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**DETERMINANTS OF WORK MOTIVATION IN  
THE CASE OF GARMENT COMPANIES ADDIS ABABA**

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**June 2021**

**ADDIS ABABA, ETHIOPIA**

**DETERMINANTS OF WORK MOTIVATION**  
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**By**

**DEGU DEMISSIE FANTA**

**A THESIS SUBMITTED TO ST. MARY UNIVERSITY SCHOOL OF GRADUATE  
STUDIES IN PARTIAL FULLFILMENT OF THE REQUIREMENT FOR THE  
AWARD OF MASTER'S DEGREE IN BUSINESS ADMINSTRATION (MBA)**

**June, 2021**

**ADDIS ABABA, ETHIOPIA**

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

**FUCULTY OF BUSINESS**

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## **DECLARATION**

I declare that this research paper entitled '**Determinants of Work Motivation in the Case of Garment Companies in Addis Ababa**' is my original work and has not been used by others for any other requirements in any other university and all sources of information in the study has been appropriately acknowledged.

**By: DEGU DEMISSIE**

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

## STATEMENT OF CERTIFICATION

This is to certify that **DEGU DEMISSIE FANTA** has carried out his research work on the topic entitled '**Determinants of Work Motivation The Case of Garment Companies in Addis Ababa**'. The work is original in nature and is suitable for submission for the award of Masters' Degree in Business Administration.

**Research Advisor: Aderaw Gashayie (PHD)**

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

**Date:** \_\_\_\_\_

## **ACKNOWLEDGEMENTS**

Finally, I am indebted to thank my advisor Dr. Aderaw Gashayie for his patience and guidance throughout the research period.

My heartfelt thanks goes to my family for their unreserved support in every way of my life and each step of my educational career. A special thanks goes to my wife Dr. Hayat Oumer.

## **LIST OF ABREVAITIONS AND ACCRONYMS**

CD- Career Development

JS- Job security

SA- Salary

T&C – Textile and closing

WC- Working conditions

WM – Work Motivations

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## **ABSTRACT**

*The main goal of this research is to find out the factors that determine employees' work motivation in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city. It tried to order the factors according to their significance effect on the employees' motivation. The study examined four factors that were Salary, training & career development, work place, job security. All responses were collected by using a structured questionnaire through convenience sampling (n=375) and the researcher used quantitative and explanatory methods to carried out this research. Data was analyzed using SPSS software to obtain descriptive statistics, comparing mean scores (i.e. independent t-test) and other analyses (i.e. correlation analysis and multiple linear regressions). According to the study findings, two factors: training & career development and job security are identified as the factor that does not influence employee's work motivation.*

**Keywords:** Work Motivations, Employees, Garment Companies

## **CHAPTER ONE**

### **INTRODUCTION**

The introduction chapter explains the purpose of this research. It consists of the background of the study, statement of the problem, objectives of the study, research questions, research hypothesis, significance of the research, scope of the study, limitation of the study, definition of terms and organization of the study.

#### **1.1. Background of the Study**

The apparel manufacturing industry is one of the most significant sectors of the economy in terms of investment, revenue, trade and employment generation in all over the world. The important segments covered in apparel manufacturing industry in the world include kids' clothing, men's clothing, women's clothing, bridal wear, men's wedding wear and intimate apparel. The apparel export market is divided into two major categories; knit and woven. Ethiopia's long history in textiles began in 1939 when the first garment factory was established. Based on Ethiopian country data, in the last 5 to 6 years, the textile, and apparel industry have grown at an average of 51% and more than 65 international textile investment projects have been licensed for foreign investors, during this period(Source: Ethiopian Investment Agency)

The growth in the textile industry is directly linked to the Government's move to set up an industrial development strategy. This step of the Ethiopian Government to prioritize designing incentives and policies to attract investment in view of worldwide competition has played a big role in the development of their economic status.

The apparel sector in Ethiopia represents 6% of the country's total export value and is projected to achieve a share of 22% by 2020. Export Share 3.1 Ethiopian T&C Sector. The USA and EU

are the major export destinations for Ethiopia as, in FY 2016-17, it exported more than 90% of T&C to these markets. Major Market at current, the textile and clothing sector consists of around 130 medium and large scale factories of which 37 are foreign owned(Source: Ethiopian Investment Agency)

Though the industry has a big impact for the Ethiopian economy, but still the industry is highly affected by the high turnover of employees, dissatisfaction and demotivation as a result of less attention has been given by the policies in general and the investors and the practitioners in particular.

