘገበው የተሻለ ሽራ የእውቅና ማረጋገጫ ሽልማት እንዲደርሰው ይደረጋል					

6	ኃላፊነትና መብቃት (Responsibility and Empowerment)					
6.1	ሥራዎን እንዴት መሥራት እንዳለብኝ ለመወሰን በሥራዬ ላይ የውሳኔ አማራጮችን ስወስድ ነፃነት እየተሰማኝ ነው፤ ውጤቱም ለወሰድኩት የውሳኔ አማራጭ ኃላፊ መሆኔን ያረጋግጥልኛል					
6.2	በሙሉ የመተማመን ስሜትና በአጥጋቢ ሁኔታ ሥራዎን መሥራት የሚያስችል ችሎታ እንዳለኝ ይሰማኛል					
6.3	የምሰራው ሥራ እሴት ያለውና ጠቃሚ እንደሆነ ይሰማኛል					
6.4	የምሰራው ሥራ የታቀደለትን ውጤት እንደሚያስገኝ ይሰማኛል					
6.5	በመደበኛ ሥራ ላይ የማሳልፋቸው ውሳኔዎች ሁሉ የባለቤትነት ስሜትን ተላብሽ ነው					

ክፍል ሦስት:- ውጫዊ ከሆነ መበረታታት (መነሳሳት) ጋር የተያያዙ ጥያቄዎች (Questions related to Extrinsic Motivation)

ተ/ቁ	ከሠራተኛው ውጪ የሚመነጭ የሥራ መበረታታት (መነሳሳት) ጋር የተያያዙ ጥያቄዎች (Questions Related to Extrinsic Motivation)	1 በጭራሽ አልስማማም	2 አልስማማም	3 ከሁለቱም ውጪ	4 እስማማለሁ	5 በጣም እስማማለሁ
1	የደመወዝ/ የገንዘብ ክፍያዎች አወቃቀር በሠራተኞች የሥራ አፈፃፀም ላይ ያለው ተጽዕኖ በሚመለከት (Salary/ Financial Compensation structure influence employees performance)					
1.1	የተሻለ ለሚሠራ ሠራተኛ የተሻለ ክፍያ መክፈል ሠራተኞችን ለበለጠ የሥራ አፈፃፀም እንዲተጉ ያደርጋቸዋል					
1.2	ሠራተኞች የሥራ አፈፃፀምን መሠረት ባደረገ የገንዘብ ክፍያ (ሽልማት) ሥርዓት የበለጠ ለተሻለ ሥራ ይበረታታሉ					

1.3	ሳቢ የሆነ በቂ ደመወዝ ለሠራተኛ መክፈል ሠራተኞች ድርጅቱን እንዳይለቁና ከድርጅቱ ጋር እንዲቆዩ ያደርጋል። በዚህም ምክንያት የሥራ አፈጻጸማቸው የጨምራል።					
1.4	የድርጅቱን አመታዊ የሥራ አፈጻጸም መሠረት አድርጎ ለሠራተኞች በየበጀት አመቱ መጨረሻ የሚከፈል የቦነስ ክፍያ በሠራተኞች የሥራ አፈጻጸም ላይ አዎንታዊ ተጽዕኖ አለው።					
1.5	የተለዩ የሥራ አፈጻጸም ለሚያስመዘግቡ ሠራተኞች የሚሰጥ የገንዘብ ሽልማት በሠራተኛው ላይ የባለቤትነት ስሜት እንዲፈጠር ያደርጋል፤ ለበለጠ የሥራ ውጤት ያነሳሳል					
2	የሥራ ዋስትና (Job security)					
2.1	ድርጅቱ ሠራተኞቹን በርካት ላለ ጊዜ በድርጅቱ ውስጥ እንዲቆዩ ካደረገ የሠራተኞች የሥራ አፈጻጸም ከጊዜ ወደ ጊዜ እያደገ ይሄዳል።					
2.2	ሠራተኞች ሥራዎን ላጣ እችላለሁ፤ ከሥራ ልሰናበት እችላለሁ የሚል ሥጋትና ጭንቀት ውስጥ መግባት ከጀመሩ የሥራ አፈጻጸማቸው እያሽቆለቆለ ይሄዳል					
2.3	ሠራተኞች የሥራ ዋስትናቸው እንዲጠበቅላቸውና መሥራት እስከቻሉ ድረስ ለበርካታ አመታት ሥራቸው ላይ እንዲቆዩ ይፈልጋሉ					
2.4	ድርጅቱ ሠራተኛውን ለበርካታ ዓመታት ሥራ ላይ እንዲቆይ የማይፈቅድ ከሆነ ሠራተኛው ቀድሞ ድርጅቱን የመልቀቅ ፍላጎት ያሳድራል					
2.5	ሠራተኛው በሥራው ላይ የመቆየት ዋስትና በአሠሪው ካልተሰጠው የሠራተኛ ፍልሰት (መልቀቅ) በአንፃራዊነት ይጨምራል፤ ሠራተኛውም የሚያውቀውን ለድርጅቱ ሥራ አያውልም እውቀቱንም ለድርጅቱ አይሰጥም					

