



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

**THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE: THE
CASE OF KIFIYA FINANCIAL TECHNOLOGY PLC, ADDIS ABABA
BRANCHES**

BY: TSEDALEMARIAM AMARE

SGS/0026/2010B

ADVISOR: BIRHANU ENDESHAW (PHD)

**FEBRUARY, 2020
ADDIS ABABA, ETHIOPIA**

**THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE: THE
CASE OF KIFIYA FINANCIAL TECHNOLOGY PLC, ADDIS ABABA
BRANCHES**

BY: TSEDALEMARIAM AMARE

SGS/0026/2010B

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

ADVISOR: BIRHANU ENDESHAW (PHD)

FEBRUARY, 2020

ADDIS ABABA, ETHIOPIA

**THE EFFECT OF MOTIVATION ON EMPLOYEE PERFORMANCE: THE
CASE OF KIFIYA FINANCIAL TECHNOLOGY PLC, ADDIS ABABA
BRANCHES**

**BY: TSEDALEMARIAM AMARE
SGS/0026/2010B**

APPROVED BY BORED OF EXAMINERS

_____	_____	_____
DEAN, GRADUATE STUDIES	SIGNATURE	DATE
_____	_____	_____
ADVISOR	SIGNATURE	DATE
_____	_____	_____
EXTERNAL EXAMINOR	SIGNATURE	DATE
_____	_____	_____
INTERNAL EXAMINER	SIGNATURE	DATE

DECLARATION

I, hereby, declare that this thesis work, entitled “The effect of motivation on employee performance: the case of Kifiya Financial Technology PLC, Addis Ababa branches” submitted by me in partial fulfillment of the requirements for the degree of master of business administration (general management) to the St. Mary’s University Faculty of Business is original work prepared under the guidance of my Advisor Birhanu Endeshaw (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 earning any degree.

Declared by: Tsedalemariam Amare

Signature: _____ Date: _____

Endorsement

I, hereby certify that, Ms. Tsedalemariam Amare a student of Masters of General Business Administration at St. Mary University, Department of General Business Administration, School of Graduate Studies, has completed her research project on the effect of motivation on employee performance: the case of Kifiya Financial Technology PLC, Addis Ababa”, under my advice, guidance and supervision.

Advisor

Signature & Date

Contents

ACKNOWLEDGEMENT	I
LIST OF ACRONYMS	II
LIST OF TABLES	III
LIST OF FIGURES	IV
<i>Abstract</i>	V
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Background of the organization	3
1.3 statement of the Problem	3
1.4 Research Questions	4
1.5 Objectives of the Study	4
1.5.1 General Objective	4
1.5.2 Specific Objectives	4
1.6 Definitions of Terms	5
1.7 Significance of the Study	5
1.8 Scope of the Study	6
1.9 Organization of the research report	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Theoretical literature review	8
2.2.1 Origin of Motivation	8
2.2.2 Definition of Motivation	8
2.2.3 Employee performance	12
2.2.5 Content Theories	13
2.2.6 Process Theories	18
2.2.7 Motivation and Employee Performance	19

2.3 Empirical Literature Review	20
2.4 Hypothesis.....	25
2.5 Conceptual Framework.....	27
CHAPTER THREE.....	28
RESEARCH DESIGN AND METHODOLOGY	28
3.1 Research Design	28
3.2 Research Approach.....	28
3.3 Sample and Sampling Techniques.....	29
3.4 Instruments of data collection.....	31
3.5 Scale Reliability Test	32
3.6 Ethical considerations.....	33
CHAPTER FOUR.....	34
DATA ANALYSIS AND INTERPRETATION	34
4.1 Descriptive Statistics	35
4.1.1 Demography	35
4.1.2 Description of Motivation.....	39
4.1.2.2 Compensation	40
4.1.3 Description Employee performance	44
4.2 Inferential Statistics	45
3.2.1 Assumption Test for Linear Regression Model.....	45
3.2.2 Correlation Analysis	49
4.2.3 Regression Analysis	50
CHAPTER FIVE	54
MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	54
5.1 Summary of Major Findings.....	54
5.2 Conclusion	56
5.3 Recommendations	58
5.4 Suggested Future Research Topics.....	59
References.....	60
APPENDIX 1 – Questionnaire	l

ACKNOWLEDGEMENT

I would first like to give my sincere thanks to the Almighty God for guiding and enabling me to work on this research project.

I would like to address my special thanks to my research advisor Birhanu Endeshaw (PHD) for his support and guidance to which I have greatly benefited throughout the time from his insightful comments and suggestions.

I am also grateful to my sister Lidya Amare for her genuine love and support during the study and also to my younger brother Fikademechael Amare for providing me tools and support throughout the study.

Finally, my deepest gratitude to all the employees of Kifiya who participated in the study to make this thesis successful.

LIST OF ACRONYMS

ANOVA = Analysis of variance.

CPN= Compensation

EP= Employee performance

EW= Employee wellbeing

HRM = Human resource management

SPSS = Statistical Package for Social Science

VIF = Variance inflation factor.

WE= Work environment

LIST OF TABLES

Table 3.1 Proportionate Stratified Sample Size of Respondents	31
Table 3.2 Reliability Test	33
Table 4.1 Summary of Demographic profile	36
Table 4.2 Employee Wellbeing Attribute	41
Table 4.3 Compensation Attributes	42
Table 4.4 Training and Career Development Attribute	43
Table 4.5 Work Environment Attribute	44
Table 4.6 Employee Performances Attribute	46
Table 4.7 Collinearity Assumption Test	47
Table 4.8 Normality Test	49
Table 4.9 Correlation Analysis	51
Table 4.10a Model Summary	52
Table 4.10b ANOVA Analysis	53
Table 4.10c Estimated Regression Coefficients of Motivation Variables ..	54

LIST OF FIGURES

Figure 2.1 Maslow's, Hierarchy of needs	15
Figure 2.2 Conceptual Framework	28
Figure 4.1 Scatter Plot of Linearity Test	48

Abstract

The purpose of this study is to evaluate the effect of motivation on employee performance in the case of Kifiya Financial Technology PLC. The specific objectives of the study were to identify the motivation practices, the relationship between motivation and employee performance, the effect of motivation on employee performance. The study identifies four motivational factors namely work environment, employee wellbeing, compensation and training and development. The study employed combination of descriptive and explanatory type of research designs in which stratified and simple random sampling method was used to a collected data from employees of the head office and five branches of the company located in Addis Ababa. The study used mainly primary data collected through questionnaire. To ascertain the reliability of the questionnaire, a pre-test was conducted at the company where the cut-off for Cronbach alpha was taken as a value of 0.7 and the aggregate alpha value in this study was 0.799. The questionnaire distributed through 222 staffs in person and 87.5% were returned and from that 189 were found to be valid. The data was analyzed through a tool SPSS software. The quantitative data in the study was analyzed using descriptive and inferential statistics. All four predictors have positive and statically significant effect on employee performance with varying intensity. Based on the findings the researcher forwarded some recommendations for the company which would be helpful to increase the performance level of employees, managers should be concerned for the wellbeing of the employees as well as provide fair compensation, training & development and create conducive work environment accordingly.

Keywords: employee motivation (work environment, employee wellbeing, compensation and traninig and development) and employee performance.

CHAPTER ONE

INTRODUCTION

This chapter aims at providing an outline for the overall study which includes background of the study, problem statement, objectives, significance of study, scope, limitations of the study and organization of the research work. The subsections are described in detail.

1.1 Background of the Study

Every company strives to achieve the goals set by top management. Company goals include growth, profit and employee welfare productivity and so on. The role of human resources in a company is very important as an organization is only as strong as its workforce. Every organization's success in achieving its objective depends on employee's performance. Employee's performance can be affected by different factors. One of the most factors that performance of employee's depends on is motivation. Organizations in every sector are coming to the realization that motivation is becoming one of the most important tools for retaining employees and increases productivity. The study revealed that there are different factors to consider in motivating employees. This study is focused on four factors of employee motivation which are employee wellbeing, compensation, training and development and work environment. Employee well-being at work can broadly be described as the overall quality of an employee's experience and functioning at work (Warr, 1987. According to Deluca (1993) and Rajkumar (1996), compensation is defined as pay, reward, remuneration, or salary and wage management. These terms are often used interchangeably in organization. In an organization perspective, compensation is often defined as an important human resource management function where it emphasizes planning, organizing, and controlling various types of pay systems. when employees are trained their performance and motivation levels will be increased, training and development programs are needed to increases the performance and motivation of employees. Another factor is work environment, which is an atmosphere where employees do their work activities every day. If

the employee is happy with their work environment, then they will feel in control and see the job as his or her own and perform activates effectively and in timely manner.

The study of job performance has been based on two somewhat independent assumptions: that performance can be understood in terms of the individual's ability to perform the tasks, and that performance depends solely upon the level of motivation (Chung 2013).

Employee performance is also known as job performance. Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Ramlall, 2008).

Previous studies have emphasized that motivation can affect the employee performance. According to (Colquitt et al 2009), job performance is described as the value of the set of employee's behaviors that contributes either negatively or positively to achieve the organizational targets.

(Deci 1972) showed that employees can be motivated to perform well by the job itself and can derive satisfaction from a good performance. An employee who is satisfied with what is obtained from the company or an agency will give more than what is expected and he will continue to try to improve his performance, whereas employees who have low job satisfaction tend to involve work as tedious and boring. So, it is a must for companies to recognize what factors make employees satisfied to work in companies and agencies so that the stronger the commitment of the organization, the achievement of employee job satisfaction and the performance of employees increases.

The study mainly assesses employee motivation and employee performance by using primary data and by comparing with related studies and theories on the subject matter to come up with strategies that can enhance the level of employees' motivation and their performance_to ascertain to development in the market.

1.2 Background of the organization

This study focusses on the effect of employee motivational practices on the employee performance of Kifiya Financial Technology PLC. Kifiya is a digital finance and payment services' provider established in February 2010. Its mission is to create an integrated scalable technology based digital financial services infrastructure that provides payment services and enables access to financial and non--financial transactions. The company previously had 39 branches and 540 employees in Addis Ababa but due to Covid 19 most of the branches are closed which is why the study is based on the current branches and the head office located in Addis Ababa. The company currently has 345 employees in Addis Ababa branches which are 5 in total and the study has been made on these branches and the head office of the company. There is no any study that documented the association between motivations and employee performance on Kifiya Financial Technology PLC. Therefore, this study is to fill this gap in information.

1.3 statement of the Problem

Employee motivation is very important so that employee turnover and under-performance issues can be mitigated (Steers, Porter et al. 1996). Motivated employees are more likely to stay and help build your business. Retaining motivated staff builds your business and also reduces the cost of recruitment and training. Managers who can motivate employees assist the organization by improving employee retention.

One of the main reasons that motivated the researcher to pick up this research problem is that even though the company does use staff motivation and tries to satisfy the employees there is an increasing number of employees leaving the organization according to information received from chief officers of the organization in a preliminary study, which is said to be due to job dissatisfaction of the employees which then leads to low employee performance. This might be due to not applying the right methods and forms of motivation which lead to the ineffectiveness of their policy to motivate employees. Additionally, the researcher could not be able to find other recent studies conducted on this topic in Kifiya Financial Technology PLC.

Previous researches like (Melissa Joy Guzman 2007), (Tulu 2016), (Wambua & Nzulwa 2016), (Mugbo 2013), (Elizabeth 2017), (Tesfamichael 2017), (Rizqi & Ridwan 2015), (Nhat et.al2013) etc. have been done on motivation and employee's performance, however most researches like the above researches mentioned have not focused on the variables studied in this research study in particular research this is especially true when it comes to Ethiopian companies.

Therefore, the researcher decided to study the effect of motivation on the employee's performance. This paper helps to identify the effect of motivation on employee's performance. This paper aims to counter the problem that how motivation can help to determine and study the employees' performance in organizations.

1.4 Research Questions

The main question of this study is:

The effect of motivation on employee performance

Sub questions include: -

1. What are the overall employee motivation practices?
2. What is the relationship amongst motivation and employee performance?
3. What is the effect of employee motivation on employee performance?

1.5 Objectives of the Study

1.5.1 General Objective

The general objective of the study is to examine the effect of Motivation on Employee Performance in the case of Kifiya Financial Technology PLC in Addis Ababa.

1.5.2 Specific Objectives

To achieve the general objective, the following specific objectives are set to:

1. To identify the overall employee motivation practices
2. To examine the relationship amongst motivation and employee performance
3. Determine the effect of employee motivation on employee's performance

1.6 Definitions of Terms

Motivation: is an act or process that gives a person reason to do something in a particular way, or an explanation for the repeated behaviors, needs and desires (Elliot 2001).

Performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed (Cooke 2000).

1.7 Significance of the Study

This study intended to help the organization focus on motivation's influence on employee's performance to improve employee performance.

The necessity of this study was also to note that there is high turnover and even though the company uses some motivation factors that are described in the company's policy, there is still some gap between in reaching performance level as par the intended level and the current level of performance at Kifiya Financial Technology PLC. The main contribution to this study is expected to emphasize on the effect of motivation on Kifiya Financial Technology PLC.