According to Shoaib et al. (2009) there exists a good and positive relationship between fairness of work policies, insurance policies and working hours and job satisfaction. Through a course of action based on work-life principle, a respond can find itself on a better position to be able to cater to the demands of customers for better service accessibility. Through this, the organization can also reach tactics to work with the revolutionized ways that will end up satisfying both the employers' and the employees (Hughes, Champion (2011)). The studied company is a garment manufacturer that produces a variety of products. Since all the production processes are complicated, skilled and experienced employees are required to perform the tasks in order to enable the company to maintain product quality, timely delivery, and cost effectiveness for both internal and external customers. Therefore, employees are seen as one of the success factors in this business as several production processes rely on man rather than machine. The study on employee's job satisfaction was conducted in order to help management to better understand employee's degree of job satisfaction. The result findings will be ground information for management for providing corrective action programs, plans and/or policies to prevent and/or



solve the problems, which will help increase the level of job satisfaction and eventually lead to employee retention.

Motivation is the activation or boost of goal oriented behavior. It is the psychological feature that arouses an organism to action toward a desired goal. Work motivation is the force that drives an employee to perform well in their job (Aamodt, 2014). Work motivation is highly influenced by the external and internal socio- psychological environment an individual is working (Agarwal, 1988). Quality of work life is set of favorable conditions and environments of a work place that support and promote satisfaction and work motivation (Dhar, Dhar & Roy, 2006). Employees in organizations are desired to satisfy their psychosocial needs by accomplishing various work benefits like financial rewards, job security, growth opportunity, status, decision making power, effective feedback on performance etc. When an organization has a supportive environment the motivation to work increases, on the contrary if the environment is unfavorable and uncontrollable the feeling of helplessness and hopelessness increases which invariably decreases the motivation to work. Workers also feel estranged from their work when the work has no inherent meaning in it like monotonous and repetitive job, less control or power on deciding their job etc. (Saehkin & Lengermann, 1984).

Work motivation in the study is conceptualized based on the definition of Agarwal (1988) where he explained the concept as a force which drives and sustains human behavior in working life as a result of feeling of satisfaction in terms of extrinsic and intrinsic need fulfillment. The extrinsic and intrinsic need fulfillment is conceptualized in terms of 6 factors namely dependence, organizational orientation, work group relations, psychological work incentives, material incentives and job situation.

In this research the researcher look closely at the factors affecting employees' motivation in a garment industry taking the case of garment companies at Addis Ababa Kolfe-Keraniyo sub-city in selected garments and direction of relationships for each factors identified as well.

## **1.2 Statement of the Problem**

Although Ethiopia is a recommended market for investment in textiles, there are still a lot of challenges that the country and investors are facing.

One of these challenges is the efficiency in factories which is as slow as 40 to 45% in production both in textile or garment assembly units. This problem is mainly due to underdeveloped processes, lack of education amongst manpower, lack of work motivation and high turnover of employees.

Employee satisfaction is not seen as the main factor causing individuals to work at different rates (Daniels, 2001). Employee satisfaction is the positive impact of employees toward their jobs or working environments. Additionally, the determinants of the study include work environment, remuneration, training, job security and fairness of treatment. The responsibility of any institution whether it is a large organization or a small firm, is the ability to attain higher levels of productivity having employees as the dynamic operative organizational system. Attitudes of the current employees, whether satisfied or dissatisfied, regulate the magnitude at which the organization possibly will achieve its goal. In light of this concept, it is of paramount importance to comprehend the factors that affect the degree of employee satisfaction (Mohamad and Daud, 2011).

These insights lead to the fact that management has to decide on motivational techniques and factors that should be employed in the organization to positively influence the motivation of workers (Smith, 2011). Here costs should be taken into consideration and it should be kept in

mind that not every motivational technique is financially feasible. Doubling all wages, for example, would probably lead to an increase in workers' motivation, economically, however, this firm would not be able to stay profitable. Thus when choosing motivational measurements economic consequences should be quantified and costs should be compared with benefits (Esch, Hartmann and Strödter, 2010).