3	የሥራ ወደ ጎን መለጠጥና ወደ ላይ መጨመር በሠራተኛ ሥራ አፈፃፀም ላይ ያለው ተፅዕኖ (Job enrichment & Job enlargement)					
3.1	ሠራተኛው ከሚሠራው መደበኛ ሥራ ሌላ ተጓዳኝ ተጨማሪ ሥራ ሲሰጠው የሠራተኛውን የሥራ አፈፃፀም ተነሳሽነት ከፍ ያደርገዋል					
3.2	ተጨማሪ ሥራ የሥራ ላይ እርካታ እና የተሻለ የሥራ ልምድ፣ ያስገኛል፣ ከሥራ መቅረትንና የሥራ መልቀቅ ፍላጎትን ይቀንሳል፣ የሥራ ጥራትን ይጨምራል					
3.3	ሠራተኞች ቀድሞ ከነበራቸው የሥራ መደብ ከፍ ያለ ሥራ እንዲሠሩ መደረጋቸውን (job enrichment) ሲረዱ ወደ ሥራው ሙሉ ለሙሉ ይገባሉ፣ ለድርጅቱ ያላቸውን ታማኝነት ያረጋግጣሉ፣ የሥራ አፈፃፀማቸውም ከወትሮ የተሻለ ይሆናል					
3.4	የሥራ መሰላቸት እንዳይፈጠር ሠራተኞች ከመደበኛ ሥራቸው በተጨማሪ የጎንዮሽ ሥራዎችን ቁጥር በመጨመር እንዲሠሩ ማድረግ የሥራ አፈፃፀማቸውን እንዲያሳድጉና የተሻለ ውጤት እንዲያስመዘግቡ ያግዛል					
3.5	ሠራተኞች የመወሰን ስልጣን እና ከሥራ ጋር የተገናኘ ሥልጣንና ኃላፊነት በተሰጣቸው ቁጥር የሚሠሩት ሥራ እየተወሰነና ፈታኝ እየሆነ ስለሚሄድ የበለጠ ተግተው እንዲሰሩና ውጤታማ እንዲሆኑ ያደርጋቸዋል					

ተ/ቁ	ከሠራተኛው ውጪ የሚመነጭ የሥራ መበረታታት (መነሳሳት) ጋር የተያያዙ ጥያቄዎች (Questions Related to Extrinsic Motivation)	1 በጭራሽ አልስማማም	2 አልስማማም	3 ከሁለቱም ውጪ	4 እስማማለሁ	5 በጣም እስማማለሁ
4	የመረጃ ሥርጭትና ውጤታማ ግንኙነት በሠራተኛ ሥራ አፈፃፀም ላይ ስለሚኖረው ተጽዕኖ (Information dissemination and effective communication)					
4.1	የተሳለጠ የመረጃ ልውውጥና ግንኙነት የሠራተኛን የሥራ አፈፃፀም በአዎንታዊ መልኩ ተጽዕኖ ይኖረዋል					
4.2	ጥሩ የሆነ የአለቃና የሠራተኛ ግንኙነት የሠራተኛውን የሥራ አፈፃፀም የተሳለጠ ያደርገዋል ድርጅቱንም ለስኬት ያበቃዋል					
4.3	የመረጃ መኖርና በወቅቱ መረጃውን ለሠራተኛው እንዲደርስ ማድረግ የሠራተኛውን ለተሻለ ሥራ ተነሳሽ መሆን ይጨምራል					
4.4	አፈሻል የመረጃ ስርጭት በኢመደበኛ ከሚደርሰው መረጃ በተሻለ በሠራተኛውና በማኔጅመንቱ መካከል የተሻለ መግባባት እንዲኖር ያደርጋል					
4.5	ሁልጊዜና በተከታታይ በግልጽና በማያሻማ መልኩ ከሠራተኛው ጋር መገናኘት ሠራተኛው ለበለጠ ሥራና ውጤት እንዲነሳሳ ያደርገዋል					
5	የሥራ አስኪያጅ ግንኙነትና ቁጥጥር በሠራተኛ ሥራ አፈፃፀም ላይ ስላለው ተጽዕኖ (Managerial Relations and Supervisions)					
5.1	በሥራ አስኪያጆች ምቹና ጤናማ የሥራ ግንኙነት በሥራ ቦታ መፍጠር ለሠራተኞች የሥራ አፈፃፀም መጨመር ምቹ ሁኔታን ይፈጥራል					
5.2	ሠራተኞች ሃሳብና አስተያየት እንዲሰጡ በሥራ አስኪያጆች መጋበዛቸው የተሻለ ሊያከናውኑ የሚችሉት ሥራ ላይ እንዲወስኑ ይረዳቸዋል					