Therefore, it is very important to study the effects of motivation on employee performance this is a key factor for organizational successes. Furthermore, it provides information for the employer on what actions to take to motivate employees in order to increase and improve employee's performance. Once management is more aware about motivation and its effect on the performance of the employees there is a plan to make employees happy through different types of motivation which in return decreases turnover. It will also assist the management to develop effective strategies and policies. In addition, the study brings insight to the different types of

motivation that helps in identifying appropriate methods aimed at bringing out the best in employees with regard to their performance.

Finally, the findings of this study are also hoped to enrich existing literature on human resource management, especially those related to the influence of work motivation and employee performance and to give an insight to any individual who has interest to undertake further study on this area especially for those focused on private companies.

1.8 Scope of the Study

The main focus of this study is examination of the effects of motivation on employee's performance in the case of Kifiya Financial Technology PLC of Addis Ababa branches where the main source of data is located in which it considered motivation variables.

The delimitations of the study are in terms of coverage and depth due to skill and resource constraints such as financial resources, hence it was found vital that the scope of the study be delimit methodologically, geographically and with time.

Methodologically, this research was conducted quantitative approaches i.e. data is obtained from a questionnaire filled by professional employees of the company.

Geographically, this research study focused mainly on employees located in Addis Ababa branches of the company to collect the required data from the data collection instrument this is because of inconvenience, the study excludes employees located outside of Addis Ababa Branches from target population.

1.9 Organization of the research report

The research report is organized in to five parts. They were discussed as follows: -

Chapter one presents the background of the study, the research problem, the research question to be addressed, the research objective to be achieved, significance and scope of the study.

Chapter two focuses on the literature review of the theoretical arguments from secondary sources such as journal, articles and books etc. and an empirical study collected within recent years.

Chapter three presents the research design, sampling method and sources of data, methods of data collection and the methods of data analysis used to carry out the research.

Chapter four includes analysis and interpretation of the collected data during the study.

Chapter five presents summarize the overall findings, conclusions and recommendations. The list of references and appendices are attached at the end.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

- This sector is focused on definition of motivation, types of motivation, Employee performance, theories of motivation, empirical literature reviews. The purpose of this study is to determine the effect of motivation on employees' performance in the case of Kifiya Financial Technology PLC, Addis Ababa.

2.2 Theoretical literature review

2.2.1 Origin of Motivation

In the early 20th century, money was regarded as the most important input into the production of goods and services (Kreitner 1995). However, after a series of researches, one known to be the “Hawthorne Studies”, conducted by Elton Mayo from 1924-1932 at the Hawthorne Works of the American Western Electric Company in Chicago, it was observed that employees were not motivated solely by money but that employee behavior was linked to their attitudes (Dickson, 1973, in Lindner 1998). The Hawthorne studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian 1993). This paved way for other theories and definitions on motivation and performance at the work place.

2.2.2 Definition of Motivation

There have been various definitions of motivation across different disciplines in the academia ranging from the fields of management, psychology to allied sciences. According to (Kreitner & Kinicki 1998) and (Ramlall 2004), motivation is derived from the Latin word “movere” which

means to move. (Butkus & Green 1999) also stated that motivation is derived from the word “motivate” which also means to move, push or persuade to act to satisfy a need.

Definition of motivation according to Society for Human Resource Management (2010), motivation is generally defined as the psychological forces that determine the direction of a person’s level of effort, as well as a person’s persistence in the face of obstacles.

Motivation theory is concerned with what determines goal directed behavior. It is about, how behavior is initiated by needs and by expectations on the achievement of goals which will satisfy those needs, how the achievement of goals and /or feedback on their achievement reinforces successful behavior and how belief in one’s ability to carry out a specific task will actuate behavior which is expected to achieve the successful performance of that task (Armstrong, et al., 2004).

Motivation factors

This study involves four motivational factors as independent variables, these factors are Work Environment, Compensation, Training and Development, Employee Wellbeing.

Work environment

The term work environment is used to describe the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers. It can also be related to factors such as work processes or procedures.

According to Nitiseminto (2001), Work Environment is everything that exists around workers and can influence oneself to carry out assigned tasks. A proper work environment is regarded as a healthy workplace and it helps in examining specific perceptions of employees towards the work space (Al-Anzi, 2009). Lack of work environment will have a negative impact and can reduce morale. The decline in morale is due to interference experienced by employees in carrying out their duties, such as the existence of intrinsic and extrinsic factors that occur (Interview with the Head of Human Resources Division of PT. AMU on 20/04/2018).

Employee level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Yazdani et al 2011). Negative performance will be provoked by poor working conditions since employees' job demand mentally and physically tranquility (Irons and Buskist, 2008).

Compensation

Compensation is defined as the total amount of the monetary and provided to an employee by an employer. It means the payment received by an employee from an employer in the form of a salary, wages, benefits and variable pay in return for work performed as required.

Akintoy (2000) asserts that money remains the most significant Motivational strategy. Money possesses significant motivating power in as much as it symbolizes intangible goals like Security, power, prestige, and a feeling of accomplishment and success. frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi, et al., 2011). Compensation portrays the remuneration packages, reward system and benefits policy practiced by an organization to keep the employee attracted and committed to organizational related activities. Compensation and benefits is important to ensure that the employees are strongly tied up with the organization, and are continuously willing to work in a permanent position with elevated level of loyalty (Steers & Porter, 1991).

Research has suggested that reward causes motivation of the employee which directly influences performance of the employee (Kalimullah, et al., 2010). If the financial compensation employees receive isn't sufficient for the effort that they put in the work, employees will be less motivated to work extra hard for the achievement of organizational goals (DeVecchio& Wagner, 2011). Mendonca, (2002) sees reward and compensation as a system that is based on the expectancy

theory, which suggests that employees are more likely to be motivated to perform when they perceive there is a strong link between their performance and the reward they receive. Reward is a critical element that motivates employees to perform as expected (Armstrong, 2007).

Training and Development

Training and development is an ongoing process where companies help their employees acquire the knowledge and skills needed to reach their full potential and optimum performance. Training refers to the instructions provided to increase the knowledge and skill for the current job. Development on the other hand has broader scope and aims at developing an individual in all respects. Training aims at achieving immediate gains for the organization while development aims at achieving long term needs of the organization.

Employers cannot make promise with employees for their job security, but they provide them opportunities to improve their knowledge and skills, so that they can remain sustain in job market (Moses 1999).

Trained workers are more motivated with their job as compared to untrained employees (Abdullah and Djebavni, 2011). Training and development lead to increased employee motivation Seligman (1978). The management can motivate people through such methods as pay, promotion, praise and training. Gale (1994), states that motivating other people is about getting them to move in the direction you want them to go in order to achieve a result.

Training effects on behavior of employees and their working skills which resulted in enhanced employee performance and further constructive changes (Satterfield and Hughes 2007) that serves as increase employee performance (Kraiger 2002). Technical and professional skills are very important for the employees to perform a job in an effective way. Providing training opportunities to employees can enhance the performance of the employees. Training and development ensure increased productivity. Armstrong (2003) all organizations are concerned with what should be done to achieve sustainable high level of performance through people. Myles (2002), states that a

company that seeks to train and develop its employees well and reward them for their performance has its employees in turn are motivated and thus are more likely to engage in their work hence improving their performance and loyalty to their company

Employee wellbeing

Several stressors influence the wellbeing level in a workplace According to the Lyubomirs, 2001, there is no clear definition for employee wellbeing but everyone can understand the meaning of this term. Currie (2001) views employee wellbeing at work as the physical and mental health of the workforce. That is, employees should be working in a stress-free and physically safe environment. The psychological dimensions include agency, satisfaction, self-respect, and capabilities. The physical dimensions include nourishment, shelter, health care, clothing, and mobility. The social dimensions include participating in the community, being accepted in public, and helping others.

An individual's ability to acclimatize and provide necessary support to the job profile in a dynamic work situation is referred to as adaptive performance (Hesketh, & Neal, 1999). An effective adaptive performance necessitates employees' ability to efficiently deal with volatile work circumstances (Baard, Rench, & Kozlowski, 2014).

Industrial psychologists have referred such non-job components as organizational citizenship behavior (OCB) or contextual performance that refers to voluntary actions of employees (Bateman, & Organ, 1983) that benefit employers intangibly. Contextual performance is a kind of prosocial behavior demonstrated by individuals in a work set-up.

2.2.3 Employee performance

Employee performance is also known as job performance. Performance of the employee is considered as what an employee does and what he doesn't do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and

timeliness of output. A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Ramlall 2008). The term "employee performance" signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile, and compassionate colleagues/employers around (Hellriegel, Jackson, & Slocum, 1999; Karakas, 2010).

(Pradhan, et al., 2016) classified and conceptually grouped into three distinct dimensions: task performance (e.g., "I use to maintain high standard of work"), adaptive performance (e.g., "I use to keep myself updated with new skills and knowledge that help me to quickly adapt to changes in my core jobs"), and contextual performance (e.g., "I use to guide my new colleagues beyond my job purview").

Performance in the form of task performance comprises of job explicit behaviors which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance) (Conway, 1999).

(Deci 1972) states that employees can be motivated to perform well by the job itself and can derive satisfaction from a good performance.

2.2.5 Content Theories

Content theories are also called needs theories: they try to identify what our needs are and relate motivation to the fulfilling of these needs. The main content theories are: Maslow's needs hierarchy, Alderfer's ERG theory, Herzberg's two-factor theory and McClelland's achievement motivation.

2.2.5.1 Maslow – hierarchy of needs

This theory is one of the most known motivation theories which is developed by Abraham Maslow who is known as the father of motivation. Maslow starts with the idea that people always tend to want something and what they want depends on what they already have. This theory summarizes needs into five basic categories. According to Maslow, individuals attain the next hierarchy of needs after the first one has been achieved which is portrayed in a shape of pyramid. Maslow ordered these needs in his hierarchy, beginning with the basic psychological needs and continuing through safety, belonging and love (Affiliation), esteem and self-actualization (Figure 1). Maslow believed that once a given level (lower) of need is satisfied, it no longer serves as motivator, which will drive an individual into activating the next motivator. Satisfied needs do not motivate. Individual pursues to seek a higher need when lower needs are fulfilled.

Maslow's hierarchy of needs is often shown in the shape of a pyramid as shown below.

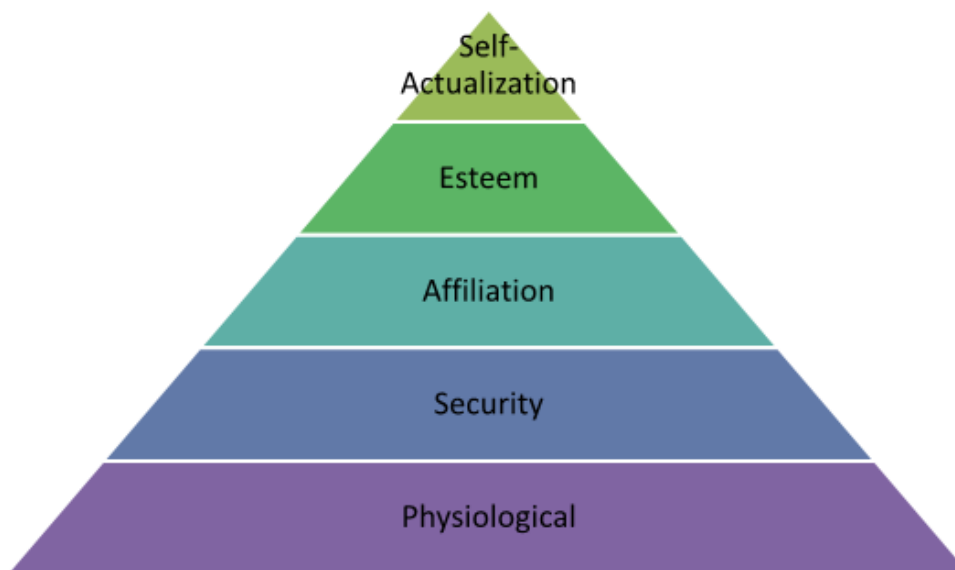


Figure 2.1 Maslow's, Hierarchy of needs.

1. Physiological Needs: (basic need of food, shelter and clothes) - Maslow considered this need as the base for other needs, which is the most basic need of an individual. These needs wield remarkable influence on human behavior. These needs are to be met first at least partly before higher level needs emerge.
2. Security or Safety Needs: (security of body, employment, resources, family, health, property) – this is the next step after satisfying the physiological needs. These needs are requirement of economic security, stability and protection from physical dangers. In the workplace this needs interprets into a need for at least some degree of job security.
3. Social Needs :(social interactions, friends, belongingness and affections) – These needs are the need to be loved and accepted by other people. In this category individuals desires to interact with people in their surroundings.
4. Esteem Needs: (Internal or personal respect achievement and self-sufficiency and external are rank, consideration and promotion) – These needs are categorized as a higher human need. They include such needs which indicate self-confidence, achievement, competence, knowledge and independence. Maslow argued that the fulfillment of esteem needs leads to self-confidence, strength and capability of being useful in the organization.
5. Self-actualization Needs: (self-fulfillment and achievement through personal growth) – These needs are the final step under the need hierarchy model. This is the process of becoming all that a person is capable of becoming.