Prior literatures have written different articles, done researches on related issues for instance Nitisemito (2009), Malthis (2006), Robbins (2003), Basuki and susilowati (2005), As'ad (2004), Dessler (2006), Ivancevich (2007), Moreover, this thesis tries to show the magnitude, direction and relationship between independent variables and dependent variable and figure out if these independent variables. Which is the unlike feature in other related literatures. However, there are most of researcher carried out on the turnover of employee in the garment industries. But as far as the researcher's knowledge there is no research carried out on the factors determining the work motivation of employees. There for the researcher believed that the main cause of employee's turnover in the industry will be the lack of work motivation. This is the case initiate the researcher to make research in this area.

Thus this research carried at Addis Ababa Kolfe-Keraniyo sub-city; for the reason that most of garment companies located in this sub city the researcher choose to perform in it. So this thesis tries to fill the gap in a related literature field and also initiate other researchers to do more research on this area.

### **1.3 Research Questions**

- Does the Salary has an effect on employees' work motivation?
- Does the Working Conditions has an effect on employees' work motivation?

- Does the Job security has an effect on work motivation employees?
- Does the Training & Career development has an effect on employees' work motivation?

## **1.4 Objectives of the study**

### **1.4.1 General Objective**

The main goal of this research is to find out the factors that determine employees' work motivation in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city.

### **1.4.2 Specific Objectives**

The specific objective of this study, which the researcher tried to achieve is;

1. To examine the contribution of Salary in the work motivation of employees' in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city.
2. To evaluate the contribution of Working Conditions in the work motivation of employees' in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city.
3. To examine the contribution of Training & Career development in the work motivation of employees' in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city.
4. To access the contribution of Job security in the work motivation of employees' in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city.

### **1.5. Significance of the Study**

This research is believed to show the major factors which are important for employees' motivation in a garment industry. In additions, the research will also help industry policy makers and practitioners on how to add additional features or attributes for the industry employees to be more efficient, energetic, and effective and thereby enhance industry wallet share. Moreover, it

provides states to have a standard policy, procedures & practices and companies to work together in motivating employees to reduce the high turnover of employees in the industry. In addition, this study will help management to access and diagnose employee's problems. The results of the study can be a primary resource for management to use for future improvement in the company concerning company policies, compensations planning, and other factors of job satisfaction which will eventually lead to overtime reduction, cost effectiveness and employee retention. It fills the gap or the void in the related literatures and can be used as a reference and base for further related literatures.

### **1.7. Scope of the study**

The study focuses on the variables related to limiting employees work motivation to be more efficient and energetic taking the garment companies at Addis Ababa Kolfe-Keraniyo sub-city including **salary, working conditions, training & career development, and job security**. And external factors like environmental, technological, social, political and cultural factors are not included in this study.

The thesis also focuses on employees of garment companies at Kolfe-Keraniyo sub-city. Though, corporate clients, customers and industry labor unions were not included in this study.

The thesis focuses on factors affecting work motivation in garment companies at Kolfe-Keraniyo sub-city Addis Ababa. And moreover, the questionnaire was also responded by the employees.

The research was conducted by studying factors affecting the work motivation of individual employees of garment companies at Addis Ababa Kolfe-Keraniyo sub-city only.

### **1.8. Limitations of the Study**

This research conducted by primary data from questionnaires therefore the results were based on the perceptions of the participants. Because of most of the employees have low literacy level, the

findings and the conclusions of this research are limited. It may not be fully applicable and generalize the factors determining the work motivation employees in all types of organization and also in every country. Since the findings may give a different point of view in other settings. However the research may help to compare and contrast the work motivation employees.

### **1.9 Organization of the Study**

The paper will have five chapters. The first chapter deals with the Introduction that includes background of the study, statement of the problem, objectives, significance of the study, scope of the study, organization of the study and limitations of the study. On the second chapter, it deals with related literature review (both theoretical and empirical) and Conceptual model was drawn from the literatures reviewed. On the third chapter, data was analyzed and presented by using SPSS. The forth chapter will provide the finding or the results obtained and the last chapter was providing a conclusion and recommendation based on the findings from the study.

## **CHAPTER TWO**

### **RELATED LITERATURE REVIEW**

This chapter provides an insight to readers about the theoretical view of the topics under study. In line with objective of the study, the chapter covers topics related to work motivations, employees' engagement and satisfaction models and a conceptual framework drawn from a theoretical ground taking four factors that are believed to affect employees' work motivation.