5.3	ሠራተኞችን ውሳኔ በሚያስፈልጋቸው ጉዳዮች ላይ እንዲሳተፉ ማድረግ ፈታኝ የሆኑ ሥራዎችን በፍላጎታቸው እንዲቀበሉ እና በቻሉት አቅም ሁሉ የተሻለ ሥራ እንዲሠሩ ያደፋፍራቸዋል					
5.4	ሠራተኞች በሥራ አስኪያጆች የሚደረገውን የቁጥጥር ሥራ ሥራ አስኪያጆች ያላቸውን እውቀትና ልምድ እንዲሁም ምክር በማካፈል ሠራተኞችን የማገዝ፤ የመርዳትና ለተሻለ የሥራ አፈጻጸም የማስተማር ሥራ እንደሆነ አድርገው ይረዱታል					
5.5	ጥሩ የሆነ የሥራ አስኪያጆች የሥራ ግንኙነትና ቁጥጥር ባለበት ሁሉ ሠራተኞች አንዱ በሌላው ላይ ስህት ከመፈለግና እርስ በእርስ ከመጠላለፍ ይልቅ ለጠንካራ ሥራና የተሻለ ውጤት ይረባረባሉ፤ ይነሳሳሉ					
6	የሥራው ባህሪ፤ የሥራ አካባቢ እና የሥራ ሁኔታ በሠራተኞች የሥራ አፈጻጸም ላይ የሚኖረው ተፅዕኖ በተመለከተ (Nature of job, Work Environment, and Working condition)					
6.1	የሚሰብ፤ በአስፈላጊ የሥራ መስሪያ ቁሳቁሶች የተሞላ ቢሮ ሠራተኞች መስራት ከሚገባቸው በላይ እንዲሠሩ ይጋብዛል					
6.2	ፈታኝና ውስብስብነት ያለው ሥራ ሠራተኞች ያላቸውን እውቀት ክህሎትና ዕምቅ አቅም ተጠቅመው ተግተውና ጠንክረው እንዲሠሩ ያስችላቸዋል					
6.3	በድርጅቱ ውስጥ የማደግ ተስፋ መኖር ሠራተኞችን ለበለጠና የተሻለ ሥራ አፈጻጸም ይገፋፋቸዋል					
6.4	ተገቢ የሆነና በብቁ ሁኔታ የተደራጀ ምቹ የሥራ አካባቢ የሠራተኞችን የሥራ አፈጻጸም ለማሻሻል እገዛ ያደርጋል					
6.5	ሠራተኞች ደስተኛ የሚሆኑበት፤ ጤናማና ደህንነቱ የተጠበቀ ምቹ የሥራ አካባቢ ከተፈጠረላቸው ምንጊዜም ቢሆን የተሻለ የሥራ ውጤት ያስመዘግባሉ ለተሻለ ሥራም ይነሳሳሉ					

ክፍል አራት: የሠራተኛ የሥራ አፈጻጸም (Employee's Performance/Individual's work achievement)

ተ/ቁ	አፈጻጸም (Performance/)	1 በጭራሽ አልሰማ ማም	2 አልሰማ ማም	3 ከሁለቱ ምውጫ	4 እስማ ማለሁ	5 በጣምእ ስማማ ለሁ
	የግል አፈጻጸም ወይም ስኬት (Individual's work achievement) በተመለከተ					
1	ምንጊዜም በሥራዎ ላይ የሥራ ጥራትን በከፍተኛ ደረጃ እጠብቃለሁ የተለያዩ ሥራ ሲሰጠኝም በደስታ ተቀብዬ እሰራለሁ					
2	የሥራ ሰዓት አከብራለሁ፤ ሥራዎንም ደስብሎኝ እሰራለሁ፤ ያለቅርብ ክትትልና ቁጥጥር ራሴን ችዬ ሥራዬን የመሥራት አቅምና ብቃት አለኝ					
3	በሥራዬ ላይ የሚፈጠሩ ለውጦችን በተገቢው ሁኔታ አከናውናለሁ ድርጅታዊ (መዋቅራዊ) የአሠራር ለውጦች ሲኖሩም በቀላሉ ከለውጡ ጋር ራሴን አላምዳለሁ					
4	ተጨማሪ ሥራዎችንና ኃላፊነቶችን መወጣት በጣም ያስደስተኛል፤ በጋራ በሚደረጉ ውይይቶችና ሥራ ላይ ትኩረት በሚያደርጉ ስብሰባዎች ላይ በንቃት እሳተፋለሁ					
5	የሥራ ባልደረቦቼ (የሥራ ንደኞቼ) ጥሩ ሥራ ሲሰሩ አድናቆቴን እገልጽላቸዋለሁ፤ መረጃ፤ እውቀት፤ ሃሳብና አስተያየቶችን ከሥራ ንደኞቼ ጋር በተገቢውና ውጤት ሊያስገኝ በሚችል መልኩ እካፈላለሁ					

ስለ ትብብርዎ ክልብ አመሠግናለሁ!!!