The needs are arranged in order of importance under the assumption that a lower-level need is satisfied before the next higher-level need becomes a motivating factor.

2.2.5.2 Alderfer's Hierarchy of Motivational Needs

Clayton Alderfer's theory of motivation expands on the work of Maslow and argued that the five need categories in Maslow's theory could be merged into three main categories, which is called the ERG theory -- Existence, Relatedness, and Growth.

- Existence refers to our concern with basic material existence requirements; what Maslow called physiological and safety needs.
- Relatedness refers to the desire we have for maintaining interpersonal relationships; similar to Maslow's social/love need, and the external component of his esteem need.
- Growth refers to an intrinsic desire for personal development; the intrinsic component of Maslow's esteem need, and self-actualization

Unlike Maslow's Need Hierarchy Alderfer's ERG theory does not rank needs in any particular order and explicitly recognizes that more than one need may operate at a given time, ERG theory does not assume a rigid hierarchy where a lower need must be substantially satisfied before one can move on. He also observed what he called the frustration-regression process where when our higher needs are thwarted, we may regress to lower needs. Which means when employees need to fulfill higher level of need is dissatisfied they can still be motivated by lower-level need like job security.

2.2.5.3 Herzberg's Two Factor Theory

This theory is also known as the Motivation - Hygiene Theory, was derived from a study designed to test the concept that people have two sets of needs:

1. Their needs as animals to avoid pain
2. Their needs as humans to grow psychologically

Herzberg argued that motivating factors influence job satisfaction because they are based on an individual's need for personal growth: achievement, recognition, work itself, responsibility, and advancement. According to Herzberg, the opposite of satisfaction is not dissatisfaction. The underlying reason, he says, is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He found that Employees are motivated by the existence of the motivating factors, but are only dissatisfied, not unmotivated, by the hygiene factors ("Motivation Theories"). One of Herzberg's leading arguments was, "for an employee to be truly motivated, the employee's job has to be fully enriched where the employee has the opportunity

for achievement and recognition, stimulation, responsibility, and advancement” (Ramlall, 57). Herzberg found that for the employee to be motivated, they must feel personally responsible for the products produced from the job. This will have them working harder to achieve their own personal goals, as well as the goals of the organization.

2.2.5.4 McGregor’s Theory X and Y

Douglas McGregor observed two diametrically opposing viewpoints of managers about their employees, one is negative called “Theory of X” and one is positive called “Theory of Y”. According to McGregor’s Theory X, which articulates the traditional approach to motivation, people are not keen on work, and try to avoid it where possible. As a result, employees must be coerced and controlled by punitive measures to perform effectively. The average person is believed to lack ambition, avoid responsibility, and strive for security and financial compensation only. They are egocentric, and not at all mindful of organizational goals.

Theory Y, in contrast, reflects a more modern approach to motivation, in that most people are seen as keen to discipline themselves in order to successfully complete the tasks allocated to them. In addition, they seek responsibility, and are capable of creative problem solving. McGregor regarded Theory Y as a more accurate and realistic portrayal of human behavior, since it represents the integration of individual and organizational goals. McGregor did, however, recognize that the theory does not offer a complete explanation for employee motivation (McGregor, 1960).

2.2.5.5 McClelland’s achievement motivation theory

McClelland’s need-theory is closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture. The theory is based on the position that achievement-oriented people share three major needs, which are not innate, but acquired through learning and experience (McClelland 1987). McClelland assigned a specific code to each of the three needs, which include: - the need for

Power (n/PWR), which denotes the need to control others, influence their behavior and be responsible for them; - the need for Affiliation (n/AFF), which refers to the desire to establish and maintain satisfying relationships with other people; - the need for Achievement (n/ACH), viewed as behavior directed towards competition with standards of excellence. He was also adamant that only one dominant motive can be present in our behavior at a time.

2.2.6 Process Theories

2.2.6.1 Adam's equity theory of motivation

Equity theory says that it is not the actual reward that motivates, but the perception, and the perception is based not on the reward in isolation, but in comparison with the efforts that went into getting it, and the rewards and efforts of others. The theory states that we are motivated when treated equitably, and we receive what we consider fair for our efforts. It suggests that we not only compare our contributions to the amount of rewards we receive but also compare them to what others receive for the same amount of input.

2.2.6.2 Victor Vroom's expectancy theory

This theory integrates needs, equity, and reinforcement theories to explain how we choose from alternative forms of voluntary behavior based on the belief that decisions will have desired outcomes. Vroom suggests that we are motivated to pursue an activity by appraising three factors Expectancy that assumes more effort will result in success, instrumentality that sees a connection between activity and goal and valence which represents the degree to which we value the reward or the results of success.

According to Vroom, the absence of any of the previous three elements will lead to the absence of an individual's motivation.

Expectancy Theory is more comprehensive than the content theories as it sheds light on the individual differences regarding motivation and behavior. Moreover, it helps us to measure the strength of an individual's motivation.

2.2.6.3 Locke's goal-setting theory

Edwin Locke described motivation as the assumption that people's behavior is motivated by their internal intentions, objectives or goals. In other words, by what people consciously want to achieve.

According to (Locke & Henne 1986) goals affect behavior in four ways, The first being they direct attention and action to those behaviors which a person believes will achieve a particular goal, the second states that they mobilize effort towards reaching the goal, The third indicates that they increase the person's persistence, which results in more time spent on the behaviors necessary to attain the desired goal and The last states that they motivate the person's search for effective strategies for goal attainment.

Goal theory is in line with the 1960s concept of management by objectives (a process of managing, motivating and appraising people by setting objectives or goals and measuring performance against those objectives).

2.2.7 Motivation and Employee Performance

Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations. The extent to which employees are motivated in their work depends on how well those employees are able to produce in their job. Motivation is expected to have a positive effect on quality performance; employees who are characterized by a high level of motivation show a higher work and life satisfaction. Employee performance is actually influenced by motivation because if employees are motivated then they will do a work with more effort and by which performance will ultimately improve (Azar & Shafighi, 2013). If

employees are satisfied, they will do more work therefore ultimately customers will be satisfied (Ahmad 2012). The most important dependent variable in industrial and organizational psychology is performance. According to (Keller 2006), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low performance in return. Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn they feel demotivated. Lack of communication and feedback from employers' cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations. Financial motivation has become the most concern in today's organization and tying it to Maslow's basic or physiological needs, non-financial aspect, only comes in when financial motivation has failed. The most successful and performing organizations bring out the best in their employees. Such organizations focus on the human resources within. Technology, economic considerations, and the product are secondary to the human qualities which allow people to work as team. For employees to function at maximum level, they must feel that they are essential to an organization that challenges their human spirit, inspires their personal development, allows them to accomplish goals and tasks, and symbolizes and represents only the highest standards of ethical conduct. Such considerations define a quality work environment.

2.3 Empirical Literature Review

In the researches below some tried to dive deep by distinguishing several variables related to motivation and employee performance while others described the problem generally but all provide result and recommendations accordingly. The researches distinguish motivation and employee performance and their relationship with each other and most of the researches done indicates the effect of one variable on the other whether significantly or insignificantly.

There are different researchers who have made studies concerning the effect of motivation on employee performance and each have come up with their own findings and some of the recent researches are concluded below.

A study made by (Ngari Evelyne, et al., 2018), *Mediating Effect of Motivation on Employees Performance in Private Equity Firms, Kenya*. The general objective of the study was to determine the effect of job characteristics on the performance of employees and the effect of motivation on this relationship. This study used descriptive research design which seeks to portray an accurate profile of persons, events or situations. This design was used to examine associative relationships. From the findings, variety of skills, task identity, autonomy and feedback were found to affect the performance of employees, while task significance did not significantly affect employee performance. The results also indicated partial mediation by the mediator on the independent variable. The study concluded from the findings of the study employee motivation which was used as the mediator variable in the study had an influence on the effect of the relationship between job characteristics and employee performance and is an important aspect is influencing performance of employees. This study recommends methods such as job rotation that can be adopted to ensure that all employees are part of the organizations entire goal as it is a form of motivation and further research to test the impact of demographic factors such as age, education and psychological state of employees to determine their performance as a result of motivation.

(PhD. Nhat Nguyen Cong, PhD. Dung Nguyen Van 2013), *Effects of Motivation and Job satisfaction on Employees' Performance at Petrovietnam Nghe and Construction Joints Stock Corporation (PVNC)*, the objective of this paper is to describe the importance of certain factors which motivate employees of the PVNC. Descriptive and narrative survey methods were used to describe the rank importance of ten motivational factors organized in the form of a structured questionnaire. The study has shown that every motivational factor is important. It emphasizes that the degree of importance of each motivational factor depends on the type of motivational theory that is adopted. The study has also established that both the employer and the employee must establish a mutual relationship by working together to agree on the best way to motivate the latter.

It befits the authorities to avoid any inequities in the PVNC reward system in order to maintain a high level of motivation among all staff.

Researcher (Pamela Akinyi 2015) made a study on the effect of motivation on employee performance of commercial banks in Kenya. The researcher came up with four research questions. The first one being “To what extent does a monetary reward affect the performance of KCB employees in Migori County?” according to the collected data the researcher concluded that for the employees to be motivated, they need to be given financial rewards. However, they also mentioned that the financial reward is satisfactory for a brief amount of time. Therefore, the management should come up with a good way of rewarding employees in terms of timing and performance. The second research question “To what extent does job enrichment affect the performance of KCB employees in Migori County?” revealed that most of the respondents felt that job security was clearly a motivator and job enhancement was made them felt better when their jobs were enhanced and hence they climbed up the ladder, which is also high motivator. The third research question “To what extent does training affect the performance of KCB employees in Migori County?” revealed that a majority of the respondents felt that job training was very crucial for all employees as it kept them up-to-date with the current developments in the market and that some trainings leads to job promotions and better job groups. This was seen as a great motivator for the employees. The final research question “To what extent does team building affect the performance of KCB employees in Migori County?” also revealed that team building which is done quarterly was a very good motivation strategy that helps the employees to build good working relationship by forming a bond with each other by also settling disputes, which is why most employees support this strategy. However, managers believe that due to it being expensive it should be used only when it needed.

(Elibariki Funga 2016) effects of motivation on employee’s performance: a case of Vice President’s Office In Dar Es Salaam (VPO). This study concluded that the VPO used some extrinsic motivations such as salary, transport benefits and medical benefits which affects the employees in some way and that the financial factor is the main influencing factor for employee’s

performance, which back fire since low payment might will result in de-motivating employees. However it was advised that the VPO should use some intrinsic motivation practices for better result. The findings of this study also revealed that there are strong positive relationships between motivation and employees' performance. Furthermore, the study discovered that VPO faces some challenges towards motivation practice which includes the shortage of resources, lack of management willingness, and poor organization policy on motivation issues, political interest, and lack of autonomy, bureaucracy and poor consideration of human resources as a core resource (Said Abdi, Abdiaziz Ahmed & Jamal Mohamud 2017) the effect of motivation on employee performance: case study in Hormuud Company In Mogadishu Somalia. Researchers of this study described how variables such as job enrichment, training and monetary rewards affect the employees performance the result indicated that monetary reward and job enrichment has a positive impact which training has a negative impact. Even though monetary reward have positive effect employees recommend to apply non-monetary motivators for better performance since there are none such as recognition which is why the researcher recommend for the company to apply non-monetary motivator factor.

Researcher (Elizabeth Wairimu 2017) investigated effect of motivation on employee performance: a case of Pam Golding Properties Limited, Nairobi. The study revealed that the company chosen (Pam Golding Properties Limited) used motivational goal-setting to motivate its employees, which allows employees to participate in setting goals. This strategy proved to satisfy the employees. However, the study disclosed that employees did not receive regular trainings and developments which will allow them to acquire key skills and knowledge. The study also revealed that the company did not use monetary incentives to motivate their employees, which leads to the demotivation of employees since it is not similar to competitive companies in the industry. The study showed that the salary paid to employees had led to dissatisfaction with employment and that it was an indication of the value the organization had placed on employee services. The study also showed that the employees placed high importance on money because they believe it is a

crucial incentive to work motivation and that the company should use some scheme to motivate employees financially.

The study revealed that Pam Golding Properties Limited used recognition but did not use rewards to motivate their employees and that the programs used however do not motivate the employees. Since these programs were not efficient and equitable the researcher recommends if the company implemented a wellness benefit reward program, it would motivate the employees.

(Tesfamicheal Mulugeta 2017) investigated the effect of motivation on employee's performance: the case of Ayat Share Company. The finding showed that from the mean score mean of extrinsic factors (the mean of the leadership style, salary/monetary compensation and effective dissemination of information) show high mean score and that the intrinsic motivation (employee empowerment and autonomy, fairness in treatment of employee, opportunity for personal development, employee recognition, trust exhibited at the workplace) can be interpreted as variable with low mean score. Which means extrinsic motivation is a dominant factor in the company but it still has a low performance level. When it comes to the correlation between extrinsic motivation and employees' performance has positive and significant relationship its r value indicates that it had strong association with employee's performance. Correlation between intrinsic motivation and employees' performance has a positive and significant relationship but shows a moderate association with employee performance. The regression analysis result revealed that most of the change in employee performance was due to extrinsic motivation. In addition, using both factors together would predict employees' performance more than single use of motivational factor in Ayat Share Company. The researcher also recommends that extrinsic factors such as job security and increase monetary incentives among other practices should be used to positively influence the intrinsic factors and aid the establishment of high levels of employee motivation.