#### **2.1. Theoretical Literature**

Motivation can be defined as a process that explains one's intensity, direction and perseverance in trying to achieve its goals (Wukir,2013). Motives are necessities, desire, drives or impulses. Positive motivational philosophy and practice can improve productivity and quality of work. Some motivational theories work as follows:

Motivation is the set of forces that initiate, directing and keep people in their efforts to achieve goals. Hierarchical Motivation Theory according to Maslow (Luthan, 2003), "Motivation is a process that starts from the needs of physiology and psychology that drive behavior or encouragement that leads to goals or incentives". Motivation includes 3 (three) interacting elements, namely:

- (1) Needs to be created when there is physiological and psychological imbalance;
- (2) Encouragement, created to meet the needs;
- (3) Incentives, everything that can meet the needs and decrease encouragement.

According to Malthis (2006), motivation is a desire in a person that causes the person acts. Usually the person acting for a reason to achieve the goal. Understanding motivation is important for performance, reaction to the compensation and human resources issues are

influenced and influence motivation. Meanwhile, according to Mangkunagara (2010: 18), motivation is a condition (energy) that moves within the individual that is directed to achieve organizational goals. Motivation is defined by Stanford (in Mangkunagara, 2011), that motivation as an energizing condition of the organism that serves to direct that the organism toward the goal of A Certain class. Motivation as a condition that drives people towards a, according Malthis (2006), motivasi adalah desire in a person that causes the person acts. Usually the person acting for a reason to achieve the goal. According Supardi and Saiful Anwar (2004) Motivation is an individual's personal circumstances that encourage the desire of individuals to undertake certain activities in order to achieve a goal. Arep and Tanjung (2004) says that the principal motivation as something, which became the impetus for someone to work. Meanwhile, according to Moekiyat (2002) motivation has the same meaning with the motif, which is an impetus or incentive to do something. Then Robbins (2006) says motivation as a process that will determine the intensity, direction, and persistence of individuals in order to achieve the target.

Motivation is the activation or energization of goal oriented behavior. It is the psychological feature that arouses an organism to action toward a desired goal. Work motivation is the force that drives an employee to perform well in their job (Aamodt, 2014). Work motivation is highly influenced by the external and internal socio- psychological environment an individual is working (Agarwal, 1988). Quality of work life is set of favorable conditions and environments of a work place that support and promote satisfaction and work motivation (Dhar, Dhar & Roy, 2006). Employees in organizations are desired to satisfy their psychosocial needs by accomplishing various work benefits like financial rewards, job security, growth opportunity, status, decision making power, effective feedback on performance etc. When an organization has



a supportive environment the motivation to work increases, on the contrary if the environment is unfavorable and uncontrollable the feeling of helplessness and hopelessness increases which invariably decreases the motivation to work. Workers also feel estranged from their work when the work has no inherent meaning in it like monotonous and repetitive job, less control or power on deciding their job etc (Saehkin & Lengermann, 1984).

## **2.2. The hierarchy of needs theory by Abraham Maslow**

Maslow divides an important need for humanity into 5 (five) levels:

- (1) Physiological needs, is a basic need that humans need to survive. This need must be fulfilled before one wants to meet the above needs;
- (2) The need for safety (security), once the physiological needs are met then the need to protect oneself becomes the motivation of the next behavior. These needs include stability, freedom from fear and job security;
- (3) Social needs (love and social needs) and once the needs of the body and security are met, new needs arise: ownership and belonging and the need to be accepted in social groups. Humans need others to relate and interact;
- (4) Needs of appreciation, after the three previous needs are met, there arises the need for rewards or the desire to excel;
- (5) Self-actualization, arises after all needs are met. It is a necessity to continue to grow and realize its full capacity and potential.

## **2.3 Dimensions of Motivation**

### **Training**

Training refers to “the systematic accretion of skills, command, concepts or mindset leads to improve performance” (Lazazzara and Bombelli 2011). Baldwin et al. (1991) indicates that individuals with higher pre-training motivation on the basis of their willingness to attend training have greater learning outcomes as compared to individuals heaving lower pre-training motivation. Commeiras et al. (2013) point out that traineeship is continuing to grow. In business, context training basically refers to action of teaching employees and providing proper knowledge and skills to make themselves job fit as well as organization fit. Training teaches employees how to work and enhance their skills, hence motivate them to achieve the common goal of organization as well as of employee. In the today’s competitive world, every organization wants to achieve competitive edge over their competitors and be impossible to achieve without employee involvement, which forces management to motivate their employees by different means.

### **Monetary Incentives**

As summarized by Park (2010), monetary incentive acts as a stimulus for greater action and inculcates zeal and enthusiasm toward work, it helps an employee in recognition of achievement. Likewise, Beretti et al. (2013) discussed that monetary incentives used to build a positive environment and maintain a job interest, which is consistent among the employee and offer a spur or zeal in the employees for better performance. For reason, monetary incentive motivates employees and enhance commitment in work performance, and psychologically satisfy a person and leads to job satisfaction, and shape the behavior or outlook of subordinate toward work in the organization.

## **Job transfer**

The work of Azizi and Liang (2013) indicated that workforce flexibility can be achieved by cross-training and improved via job rotation. In the same way, Eguchi (2004) concluded that job transfer plays a significant role in preventing workers from performing influence activities for private help. As summarized by Asensio-Cuesta et al. (2012) job rotation provides benefits to both workers and management in an organization and prevents musculoskeletal disorders, cast out fatigue and increases job satisfaction and morale. As a result, job transfer gives the opportunity to learn multiple skills and outlooks to the workers. It avoids the dullness caused by monotonous jobs and simultaneously brings smoothness in technological job with the help of handling different circumstances at different levels and it leads to effective learning of many aspects in the organization.

## **Job Satisfaction**

In (2011), Parvin and Kabir studied the tested factors affecting job satisfaction for pharmaceutical companies and described job satisfaction as how content an individual is with his or her job, and viewed job satisfaction is not the same as motivation, although clearly linked. Similarly, Pantouvakis and Bouranta (2013) indicated job satisfaction as a consequence of physical features and as an antecedent of interactive features. Wickramasinghe (2009) investigated that gender and tenure are significant in job satisfaction measurement. So here it can be said that job satisfaction is often determined by how well outcome meet or exceed expectations. For example, a good work environment and good work conditions can increase employee job satisfaction and the employees will try to give their best which can increase the employee work performance.

## **Promotion**

A study by García et al. (2012) identified that perceptions of promotion systems affect organizational justice and job satisfaction. Likewise, Koch and Nafziger (2012) specified that promotions are desirable for most employees, only because they work harder to compensate for their “incompetence.” As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization.

## **Achievement**

The work of Hunter et al. (2012) defines that achievement is a unique and specialized form of organizational performance. As per Satyawadi and Ghosh (2012), employees are motivated to a greater extent by achievement and self-control. Now this can be understood: an employee who is achievement motivated seeks achievement, bringing realistic but challenging goals, and betterment in the job. There is a strong need for feedback from the higher officials in the organization as to achievement and progress, and a need for a sense of attainment.

## **Working conditions**

In (2012), Jung and Kim stated that good work environment and good work conditions can increase employee job satisfaction and an employee organizational commitment. So the employees will try to give their best which can increase the employee work performance. Similarly, Cheng et al. (2013) concluded that there were evidences of moderating effects of age on the associations between psychosocial work conditions and health. Now the importance and the need of working condition is so describing or defining the physical environment by identifying those elements or dimensions of the physical environment. Employees having poor

working conditions will only provoke negative performance, since their jobs are mentally and physically demanding, they need good working conditions.

### **Appreciation**

A study by Mahazril et al. (2012) organizations had the duty to appreciate the employee from time to time and offer other form of benefits such as payment, which will help in employee motivation. Likewise, Kingira and Mescib (2010) define appreciation as the abstract of immaterial incentives; “employees giving immaterial incentives (appreciation, respect etc.) as much as materiel incentives with working department” shows employees do not agree with this behavioral statement. With this result, it can be stated that employees being employed in different parts can take their different opinions at different levels. Among the variable of responsibility and being appreciated, it is understood that “success of employers always be appreciated with education.” The more effective quality and practicality of education employees had, the more contribution they will have to businesses.

### **Job security**

As per Yamamoto (2013) if an employee perceives they will be getting rewards for good work and their job is a secured one, the performance will automatically be better. Similarly, Zhang and Wu (2004) indicated that with Job security, an employee gets confident with the future career and they put their most efforts to achieve the objectives of the organization. So we can say job satisfaction is the most influential tool of motivation and put the employee very far off from mental tension and he gives his best to the organization, ultimately it leads to profit maximization.