(Feri Arif N. et al. 2019) Effect of Organizational Commitment, Motivation and Job Satisfaction on Employee Performance at Prof. DR. Muhammad Ildrem Mental Hospital, showed that motivation and job satisfaction have a significant effect on the performance of the staff Mental

Hospital Prof. Dr. Muhammad Ildrem. Job satisfaction can significantly influence employee performance while motivation does not have a significant and positive effect on the performance of the staff Mental Hospital Prof. Dr. Muhammad Ildrem. The researcher also concluded that job satisfaction is the most dominant variable among other variables in the research.

Similar studies also showed that motivation and job satisfaction have a significant effect on employee's performance. Some researchers like Usha P. (2014) also indicated that job satisfaction has a strong link with motivation.

2.4 Hypothesis

Four hypotheses have been developed based on the motivational factors which is the independent variable.

Hooria Sattar, Lubna Khaliq, Dr. Mattiullah Butt (2018) research on "Effect of Performance on Employees Well-Being" examined the nature of the association among performance and its effect on employees' well-being. The result showed that Performance is positively related to well-being. Based on the explanation above the first hypothesis is formulated:

H1 – Wellbeing has positive and significant effect on employee performance

Prayoga Setia Darma, Achmad Sani Supriyanto (2017) research on "The Effect of Compensation on Satisfaction and Employees Performance" the results of the research is that compensation has significant effect on employee performance. And research by Komang Richa Diah Diliantari, Gst. A. Manuati Dewi (2019) "Effect of Training and Compensation of Employee Performance Medicated by Job Satisfaction" examined the effect of Compensation on employee performance. Based on the empirical evidence the hypothesis is formulated as follows: Compensation has a positive and significant effect on employee performance. Based on the explanation above, the Second hypothesis:

H2 – Compensation has positive and significant effect on employee performance

Muhammad Asad Khan, Rosman Md Yusoff, Altaf Hussain, Fadillah Binti Ismail (2019) research on "The Mediating Effect of Job Satisfaction on the relationship of HR practices and Employee Job Performance: Empirical Evidence from Higher Education sector" the results of the research is that Training and development has significantly and positively related to employee job performance. On another research by Norhasnina Mohd Taib, Prof Dato Dr Hj Mohamad Nasir Hj Saludin, Wan Noordiana Wan Hanafi (2018) "The Effects of Human Resources Management (HRM) Practices on Employee Performance. The Mediating Role of Employee Engagement: Preparing for Industrial Revolution" The results of the research shows that there is positive relationship between training and organizational performance. Based on the explanation above, the third hypothesis is:

H3 – Training & Development has positive and significant effect on employee performance

B. Medina Nilasari (2018) research on " The Effect of Leadership Style, Work Environment, and Organizational Motivation on Employee Performance with Job Satisfaction as Variable Mediating "the results of her research is that Work Environment has no effect on Employee Performance. And another research by Maryam Azar & Ali Akbar Shafighi (2013) "The Effect of Work Motivation on Employees' Job Performance (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation)" examine the effect of work environment on job performance and the results of the research is that work environment conditions have effect on job performance of employees in Isfahan's Islamic Revolution Housing Foundation. Based on the explanation above, the fourth hypothesis is:

H4 – Work Environment has positive and significant effect on employee performance

2.5 Conceptual Framework

The figure below shows the relationship between independent variables and dependent variables as well as mediating variables of the research problem. The independent variables are considered as motivation factors. These motivational factors include work environment, compensation, training and development, employee wellbeing which serves as a mediating variable for employee performance which is dependent variable.

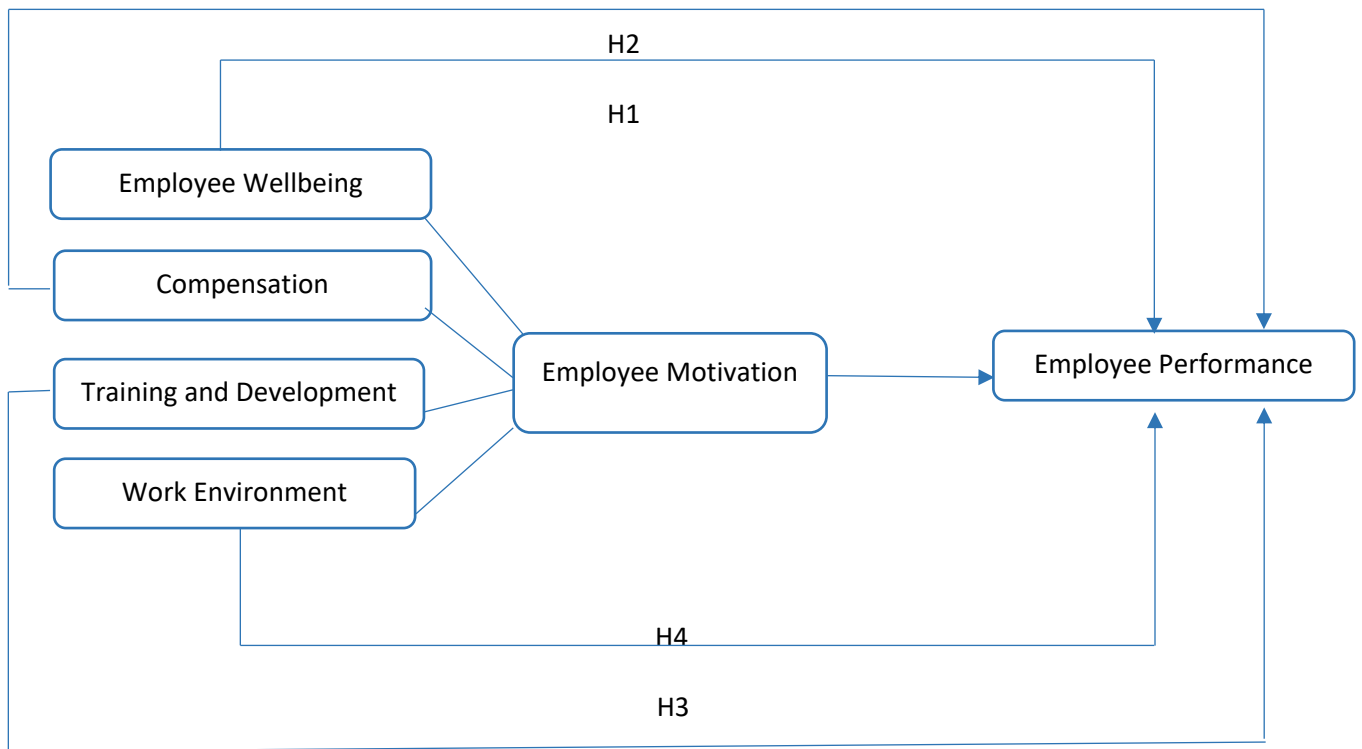


Figure 2.2 Conceptual Framework

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

According to Kothari (2004) research design is a conceptual structure with in which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data. In this study a survey design was applied in the research. Descriptive and explanatory research design was used to describe the characteristics of a population or phenomenon being studied and to explain the frequency and percentage distribution of the respondents. The explanatory research is ideal to describe the characteristics of the variables and at the same time investigate the cause-effect relationship between variables (Malhotra et al. 2007).

In this particular study, descriptive research design was used to describe certain variables considered in motivating employees and explanatory study design was used for explaining, understanding and predicting the cause-effect relationship between motivation and employee performance of Kifiya Financial Technology PLC and correlation to show the relationship between each variable.

3.2 Research Approach

There are three types of research approaches mentioned in research method such as quantitative, qualitative, and mixed. As the main purpose of the research is to study effects of motivation and employee performance it is difficult to only observe. Thus, the quantitative method is chosen as the research approach for this study. It provides everyone an opportunity to answer the questions and give reflection with confidentiality and with regards to cost-saving and time-efficiency when executing the research.

3.3 Sample and Sampling Techniques

Sampling refers to the process by which part of the population is selected and conclusions are drawn about the entire population (Cooper and Schindler, 2011). The target population in this study constitutes of employees of Kifiya Financial Technology PLC located in Addis Ababa branches which constitutes 345 employees from 5 branches and head office. To conduct this research the researcher used proportionate stratified random sampling technique and simple random sampling technique to select samples randomly from the strata and distribute questionnaire and to collect the required information from the samples determined. This technique preferred to assist in minimizing bias when dealing with the population. With this technique, the sampling frame was organized into relatively homogeneous groups (strata) before selecting elements for the sample.

Among all these alternatives, this study preferred the formula derived by Yamane (1967) because the population under the study is finite and it involves proportionate sampling through stratified random sampling.

$n =$ sample size

$N =$ Total population,

$e =$ sampling error (Usually .10, .05 and .01 acceptable error, the researcher used 0.05 sampling error and 95% confidence level)

Therefore; $n = 345 / [1 + 345(0.05)^2]$

$n = 345 / [1.8625]$

$n = 185$

In addition, the study took 20% of the total samples as a contingency and reached a total of **222** sample size.

A formula is provided by Kothari (2004) to calculate the number of elements selected from each stratum

$$i = n \cdot p_i \quad p_i = \text{strata } i / N$$

Where:

i = number of items selected from stratum i

P_i = proportion of population included in stratum i

n = total sample size

N = total population size

Accordingly, after applying the above formula the number of respondent selected from each stratum is obtained which is illustrated in the following table

Table 3.1 Proportionate stratified sample size of respondents

No.	Stratum	size of stratum	Percentage	Proportionate sample of respondents
1	Head Office	145	42.0%	93
2	Autobus tera	70	20.3%	45
3	Ayer Tena	40	11.6%	26
4	Asko	35	10.1%	23
5	Lamberet	50	14.5%	32
6	Kality	5	1.5%	3
	Total	345	100.0%	222

3.4 Instruments of data collection

The primary data were collected through self-administered questionnaires. Questionnaires are applied usually for descriptive, which identify and describe the variability in different phenomena; or explanatory research, which examine and explain relationships between variables (Saunders, Lewis & Thornhill, 2009). The questionnaire has three parts. The first part contains questions regarding respondents' demographic profile; the second part includes questions regarding employee motivation dimensions; the third part refers to employee performance.

Self-administered, standardized questionnaire was adopted from different authors whose studies are related with employee motivation and employee performance. Employee motivation and employee performance are taken from Richard (2014). In his study, Employee wellbeing, Compensation, Training and development and Work environment are the significant factors affecting employee motivation. Thus, due to their relevancy, the aforementioned four variables are taken as independent variables, and employee performance as dependent variable.

The questions enable the participants to express their level of agreement with the five-point Likert's scale format and closed-ended items format are prepared to gather data from the respondents (Rashid, 2002). According to Spector (2004), the Likert Scale is a popular device for measuring people's perceptions, attitudes, beliefs, emotions and personality traits. Many studies utilize a single scale to measure ordinal or interval data using scale 1- to -5 or 1- to -7, where 1- very dissatisfied and 5- or 7 - very satisfied. However, this simple measurement does not represent the complexity of motivation and employee performance (Armstrong, 2004). This study, however, adopts five-scale construct to measure the aforementioned study variables. Besides, Secondary data collection was used in addition to primary data to gather more information, which was included in the results of the performance evaluation of employees each year and employee data related to motivational factors.

3.5 Scale Reliability Test

Reliability of the data collection instrument involves the consistency of the result obtained with the instrument. Cronbach's alpha was used to assess the internal consistency of variables in the research instrument. It is a coefficient of reliability used to measure the internal consistency of the scale; it represented as a number between 0 and 1. Scales with coefficient alpha between 0.6 and 0.7 indicate fair reliability According to (Zikmund, 2010). Thus, for this study, Cronbach's alpha score of .70 or higher is considered adequate to determine reliability.

Table 3.2 Reliability Test

	N	Cronbach's Alpha
Wellbeing	5	.801
Compensation	5	.728
Training and Development	5	.766
Work Environment	5	.892
Employee performance	5	.747
Total	25	.799

(Source: Own Survey, 2020)

The result on Table 3.2 was found to be in the acceptance range as alpha is greater than 0.7. Thus, showing as indication of acceptability of the scale for further analysis, all the four items of motivation dimensions (employee wellbeing, compensation, training and development and work environment) and employee performance and job satisfaction attributes were found to be $r = 0.799$ as shown in Table 3.2 above

3.6 Ethical considerations

The researcher protected information received by the respondent's and different documents from the organization confidentially. The researcher will grantee that the collected data will be were used for only academic research purpose. In addition, researcher tried to get the consent of the participants and assured them that the source of data collected would remain confidential and that their anonymity will be maintained. The participants were also provided with a covering letter stating the purpose of the questionnaire with contact details.

Conclusions are drawn only based on data gathered from the primary and secondary sources. This paper takes into consideration those ethical issues on citing the works of others appropriately.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter presents the results of the data analyses and their interpretations. The analyses were summarized under descriptive and inferential analysis. The descriptive statistics describes the demographic profile of respondents, analysis of responses in each attribute. Whereas the inferential statistics includes linear regression assumption test, correlation and multiple regression analysis.

The results provide detailed analysis of the data collected through self-administered questionnaire which constituted two parts. The first part is the personal information of the respondents such as sex, age, education, service year, position and department. The second section contains the attributes of the study variables such as employee motivation and employee performance.

After having distributed a total of 222 questionnaires for permanent employees of Kifiya Financial Technology PLC, a total of 195 questionnaires were filled and returned, which accounted for 87.5% of the total distributed questionnaires. However, after having screened the collected questionnaires for missing data and other discrepancy, it was found 189 valid and usable questionnaires for statistical analysis. Missing data frequently occurs in a situation in which a respondent cannot respond to one or more questions of a survey (Hair, 1998). All questionnaires with missing values were automatically rejected. Then, collected responses had encoded in to SPSS 26.0 and error correction was carried out to make them suitable for proposed technique of data analysis. Once the preparation was completed, the required analysis was carried out and the results are presented as below.

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 & Schindler, 2011). The descriptive statistical technique is used by using pie chart, tables, mean, mode, Standard

deviation, frequency distribution and percentages. The data is quantitatively analyzed using mean, mode, percentage and standard deviation that show the final results using Statistical Package for Social Scientist (SPSS) software. Inferential statistics like Correlation test using Pearson correlation and Multiple Regression analysis was also be used in order to address the initial research question of the study, it was taken into account the inter-correlations among all variables involved. The equation of multiple regressions on this study is generally built on around three sets of variables as dependent and independent. Using these methods helps the researcher to critically analyze and interpret each question in order to arrive at meaningful results.

4.1 Descriptive Statistics

The descriptive analysis comprises two parts. The first part is description of some basic demographic details of the respondents involved in the study, while the second part captured items on employee motivation attributes (employee wellbeing, compensation, training & development and working environment) and employee performance.

4.1.1 Demography

The descriptive statistics provides information about the sample respondents under study.

Table 4.1 Summary of Demographic Profile

Category	Frequency	Percent (%)
Sex		
Female	85	45.22%
Male	104	54.78%
Total	189	100.00%

Age

21 – 30 years	98	52.10%
31 – 40 years	65	34.30%
41 – 50 years	20	10.40%
51 – 60 years	6	3.20%

Total	189	100.00%
--------------	------------	----------------

High School	6	3.30%
Diploma	40	21.20%
Degree	115	60.70%
Masters	28	14.80%

Total	189	100.00%
--------------	------------	----------------

Department

Finance and Audit	34	18.27%
HR & Admin	24	12.63%
Digital service (E-commerce and Yene Guzo)	78	41.17%
Information Technology	11	5.77%
Others	42	22.16%

Total	189	100.00%
--------------	------------	----------------

Position

Operational level	118	62.61%
Supervisor	59	31.12%
Department Manager	8	4.14%
Director and Above	4	2.13%
Total	189	100.00%

Service Year

1 – 5 years	101	53.60%
6 - 10 Years	76	40.30%
Above 10 Years	12	6.10%
Total	189	100.00%

[Source: Own Survey, 2020]

As depicted in Table 4.1, item-1, female respondents accounted for 85(45.22%) and the remaining 104(54.78%) counts to male. The proportion of male participants is more than half the respondents.

Similarly, in the same Table, item-2 shows that 98(52.1%) was found to be within the age range of 21 – 30 years followed by 65(34.3%) within 31 – 40 years. On the other hand, the rests 20(10.4%) and 6(3.2%) of the respondents were elders within 41 – 50 years and 51 – 60 years respectively. The permanent employees were adults below 41 years-old which implies that the company had more productive workforce.

Their educational background, item-3, reflected majority 115(60.7%) of the respondents were first degree holders followed by 28(14.8%) Master degree. The rest 40(21.2%) were diploma from Technic and vocational Education Training – TVET and 6(3.3%) high school certified. It seems that company preferred educated recruits during selection and hiring process. It could be taken as managements’ accreditation of education for employee productivity.

Referring divisional enrollment, same Table, item – 4, revealed that 78(41.17%) were under Digital service. The rest constituted 34(18.27%) from Finance and audit 24(12.63%) HR & Admin, 11(5.77%) from information technology and 42(22.16%) from other departments. Majority of the staff were engaged in digital service holds true for the fact that many of the tasks performed in Kifiya Financial Technology PLC are service related.

Similarly, referring item – 5, operational level staff took the highest share with 118(62.61%) followed by 59(31.12%) supervisory level and 8(4.14%) department managers but only 4(2.13%) was found at director level and above.

Regarding their service years in the organization, item – 6 on same Table, revealed that 101(53.6%) have served the company from 1 – 5 years while 76(40.3%) for 6 – 10 years but the rest 12(6.1%) only served for more than 10 years. It shows that Kifiya Financial Technology PLC had more of low service year staff which reconciles with the findings of age groups that was dominated by young population. Even though hiring and developing young energetic work forces promotes employee performance, it might be costlier until they get the required skill and experience. This also shows there is a turnover problem in the company.

In general, it can be concluded that the overall demography of the respondents was characterized by fair gender distribution, educated young adults working at operational level with relatively lower service year in the organization. Staffs who have served the company longer period were relatively lower in number and having proportional staffs with longer service years are believed to be more vital for experience sharing, knowledge and skill transformation which in turn have a huge impact on employee performance.

4.1.2 Description of Motivation

The study variables constitute employee motivation and Employee Performance. To attain the specific objectives, a total of 20 questions were grouped into four dimensions of employee motivation such as employee wellbeing, compensation, training & development and work environment. For employee performance dimension, five questions were allocated. Thus, a total of 25 questions were entertained to carry out the analysis.

To compare the respondents' perception towards the variables, descriptive statistics of mean and standard deviation are used. The mean indicates to what extent the sample group averagely agrees or disagrees with the different statements.

4.1.2.1 Employee Wellbeing

Employee well-being encompasses physical, psychological and mental states of employees along with socialization and sense of belongingness at their work place (Lu, 2013). Healthy workforce is believed to be crucial in enhancing an employee performance levels and fiscal performance. In these regards, Table 4.2 shows that majority of the respondents were believed that they felt secured as the working environment is stable (mean 3.99) and socially connected with colleagues (mean, 3.79) even though stressed with work pressure due to lack of adequate leave period (mean, 2.66). Whereas, they slightly agreed on the company provides the required personal safety equipment (mean, 3.49) but neither agreed nor disagreed managements' concern for the employees' wellbeing (mean, 3.32). The overall perception of employees towards Kifiya Financial Technology PLC's concern regarding its employee wellbeing was found to be slightly satisfactory (grand mean 3.45) which implies that employees had substantial doubts on managements' due consideration for their employees in terms of personal safety and adequate leave provision.

Table 4.2 Employee Wellbeing Attribute

Employee Wellbeing	Mean	Std.
My present working condition in Kifiya is stable	3.99	.710
The required personal safety equipment is sufficiently provided to staff	3.49	.681
I do feel socially connected with colleagues	3.79	.801
I am stressed with work pressure as it provides me with inadequate leave	2.66	.681
Overall Kifiya is considerably concerned for its employees' wellbeing	3.32	.761
Average	3.45	.727

(Source: Own Survey, 2020)

4.1.2.2 Compensation

BO

Employees receive different kinds of financial benefits in the form of wages, salaries and pay. However, employees with good education achievement, relevant skills and experience are mostly unhappy with their job and salary packages which results in high rates of low performance and turnover. So, firms make set compensation plans a bid to motivate them and mitigate the turnover (Matthias and Jackson, 2003). Based on these facts, the respondents reacted on the compensation practices of Kifiya as follow, Table 4.3.

Table 4.3 Compensation Attribute

Compensation	Mean	Std.
The compensation is relatively attractive than similar organizations	4.17	.495
Benefit packages are not fairly distributed to different professional positions	4.04	.380
Incentives are discriminated even at same job/ salary scale	3.68	.714
Salary scales are compatible with position/ work load	3.64	.687
Overall, the benefits package in Kifiya helps me improve my performance	3.31	.766
Average	3.77	.608

(Source: Own Survey, 2020)

Majority of the respondents strongly believed that compensation/salary scales are relatively attractive than similar organizations (mean, 4.17) and the benefit packages are not fairly distributed to different professional positions/ scale levels (mean, 4.04) due to the existing payroll structure. Meanwhile, they also agreed that incentives are even discriminated at same job/ salary scale (mean, 3.68) and slightly agreed the salary is compatible with their position or work load (3.64). The overall benefit packages offered by the concerned managements help them improve their performances (grand mean, 3.77) which justifies that the employees perceived the overall compensation practice of the organization was fair enough but more managerial efforts are required to amend the organizational salary scale structure so as to mitigate discrimination among staff. Compensating workers in form of fair and reasonable payments, wages, and other benefits based on their performance motivate employees to be more industrious and productive.

4.1.2.3 Training & Career Development

Training & development is vital for employees' performance of a given organization because employees who have been adequately trained and developed with the right educational

qualifications and skills are capable of providing huge payoffs for their companies (Mathis, 2003). Their loyalty to the organization, sound knowledge and understanding of operation, improved employee performance level and contribution to overall success of the firm are also evident.

Table 4.4 Training and Career Development Attribute

Training and Development	Mean	Std.
Supervisors support employees to demonstrate what they learnt to their jobs	3.38	.789
Kifiya sponsors skill acquisition programs based on need assessment	2.48	.884
Managements link training & development with its business strategy	3.84	.554
Employees who use their skills are given preference for new assignments	2.45	.813
Overall Training & development policy of Kifiya promotes employee performance if implemented properly	3.74	.628
Average	3.18	.734

(Source: Own Survey, 2020)

Based on these facts, the findings on Table 4.4 revealed that majority of the respondents agreed that concerned managements linked training and development practices with organization business strategy (mean 3.84) and the overall training and development policy of Kifiya promoted firm performance if implemented properly or as planned (mean 3.74). On the other hand, they expressed their indifferences (neither agreed nor disagreed) on the idea that supervisors supported their immediate subordinates to demonstrate practically what they learnt (mean 3.38). Whereas, they disagreed against the idea which stated the company sponsored skill acquisition programs based on need assessment (mean, 2.48) and employees who use their skills are given preference for new assignments or delegations for higher positions (mean, 2.45).

The grand mean (3.18) implied that the overall training & development practices of the organization was believed to be below expectation of the employees for the fact that majority of the respondent preferred to take neutral stand in these regards. Thus, it can be concluded that staffs have certain doubts on the proper implementation of human resource policies in line with the organizational objectives regarding training & development. Even if the company formulated and implemented workable policies, there is still a gap between the planner or strategic managements and the tactical and operational level managers to communicate the strategic plan clearly and match the available human resource through provision of the required training & career development to achieve the desired organizational goals accordingly.

4.1.2.4 Work Environment

A favorable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007).

Table 4.5 Work environment Attribute

Work environment	Mean	Std.
Kifiya exerts effort to create conducive work environment to its staff	3.99	.710
I do exercise my decision-making power in full to discharge my duties	3.70	.827
Kifiya provides all the required working place's safety equipment	3.35	.776
Working places in Kifiya are spacious to work comfortably	3.63	.844
The work environment is comfortable to promote employee performance	3.78	.575
Average	3.69	.746

(Source: Own Survey, 2020)

In this regard, Table 4.5 shows that majority of the respondents agreed that Kifiya exerts effort to create conducive working environment to its employees (mean 3.99) and exercised their decision-making power in full to discharge duties (mean 3.70), the workplace is spacious to work comfortably (3.63) which was believed to promote performance (mean 3.78). To the contrary, neither they agreed nor disagreed against provision of all the required working places' safety equipment (mean 3.35). The overall perception towards the work environment attributes was found to be nearly neutral (or slightly positive) which implies that the company gave less due attention for workplace safety and conduciveness of the working environment which required more efforts to be exerted to enhance firm's overall performance.

4.1.3 Description Employee performance

Employee performance is considered as how a given workforce fulfills his/her job duties and executes the required tasks. It refers to the effectiveness, quality, and efficiency of work output (Armstrong and Baron, 2004). Based on this explanation, the findings on Table 4.7 revealed that majority of the respondents agreed that employees used to maintain high standard of work (mean 3.62), capable of handling their assignment without much supervision (mean 3.67), handle effectively their work team in the face of change (mean 3.78), loved to handle extra responsibilities (mean 3.85), maintained good coordination among fellow workers (mean 3.61), and on duties, employees always tried to be present on time (mean 3.71). On average, the perceived employee performance of the company was found to be mean scored value of 3.71 which implies that overall performance of the employees is perceived positively, it requires more improvement of its service delivery though.

Table 4.6 Employee performance Attribute

Employee performance	Mean	Std.
I use to maintain high standard of work	3.62	.145
I am capable of handling my assignments without much supervision	3.67	.422
I can handle effectively my work team in the face of change	3.78	.289
I love to handle extra responsibilities	3.85	.371
I use to maintain good coordination among fellow workers	3.61	.299
Average	3.71	.299

(Source: Own Survey, 2020)

4.2 Inferential Statistics

In this study, the inferential statistics encompasses four analytic areas. These areas are linear regression assumption test (normality, multi-collinearity, and homoscedasticity) of the data itself for their suitability or fitness to the intended regression analysis model, correlation among study variables and finally the multiple linear regression analysis.

3.2.1 Assumption Test for Linear Regression Model

Linear regression is an analysis that assesses whether one or more predictive variables explain the dependent (criterion) variable. The regression assumptions tested in this study are Multicollinearity, Normality and Homoscedasticity.

3.2.1.1 Multicollinearity

Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are Multicollinearity, there is “overlap” or sharing of predictive power. Thus, the impact of Multicollinearity is to reduce any individual independent variable’s predictive power by the extent to which it is associated with the other independent variables. “Tolerance” and “variance inflation factors” (VIF) values for each predictor is a means of checking for Multicollinearity. Tolerance value below 0.1 and VIF value above 10 percent indicate a Multicollinearity problem, (Robert, 2006). The table below confirms the absence of multicollinearity according to collinearity Statistics. VIF factor did not exceed 10 and the tolerance is above 0.1 which shows us there is no multi- collinearity problem.

Table 4.7 multicollinearity Assumption Test

	Mean	Std.	Tolerance	VIF
Wellbeing	3.45	.360	.519	1.927
Compensation	3.77	.307	.478	2.092
Training and Development	3.18	.442	.309	3.236
Work Environment	3.69	.480	.392	2.551
Employee Performance	3.71	.299	.551	1.815

(Source: Own Survey, 2020)

Results of the findings revealed that the collinearity statistics analysis of variance inflation factors (VIF) value ranges from 1.815 to 3.236 and Tolerance value ranging with 0.309 to 0.551 indicated that there was no collinearity problem. This could be taken as a confirmation that there were no multi-collinearity issues that hinder to proceed for regression analysis. That means when the independent variables in this model were highly related with one another, they would have been basically measuring the same thing or they both convey essentially the same information.

3.2.1.2 Homoscedasticity

Homoscedasticity test lies with an assumption in regression analysis that the residuals at each level of the predictor variable(s) have similar variances. Using the plots of ZRESID against ZPRED, the distribution is checked whether the graph looks like a random array of dots evenly dispersed around zero. This is to mean that at each point along any predictor variable, the spread of residuals should be fairly constant. In Figure 4.1, it shows that each of the overall employee performance against the predictor variable of employee motivation. The plot shows that how the points are randomly and evenly dispersed throughout the plot. And, these patterns are indicative of a situation in which the assumption of linearity and homoscedasticity have been met.

The normal plots the values you would expect to get if the distribution were normal (expected values) against the values actually seen in the data set (observed values). The expected values are a straight diagonal line, whereas the observed values are plotted as individual points. If the data are normally distributed, then the observed values (the dots on the chart) should fall exactly along the straight line (meaning that the observed values are the same as you would expect to get from a normally distributed data set). Any deviation of the dots from the line represents a deviation from normality. So, the Q-Q plot of the all variable considered in this study looks like a straight line with a wiggly snake wrapped around it then it showed little deviation from normality as clearly presented below. Figure 4.1.

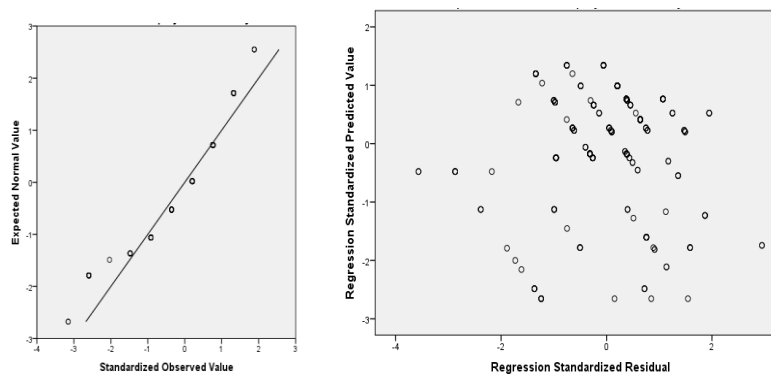


Figure 4.1 Scatter Plot of Linearity Test

3.2.1.3 Normality Test

To check that a distribution of scores is normal, it needs to look at then values of Kurtosis and Skewness. Both of which have an associated standard error. The values of skewness and kurtosis should be zero in a normal distribution. Positive values of skewness indicate a pile-up of scores on the left of the distribution, whereas negative value indicates a flat distribution. The further the value is from zero, the more likely it is that the data are not normally distributed. Both of which have an associated standard error. However, the actual value of skewness and kurtosis are not, in themselves, informative. Instead, it needs to take the value and convert it to a z-score. The z-score is simply a standardize score from a distribution that has Mean of 0 and standard deviation of 1.0. As presented in Table 4.9, except Training & development and Employee Performance, all the other variables' z-scores skewed to the right side but was found to be within acceptable range (skewness within -2.0 to 2.0; and Kurtosis within -3.0 to 3.0). Therefore, it is pretty clear then that the numeracy scores are negatively skewed, indicating a pile-up of scores on the right of the distribution.

Table 4.8 Normality Test

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
<i>Employee Wellbeing</i>	-.944	.155	0.133	.295
<i>Compensation</i>	-.582	.155	1.843	.295
<i>Training & Development</i>	.028	.155	.094	.295
<i>Work Environment</i>	-1.113	.155	.803	.295
<i>Employee performance</i>	.259	.155	.291	.295

(Source, Own Survey, 2020)

3.2.2 Correlation Analysis

To determine the relationship between motivation practices and Employee Performance, Pearson correlation was first investigated. The four dimensions of employee motivation were taken as independent variables and overall employee performance was used as a dependent variable in this study. As per the guide line suggested by Field (2005), the strength of relationship 0.1 to 0.29 shows weak relationship; 0.3 to 0.49 is moderate; > 0.5 shows strong relationship between two variables.

The result on Table 4.10 shows that, except moderate ($r = .426$) relation of compensation, overall dimensions of motivation had strong positive and significant relations with overall Employee Performance. For instance, employee wellbeing had relatively positive and strong relation with employee performance ($r = .565$) followed by work environment ($r = .556$), and training & development ($r = .531$). This implies that predictor variables had good relationship with employee performance as well.

Table 4.9 Correlation Analysis

		EW	CPN	TAD	WE	EP
Employee Wellbeing	Pearson Correlation	1	.567**	.256**	.323**	.565**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	189	189	189	189	189
Compensation	Pearson Correlation	.567**	1	.207**	.110**	.426**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	189	189	189	189	189
Training & development	Pearson Correlation	.256**	.207**	1	.179**	.531**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	189	189	189	189	189
Work environment	Pearson Correlation	.323**	.110**	.179**	1	.556**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	189	189	189	189	189
Employee performance	Pearson Correlation	.565**	.426**	.531**	.556**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	189	189	189	189	189

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

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

(Source, Own Survey, 2020)

4.2.3 Regression Analysis

Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predicts the value of the dependent variable. Multiple linear regressions were conducted to identify the relationship and to determine the most dominant variables that influenced the overall employee performance in Kifiya Financial Technology PLC. Moreover, multiple regression analysis in this research was conducted to test the effect of the independent variables (Employee Wellbeing, Compensation, Training & Development, and Work

environment) on employee performance. In order to indicate the impact that each factor has on the mediator and dependent variable, the unstandardized coefficients are checked as shown on Table 4.11c.

- *Effect of Employee Motivation on Employee performance (H₁ – H₄)*

As indicated in the model summary of the analysis in the below Table, the value of R (.905) indicated relations of the four independent variables (employee motivation) are accounted for approximately 81.9% (R²) of the variance in employee performance. However, the remaining percent (18.1%) was explained by other factors. This result also viewed that there may be other variables such as recognition, reward, employee-management relationship, etc. that could have been discussed by this study in predicting employee performance.

Table 4.10a Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.905 ^a	.819	.803	.295

^a Predictors: (constant), Wellbeing, Compensation, Training & Development, Work Environment

As indicated in Table 4.11b of ANOVA test, F value of 208.71 is significant at p<0.001. Therefore, it can be inferred that with 81.9% of variance (R Square), employee motivation is significant and the model appropriately measured the dependent variables. In short, the regression model predicts overall employee performance and has been significantly explained by the four independent employee motivation dimensions

Table 4.10b ANOVA Analysis

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	72.654	4	18.164	208.71	.000 ^b
	Residual	16.0126	184	0.087		
	Total	88.6666	188			

^a. Dependent Variable: Employee Performance

^b. Predictors: (Constant), Wellbeing, Compensation, Training & Development, Work Environment

The last output in the analysis of the multiple regression models represents the output for the beta coefficients of each employee motivation dimensions. The regression equation for this research is presented below.

$$EP = \beta_0 + \beta_1 EWB + \beta_2 CPN + \beta_3 TAD + \beta_4 WCN + e \dots\dots (eq. 1)$$

Where, EP = Employee Performance, EWB = Employee Wellbeing, CPN = Compensation, TAD = Training & Development, and WE = Work Environment. β_0 = Constant, β_1 to β_4 = beta coefficients, and e = error terms. Based on multiple linear regression analysis on Table 4.11c, substituting the results in the model yields:

$$EP = 1.014 + .303EWB + .189CPN + .275TAD + .288WE$$

The regression analysis revealed that each employee motivation dimensions have positive and significant effect on overall Employee Performance. Employee wellbeing ($\beta = .303$) has the highest effect followed by work Environment ($\beta = .288$) and Training & Development ($\beta = .275$) but compensation ($\beta = .189$) has relatively lower contribution to the prediction model. This signifies that for every additional point or value in the employee wellbeing, one could predict a gain of .303 points on the employee performance provided that other variables being held constant; and the same are for the other variables. This implies that all dimensions of employee motivation have significant influences on overall employee performance at 95% confidence level ($p < 0.01$), indicating that for employees of Kifiya Financial Technology PLC, these factors are

important in assessing overall employee performance at large. Thus, the first four proposed alternate hypotheses such as:

H1 – Employee Wellbeing has positive and significant effect on employee performance

H2 – Compensation has positive and significant effect on employee performance

H3 – Training & Development has positive and significant effect on employee performance

H4 – Work Environment has positive and significant effect on employee performance are supported.

“Table 4.10c Estimated Regression Coefficients of Motivation Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig. ^a
	B	Std. Error	Beta		
(Constant)	1.031	.416		2.438	.001
Wellbeing	.303	.082	.286	3.695	.000
Compensation	.189	.022	.174	8.591	.000
1 Training & Development	.275	.047	.261	5.851	.005
Work Environment	.288	.063	.271	4.571	.000
Overall Motivation	.807	.214	.611	3.771	.000

a. Dependent Variable: Employee Performance

In summary, referring the analysis of the findings, it can be seen that dimensions of employee motivation (wellbeing, compensation, training & development and work environment) are important factors to enhance Employee Performance.

CHAPTER FIVE

MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter constitutes the summary of major findings, conclusions based on findings and relevant recommendations based on findings and conclusions.

5.1 Summary of Major Findings

Based on the analyses, the results of the findings present the outcomes of both descriptive and inferential statistics. The descriptive statistics refers to the demographic characteristics of the respondents and the summary of their perception towards the study variables. It is intended to address the first specific objective that states the identification of employee motivational practices in Kifiya Financial Technology PLC. Meanwhile, the inferential statistics accounted for the relationship amongst predictors (employee motivation) along with their significant effect on the overall construct variable (employee performance). This helps achieve the second and third specific objectives of the study.

Demography

The overall demography of the respondents was characterized by Male dominance (54.78%), adults (52.1%) in the age of 21 – 30 years, educated/ first degree holder (60.7%),). with relatively lower service year 1 – 5 years (53.6%) years(in Kifiya Financial Technology PLC in Addis Ababa.

Objective – 1 Description of Identified Study Variables

Employee Wellbeing

- Majority of the respondents had doubts on the sufficiency of personal safety equipment (Mean 3.49) and considerable concerns for employee wellbeing (3.32) by managements. Complain regarding work pressure (Mean 2.66) due to inadequate annual leave

Compensation

- Majority of the respondents strongly believed that compensation/salary scales are relatively attractive than similar organizations (mean, 4.17). Unequal incentives were even allotted for same job/ salary scales (mean, 3.68)

Training & Development

- Majority agreed that concerned managements linked training & development practices with organization business strategy (mean 3.84)
- On the other hand, they expressed their indifferences on the idea that supervisors supported their immediate subordinates to demonstrate practically what they learnt (mean 3.38). They also disagreed against the idea that the company sponsored skill acquisition programs based on need assessment (mean, 2.48)

Work Environment

- Workplace is comfortably spacious to work which is believed to promote performance (mean 3.78). To the contrary, neither they agreed nor disagreed against provision of all the required working places' safety equipment (mean 3.35).

Objective – 2 The relationship amongst dimensions of employee motivation and employee performance

- Amongst dimensions of employee motivation, employee wellbeing had positive and strong relation with employee performance ($r = .565$), while compensation had positive and moderate relation ($r = .426$).

Objective – 3 To Investigate the Effect of Employee Motivation on employee performance

- Meanwhile, work environment had relatively positive and strong relation ($r = .556$), whereas training & development showed moderate relation ($r = .531$, $p < 0.05$) with employee performance.

- Employee wellbeing had relatively positive and strong relation ($r = .565$) but compensation had moderate relation ($r = .426$) with employee performance.
- Employee motivation dimensions are accounted for approximately 82% (R^2) of the variance in employee performance.
- All dimensions of employee motivation have significant influences on overall employee performance at 95% confidence level ($p < 0.05$)
- Employee wellbeing (.303) has the highest effect followed by work environment (.288)
- But compensation (.189) and Training & Development (.275) have relatively lower contribution to the prediction model.

5.2 Conclusion

The basic aim of this study was to assess the effect of employee motivation practices on employee performance taking Kifiya Financial Technology PLC as a case study. Hence, the study sought to identify the most important attributes of employee motivation schemes to enhance workforce performance in the company, which might help the concerned managements to review or amend the current motivational practices in the organization. Based on this general objective and summarized results of the findings, the following conclusions have been reached through addressing the stated specific objectives.

The first specific objective of the study was all about identifying the major employee motivation practiced by the human resource managements of the company. Accordingly, the study found out that employee wellbeing, compensation, training & development and work environment were the main practices to motivate permanent employees, served at least a year in the company. Other relevant motivational factors such as rewards, recognition and staff relation are included in HRM policy but is not implemented as a motivator regularly to promote productivity.

Regarding employee's perception towards the motivational scheme practiced by the company, company's concern regarding its employee's wellbeing was found to be unsatisfactory.

Permanent employees had substantial doubts on whether the managements gave due consideration to their employees' wellbeing. This is for the fact that the respondents complained on lack of personal safety equipment as well as provision of adequate leave to get relieved from work stress. The employees also perceived the overall compensation practice of the organization was fair enough and believed the benefit packages offered help them improve their performances. On the other hand, staffs have certain doubts on the proper implementation of human resource policies in line with the organizational objectives regarding training & development. Even if the company formulated and implemented workable policies, there is still a gap between the strategic managements and the tactical/ operational level managers to communicate the strategic plan amongst staffs clearly. The work environment attributes were found to be nearly neutral or slightly positive in some cases. It indicates that the company gave less due attention for personal/ workplace safety equipment as well as conduciveness of the working environment rather than making it spacious.

For the second objective the results showed that all dimensions of employee motivation had positive and strong significant relations with overall employee performance even though compensation had positive and moderate relationship with employee.

To ascertain the significant importance of employee motivation dimensions, the third objective was set to evaluate the level of motivation impact on the overall employee performance. Overall dimensions of employee motivation had positive and statistically significant relations with overall employee performance. Specifically, employee wellbeing, work environment showed strong relation and Training & Development had strong relational strength with performance. All the four predictors have positive and statistically significant effect on employee performance with varying intensity. Employee wellbeing has highest effect followed by work environment and training & development practices; whereas compensation have relatively lower contribution to the prediction model. Permanent employees in Kifiya gave more emphasis on the conduciveness of work environment and their wellbeing even though the company provides relatively sufficient compensation for their knowledge and skilled labor scarification. Perpetual or periodical

assessment of its staff's perception towards the motivational practices practiced by HRMs to identify and recognize which factors affect their productivity lack due consideration. Status que of training need-assessment was also procedural rather than aligning and backing up the organization overall strategy with the existing workforce.

5.3 Recommendations

This study has shown the relationship between the employee motivation dimensions and employee performance in Kifiya Financial Technology PLC. Meanwhile, it confirms that all the four employee motivation dimensions namely Wellbeing, Compensation, Training & Development and Work environment are suitable motivational predictors to measure overall employee performance. It was also confirmed that the aforementioned motivation variables have positive and significant relationship with performance with a variety of impact intensity. Based on the results of this study, the following recommendations are forwarded to Kifiya's management so as to improve firm performance with the existing workforce. The recommendations are:

- Employee motivation has significant and positive effect on employee performance. Staff wellbeing is relatively one of the most influential factors but employees had some doubts on managers' due consideration for their subordinates.
 - Thus, managers should identify and provide all the required personal and workplace safety equipment along with proper follow-up for their utilization so as to improve their overall performance.
 - The concerned human resource managements should comply with proper allocation and provision of annual and other relevant leaves as require so as to get relieved employees from unnecessary stress due to work pressure.
 - Based on this study the researcher recommends that the organization re-evaluates its incentives and benefits package as the employees perceive the money they are paid as a direct indication of the value the organization has placed on their

services. Therefore, the organization should administer its benefits fairly and objectively based on predetermined standards such as qualification and year of service, merit as well as the competence of employee. This can help boost the morale and motivation of the employees and consequently, their performance.

- Relevant training should be provided based on need assessment to support the overall organization goals. Periodically employee's capacity and capability for the intended tasks need to be evaluated and sufficiently budgeted. Therefore, the management should provide trainings based on the skill gap analysis and classify employees based on their job-related skill level, formulate a framework so as to sponsor employees that need the required skill for a specific job by the company.
- Managers should make both the internal and external environment of the workforce safe and sound through provisions of personal and workplace safety equipment to encourage employees in order to enhance its staff motivation.
- Finally, the motivation factors in this study accounted for relatively higher variation on employee performance. This shows that there are other variables which could affect the overall performance or there might be lack of incorporation more appropriate surveying tools.

5.4 Suggested Future Research Topics

- In subsequent studies, the researcher suggests that researches with similar topics occur in other sectors like public sectors, so that the research can be examined in different aspects and different perspectives of the population, this can increase the level of generalization of this research. In addition, it is suggested that future researchers are advised to work on bigger organizations to increase sample size and gather more data.
- Future studies are expected to develop this research by examining using other variables that can affect motivation and employee performance besides being used in this study.

References

- Abadi, F. E., Jalilv&, M. R., Sharif, M., Salimi, G. A., & Khanzadeh, S. A. (2011). A Study of Influential Factors on Employees Motivation for Participating in the In-Service Training Courses Based on Modified Expectancy Theory. *International Business & Management*, 2 (1), 157-169.
- Abdullah, J. & Djebavni, R. (2011). Determinants of Job Satisfaction in the UAE. A Case Study of Dubai Police, 40 (1).
- Ahmad, M. B., Wasay, E., & Malik, S. U. (2012). Impact of Employee Motivation on Customer Satisfaction: Study of Airline Industry in Pakistan, *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 531-539.
- Al-Anzi, N. M. (2009). Workplace environment & its impact on employee performance. Retrieved from <http://www.masterstudies.ne>
- Armstrong M (2003). A h&book of human resource management practice (9 ed.), Kogan Page Publishers.
- Armstrong M, Baron A (2004), 'Get into Line', People Management, Vol. 10, issue 20 CIPD.
- Armstrong, M. & Murlis, H. (2004). Rewards Management. A H&book of Remuneration Strategy & Practice, Kogan Page. Fifth Edition.
- Armstrong, D. (2007). Employee Reward Management & Practice. London, UK: Kogan Page.
- Arnold, H.J. & Feldman, D.C. (1986). Organization Behavior. New York, 1.
- Ayana T.M. (2017). The effect of motivation on employee's performance. The Case of Ayat Share Company. MBA Dissertation, St. Mary's University School of Graduates Studies, Ethiopia.
- Azar, M. & Shafighi, A. A. (2013). The Effect of Work Motivation on Employees' Job Performance (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation), *International Journal of Academic Research in Business & Social Sciences*, Vol. 3, No. 9, pp. 432445.
- Baard, S.K., Rench, T.A., & Kozlowski, S.W.J. (2014). Performance adaptation: A theoretical integration & review. *Journal of Management*, 40(2), 48–99.

- Bateman, T.S., & Organ, D.W. (1983). Job satisfaction & the good soldier: The relationship between affect & employee "citizenship." *Academy of Management Journal*, 26(1), 587–595.
- Bedeian A.G. (1993). *Management* 3rd edition. New York: Dryden Press.
- Butkus, R.T., & Green, T.B. (1999). *Motivation, beliefs & Organizational Transformation*. Organizational Quorum Books.
- Chung, K. (2013). Toward a general theory of motivation & performance, *California Management Review*, Vol 11, Issue 3, pg. 81-88.
- Colquit, Le Pine, Wesson. (2009). *Organizational Behavior*, New York.
- Conway, J.M. (1999). Distinguishing contextual performance from task performance for managerial jobs. *Journal of Applied Psychology*, 84(3), 3–13.
- Cooper, D. R. & Schindler, P. S. (2011). *Business Research Methods*, New York, NY.
- Cooke, N. et al. (2000). Measuring team knowledge. *Human Factors*, 42, 151–173.
- Currall SC, Towler AJ, Judge, TA, Kohn, (2005). 'Pay satisfaction & organizational outcomes', *Personnel Psychol.*, 58: 613-640.
- Currie, D. (2001). *Managing employee well-being*. Ch&os Publishing.
- Deci, E. L. (1972). The effects of contingent & non-contingent rewards & controls on intrinsic motivation. *Organizational Behavior & Human Performance*, 8, 217-229.
- Deci, E.L., & Ryan, R.M. (1985). *Intrinsic Motivation & Self-determination in Human Behavior*. New York, NY: Plenum.
- Deluca, M.J. (1993). *Handbook of compensation management*. New Jersey, US: PrenticeHall.
- DelVecchio, S. & Wagner, J. (2011). Motivation & monetary incentives: a closer look, *Journal of Management & Marketing Research*, 7: 1–13
- Dickson, W.J. (1973). Hawthorne experiments. Inc. Heyel (ed.). *The encyclopedia of management*, 2nd ed. New York: Van Nostrand Reinhold. Pp.298-302.

- Dr. I. Gede Riana. (2015). Effects Motivation on Business Performance: The Mediation Role of Job Satisfaction & Leadership (A Study in Village Credit Institutions). *European Journal of Business, Economics & Accountancy* Vol. 3, No. 2. 2056-6018.
- Dugguh, S. & Ayaga, D. (2014). Job satisfaction theories: Traceability to employee performance in organizations, *IOSR Journal of Business & Management*, Vol. 16, No. 5, pp. 11-18.
- Elibariki F. (2016). effects of motivation on employee's performance: a case of Vice President's Office In Dar Es Salaam (VPO) MHRM Dissertation, Tanzania University, Tanzania.
- Elliot, A. J. & Covington, M. (2001). Approach & Avoidance Motivation. *Educational Psychology Review*, 13, 2.
- Feri Arif Novan Telaumbanua, Sukaria Sinulingga, Isk&arini. (2019). Effect of Organizational Commitment, Motivation & Job Satisfaction on Employee Performance at Prof. DR. Muhammad Ildrem Mental Hospital. *IOSR Journal of Business & Management*, Volume 21, Issue 5. Ser. I (May. 2019), PP 49-53.
- Field, A. P. (2005). *Discovering statistics using SPSS (2nd edition)* London.
- Gale T Bradley, *Managing Customer Value* (1994). Published in Toronto.
- Gibson, James L. John M. Ivancevich, & James H. Donnelly. (1996). *Organizations Behavior, Structure, Processes*. 5th ed., Bussiness Publications, Inc, Texas.
- Greenberg, J., & Baron, R. (1993). *Behavior in Organisations*. 4th ed. Needham Heights: Simon & Schuster.
- Gst. A. Manuati Dewi (2019). Effect of Training and Compensation of Employee Performance Medicated by Job Satisfaction, *International Research Journal of Management, IT & Social Sciences*. Vol. 6 No. 6, November 2019, pages: 95~103
- Guzman M. J. (2007). *The Mediating Role of Motivation & Job Satisfaction in Work Environment-outcome Relationships*, Doctoral Dissertation, University of Central Florida.
- Heslop, P., Smith, G.D., Metcalfe, C., & Macleod, J. (2002). Change in job satisfaction & its association with self reported stress, cardiovascular risk factors & mortality, *Social Science & Medicine*, 54, 1589–1599.
- Hair, J.F. Jr. , &erson, R.E., Tatham, R.L., & Black, W.C. (1998). *Multivariate Data Analysis*, (5th Edition). Upper Saddle River, NJ.

- Hellriegel, D., Jackson, S.E., & Slocum, J.W. (1999). *Management* (8th ed.). Cincinnati, Ohio: South-Western College.
- Hesketh, B., & Neal, A. (1999). Technology & performance. In D.R. Ilgen & E.D. Pulakos (Eds), *The changing nature of performance: Implications for staffing, motivation, & development* (pp. 21–55). San Francisco, CA: Jossey-Bass.
- Hooria Sattar, et al. (2018). Effect of Performance on Employees Well-Being *Human Resource Research* ISSN 2329-9150 2018, Vol. 2, No. 1
- Irons, J., & Buskist, W. (2008). Operant Conditioning. In S. Davis, & W. Buskist (Ed.), *21st Century psychology: a reference h&book*. (pp. 1-329-1-340). Thousand Oaks, CA: SAGE Publications, Inc.
- Judge, T. (2004) *Relationship between motivation & job satisfaction of the white collar employees: a case study*. New York: McGraw-Hill.
- Kahungya E.F. (2016). *Effects of motivation on employees performance: A Case of Vice President's Office In Dar Es Salaam MHRM Dissertation, Open University of Tanzania, Dar es Salaam, Tanzania*.
- Karakas, F. (2010). Spirituality & performance in organizations: A literature review. *Journal of Business Ethics*, 94(1), 89–106.
- Keller, R. T. (2006). Transformational leadership, initiating structure, & substitutes for leadership: A longitudinal study of research & development project team performance. *Journal of Applied Psychology*, 91(1), 202–210.
- Khan, K. U (2010). *The Relationship between Rewards & Employee Motivation in Commercial Banks of Pakistan*. *Research Journal of International Studies*, 14, 37-52.
- Kiviniemi, M.T., M. Snyder & A.M. Omoto. (2002). Too many of a good thing? The effects of multiple motivations on stress, cost, fulfillment & satisfaction. *Personality & Social Psychology Bulletin*, 28: 732–743.
- Kothari, C. R (2004) *Research Methodology, Methods & Technique*, 2nd ed, New Delhi, New Age International (P) Ltd Publishers.
- Kothari, C. K. (2008). *Research methodology: Methods & techniques*. *New Age International Publishers: New Delhi*.

- Kraiger K. 2002. Decision-based evaluation. In *Creating, Implementing, & Maintaining Effective Training & Development: State-of-the-Art Lessons for Practice*, ed. K Kraiger, pp. 331–75. San Francisco, CA: Jossey-Bass.
- Kreitner, R., & A. J. I. I. Kinicki (1995). *Organizational Behavior*, Printed in The United State of America: Richard D. 159.
- Kreitner, R., & Kinicki, A. (1998). *Organisational Behaviour*. 4th ed. Boston: Irwin McGraw-Hill.
- Lindner, J. R. (1998). Understanding employee motivation. *Journal of extension*, 36(3), 1-8.
- Locke, E. A. (1969), What is job satisfaction? *Organizational Behavior & Human Performance*, 4, 309–336.
- Locke EA, Henne D. (1986). Work motivation theories. *In International Review of Industrial & Organizational Psychology*, ed. CL Cooper, I Robertson, pp. 1–36. New York.
- Lyubomirsk, S. (2001). Why are some people happier than others? The role of cognitive motivational processes in well-being. *American Psychology*.
- Malhotra NK, Birks DF (2007) *Marketing research: An applied approach*: Pearson Education.
- Maryam Azar & Ali Akbar Shafighi (2013). The Effect of Work Motivation on Employees' Job Performance (Case Study: Employees of Isfahan Islamic Revolution Housing Foundation). *International Journal of Academic Research in Business and Social Sciences* September 2013, Vol. 3, No. 9 ISSN: 2222-6990
- McCormick & J. Tiffin, (1979) *Industrial Psychology*, New York: George, Allen & Unwin.
- B. Medina Nilasari (2018). The Effect of Leadership Style, Work Environment, and Organizational Motivation on Employee Performance with Job Satisfaction as Variable Mediating. *Business and Entrepreneurial Review* Vol.18, No.2, October 2018 ISSN : 0853-9189 Page 93 - 114
- Mendonca, M. (2002). Human Resource Management in the Emerging Countries. In Warner, M (ed.) (2nd ed.) *International Encyclopedia of Business & Management*. London: Thomson Learning, pp. 2697-2703.
- Moses, B. (1999). Career planning mirrors social change. *The Globe & Mail* [On-Line]. Retrieved January 18, 2001 from the World Wide Web: <http://www.bbcmcareerdev.com/careerplan.html>

- Muhammad Asad Khan et al. (2019). The Mediating Effect of Job Satisfaction on the relationship of HR practices and Employee Job Performance: Empirical Evidence from Higher Education sector. *International Journal of Organizational Leadership* 8(2019) 78-94
- Muogbo, Uju S. (2013). The Influence of Motivation on Employees Performance: A Study of Some Selected Firms in Anambra State AFRREV IJAH, *An International Journal of Arts & Humanities Bahir Dar*, Ethiopia 2 (3), S/No 7, 134-151.
- Myles Dowrey, (2000). Effective coaching: Lessons from the coach.
- N&a, R, & Browne, J. J. (1977). Hours of work, job satisfaction & productivity. *Public Production Rev.*, Vol. 2, No. 3. 46-56.
- Ngari Evelyne, Stephen Muathe, James Kilika. (2018). Mediating Effect of Motivation on Employees Performance in Private Equity Firms, Kenya, *Journal of Human Resource Management*. Vol. 6, No. 2, 2018, pp. 78-84
- Nhat et.al,. (2013). Effects of Motivation & Job satisfaction on Employees' Performance at Petrovietnam Nghe an Construction Joints Stock Corporation (PVNC). *International Journal of Business & Social Science*, Vol. 4 No. 6.
- Nitisemito, A. S. (2001). Personnel management, human resources management (3rd ed.). Ghalia Indonesia, Jakarta
- Norhasnina Mohd et al. (2018) The Effects of Human Resources Management (HRM) Practices on Employee Performance. The Mediating Role of Employee Engagement: Preparing for Industrial Revolution. 1st National Conference on Multidisciplinary Research and Practice 2018.
- Omollo, P. A (2015). Effect of motivation on employee performance of Kenya Commercial Bank: A case study of Kenya Commercial Bank in Migori County, MHRM Dissertation, Kenyatta University, Nairobi, Kenya.
- Pradhan, Rabindra & Jena, Lalatendu. (2016). Employee Performance at Workplace: Conceptual Model & Empirical Validation. *Business Perspectives & Research*. 5. 1-17. 10.1177/2278533716671630.
- Prayoga Setia Darma, Achmad Sani Supriyanto (2017). The Effect of Compensation on Satisfaction and Employees Performance, *Management and Economics Journal (MEC-J)*. Volume1, Issue 1, December 2017

- Ramlall, S (2004). A Review of Employee Motivation Theories & Their Implications for Employee Retention within Organizations.
- Ramlall, S. (2008). Enriching the Meaningfulness of Work through Positive Organizational Behavior, *International Journal of Management & Decision Making*, 9 (3), 281-287.
- Rajkumar, K. (1996). Paying for performance: Designing effective compensation strategies. Malaysia: Pel&uk Publications (M) Sdn. Bhd.
- Rizqi, N.A., & Ridwan, S. (2015). The effects of pay satisfaction & affective commitment on turnover intention. *International Journal of Research Studies in Psychology*, 4(2), 57-70.
- Robbins, S.P. & Judge, T.A. (2007). Organizational Behaviour. (12th ed.) New Jersey: Prentice-Hall.
- Rukayah, Said Musnadi & M. Shabri Abd. Majid, (2019). How important are Motivation & Job Satisfaction in Mediating the Effects of Compensation & Organizational Culture on Employee Performance?, *East African Scholars Journal of Economics, Business & Management*, 2(6), 325, 2617-7269.
- Saari, L. M. & Judge, T. (2004) Employee Attitudes & Job Satisfaction. *Human Resource Management*, Vol. 43, No. 4, pp. 395-407.
- Saleem, S. (2011). The Impact of Financial Incentives on Employees. *European Journal of Business & Management*, Vol. 3, Issue 4, pg.15-23.
- Satterfield JM, Hughes E. (2007). Emotion skills training for medical students: *a systematic review. Medical Education*, 41:935–41.
- Seligman L (1978), the relationship of facilitative functioning of effective peer supervision Counselor education & supervision 17, 254 – 260.
- Smith, PC; L.M. Kendall & C.L. Hulin. (1969). The Measurement of Satisfaction in Work & Retirement: A Strategy for The Study of Attitude, R& MC Nally, I L; [http : // www. emerald library.com](http://www.emerald library.com).
- S.T. Akinyele,. (2007). A Critical Assessment of Environmental Impact on Workers Productivity in Nigeria. *Research Journal of Business Management*, 1: 50-61.
- Steers, R. M. & Porter, J. E. (1991). Motivation at work. Chicago, IL:McGraw Hill.
- Steers, R. M, et al. (1996). Motivation & leadership at work, McGraw-Hill.

- Tulu, D.T., (2016). Boosting Employee Productivity; Impact of Employee Motivation on Productivity: Case study on Commercial Bank of Ethiopia in Ambo. *American Journal of Business & Management*. 5(3), 2016, 91-107-11.
- Usha, T., Priya, T., & Shakthi, E. (2014). Rewards, Motivation & Job Satisfaction of Employees in Commercial Banks- An Investigative Analysis. *International Journal of Academic Research in Business & Social Sciences*, Vol. 4, No. 4 ISSN: 2222-6990.
- Wambua J., & Nzulwa J., (2016). Factors Affecting Sales Team Motivation in Multi-National Pharmaceuticals in Kenya: A Case Study of Astrazeneca, East africa. *International Journal of Business & Law Research* 4(3):1-21, 2016.
- Waiyaki, E.W (2017) Effect of motivation on employee performance: A Case of Pam Golding Properties Limited, Nairobi, MOD Thesis, *United States International University*, Africa Nairobi.
- Warr, P. (1987). *Work, Unemployment, & Mental Health*, Clarendon Press, Oxford.
- Yamane, T. (1967) *Statistics: An Introductory Analysis*. 2nd Edition, Harper & Row, New York.
- Yazdani, B. O., Yaghoubi, N. M., & Giri, E. S., (2011). Factors Affecting the Empowerment of Employees. *European Journal of Social Sciences*, 20 (2), 267-274.
- Zikmund, W. G. (2010). *Business research methods*. UK, South-Western Cengage Learning.

APPENDIX

APPENDIX 1 – Questionnaire
Research Questionnaire
St' Mary University
Department of Business School
Post Graduate Program in (General - MBA)

Self-Administered Survey

Dear Respondent,

I am a graduate student at St. Mary's University, in partial fulfillment of the requirement for the degree of Masters of Business Administration (MBA). I am conducting a study to investigate the “the effect of motivation on employee performance: The Case of Kifiya Financial Technology PLC, Addis Ababa Branches.”

You are kindly requested to provide the required data in the structured questionnaire. The information that you provide will remain confidential and is sought exclusively for the completion of an MBA research project. Your participation in supplying the required data is very crucial for the accomplishment of this study I would like to thank you in advance for your participation. If you have any questions or concerns with regards to the questionnaire, please do not hesitate to contact me at any time through my contact provided above.

Tsedalemariam Amare

Mob. 0912657465

Email: tsedi177@gmail.com

Note that:

1. No need to write your name
2. Please fill the answer by making “√” marks

Part I: Biographical Information

Please put “√” mark in the box to the point which highly reflect your idea;

1. Gender

Female Male

2. Age (years):

21 - 30 31 - 40
41 - 50 51 - 60

3. Education Level:

Highschool Degree
Diploma MA/SC and Above

4. Department

Finance & Audit HR & Admin
Digital service (E-commerce
and Yene Guzo) Information Technology
Others

5. Position

Operational Level Department Manager
Supervisor Director and Above

6. Work experience (in years)

1 - 5 years 6 - 10 years Above 10 years

Part II: Study Variables

You are sincerely requested to fill the following questions ranges from strongly disagree to strongly agree by putting tick (√) mark in the box found in front of each question; where Strongly Disagree=1, Disagree=2, Neither Agree nor disagree=3, Agree =4, Strongly Agree=5.

This is to know how you feel about employee motivation practices and organizational performance of Kifiya Financial Technology PLC in Addis Ababa. Be honest and give a true picture of your feelings.

Instruction: Please rate the following employee motivation and organizational performance in your bureau.

1= Strongly Disagree 2= Disagree 3=Neutral 4= Agree 5= Strongly Agree

No.	Motivational Factors	1	2	3	4	5
Employee Wellbeing						
1	My present working condition in Kifiya is stable					
2	The required personal safety equipment is sufficiently provided to staff					
3	I do feel socially connected with colleagues					
4	I am stressed with work pressure as it provides me with inadequate leave					
5	Overall Kifiya is considerably concerned for its employees' wellbeing					
Compensation						
6	The compensation is relatively attractive than similar organization					
7	Benefit packages are not fairly distributed to different professional positions					

8	Incentives are discriminated even at same job/ salary scale					
9	Salary scales are compatible with position/ work load					
10	Overall, the benefits package in Kifiya helps me improve my performance					
Training and Development		1	2	3	4	5
11	Supervisors support employees to demonstrate what they learnt to their jobs					
12	Kifiya sponsors skill acquisition programs based on need assessment					
13	Managements link training & development with its business strategy					
14	Employees who use their skills are given preference for new assignments					
15	Overall Training & development policy of Kifiya promotes employee performance if implemented properly					
Work Environment		1	2	3	4	5
16	Kifiya exerts effort to create conducive work environment to its staff					
17	I do exercise my decision-making power in full to discharge my duties					
18	Kifiya provides all the required working place's safety equipment					
19	Working places in Kifiya are spacious to work comfortably					

20	The work environment is comfortable to promote employee performance					
Employee Performance		1	2	3	4	5
21	I use to maintain high standard of work					
22	I am capable of handling their assignments without much supervision					
23	I can handle effectively their work team in the face of change					
24	I love to handle extra responsibilities					
25	I use to maintain good coordination among fellow workers					

Thank you!