## **Recognition**

According to Candi et al. (2013), a growing recognition of the opportunities of innovation is through experience staging. Mahazril et al. (2012) concluded that rewards and recognition and communication may motivate them to work. Recognition enhances the level of productivity and performance at job whether it is a first time performance or a repeated action at the job in a progressive way and ultimately reinforces the behavior of employee.

## **Social Opportunities**

In (2013), Harvey indicated that an employee is accepted as part of the social group or team. Most staff has an acute need that their contribution is worthwhile, appreciated, and acknowledged. Organizations need to look beyond the traditional economic incentives of career opportunities and salaries to other social and lifestyle factors outside the workplace. Similarly, Kingira and Mescib (2010) concluded that, different opinions between the employees in terms of behavioral statements which can be “Social opportunities providing at the highest level with working period leads the employee to achieve their goals of the organization.” Therefore, a social opportunity for the employee is used to boost their motivation level and ultimately helps in achieving the goals and objectives of the organization.

## **2.4. Empirical Review**

### **2.4.1. Salary and Work Motivation**

Remuneration and benefits to employees could be viewed as a strong control mechanism. Remuneration strategies can contribute to the commitment, flexibility and quality of staff within the organization (Kessler, Shapiro and Purcell, 1999). Stuurman and Walsh (2014) examined the most significant aspects of remuneration and employee performance. This was based on his

analysis on remuneration, 70% of the studies initiated a positive effect on employee satisfaction and performance.

Salary is found to be the main factor of motivation and job satisfaction of employees and it is also identified as a motivator for an employee and commitment with the organization which this will enhance attraction and retention of employees (Chiu KR, Luk VW, Tang TL, 2002).

#### **2.4.2. Working conditions and Work Motivation**

The working conditions of an organization are considered as its infrastructure and equipment such as heating and cooling, ventilation systems, controlled noise levels, office furnishings, safety and security, etc. These conditions can affect employees and can contribute to or distract their work performance (Vischer, 2008 and Davis, 2011).

According to Robbins (2003) environments are institutions or forces beyond that could potentially affect the performance of the organization, the surroundings are formulated into two general environment and specific environment.

According to Basuki and Susilowati (2005) work environment is everything that is in the environment that can affect either directly or indirectly, any person or group of people in carrying out its activities. According to Barry rendering & Jayheizer (2001: 239), the work environment is the physical environment where employees work affecting the performance, security and quality of their working lives.

According Gouzali Saydam (2000) also mentions that the working environment is the whole infrastructure of the existing work around employees who are doing the work, which may affect the implementation of the work itself. According Sedarmayanti (2001) work environment is a

whole tool tooling and materials encountered, the neighborhood where a person is working, working methods, as well as the arrangement works both as individuals and as a group.

#### **2.4.3. Training, Career development and work motivations**

Training of all staff, either temporary or permanent, leads to greater commitment and reduced turnover. The investment in employee training and development has significant benefits for an organization as well as employees (Cannon-Bowers and Salas, 2001).

Training means social, physical and mental development of individuals; whereas development is to make the knowledge and skills of the individuals to be more effective. Training and development are actions to improve their existing and future performances by increasing their ability to perform efficiently (Poe A. 2003).

Career, as a word, has different meanings. In literature, it's written as moving forward on a chosen business path, making more money with the progress, taking on more responsibility. In this process of progress, the development of knowledge, experience, mastery and education is achieved (Iverson R. and Deery, M, 1997). Hence, it can be described that the career as a reflection of the sensitivity of a person in his/her life. In this point, changing attitudes and behaviors due to experience is closely related to training. The companies increase the knowledge and skills of the employees in order to reach organizational objectives by means of training (Kalleberg, A. L. and Moody, J, 1994).

#### **2.4.4. Job security and Work Motivation**

This is the extent to which an organization provides stability to employees. As suggested by Neumark (2000), job stability, is the duration of jobs or the probability of keeping or leaving a job; and job security, refers to the prospect of experiencing loss of a job. And also Sverke, M.; Hellgren, J. (2002), have explored intermediary mechanisms to address how job insecurity



affects performance and behavioral outcome. When employees experience a high level of job insecurity, they lack control over their jobs and become helpless (De Witte, H.; Pienaar, J, 2016). Moreover, job-insecure employees perceive their work effort to be meaningless. Sensing a loss of control and lack of meaningfulness hinders employees' full engagement in their work, thereby leading to decreased intrinsic motivation. Job insecurity research has documented that job insecurity results in perceived powerlessness and a lack of control, thereby diminishing work motivation.

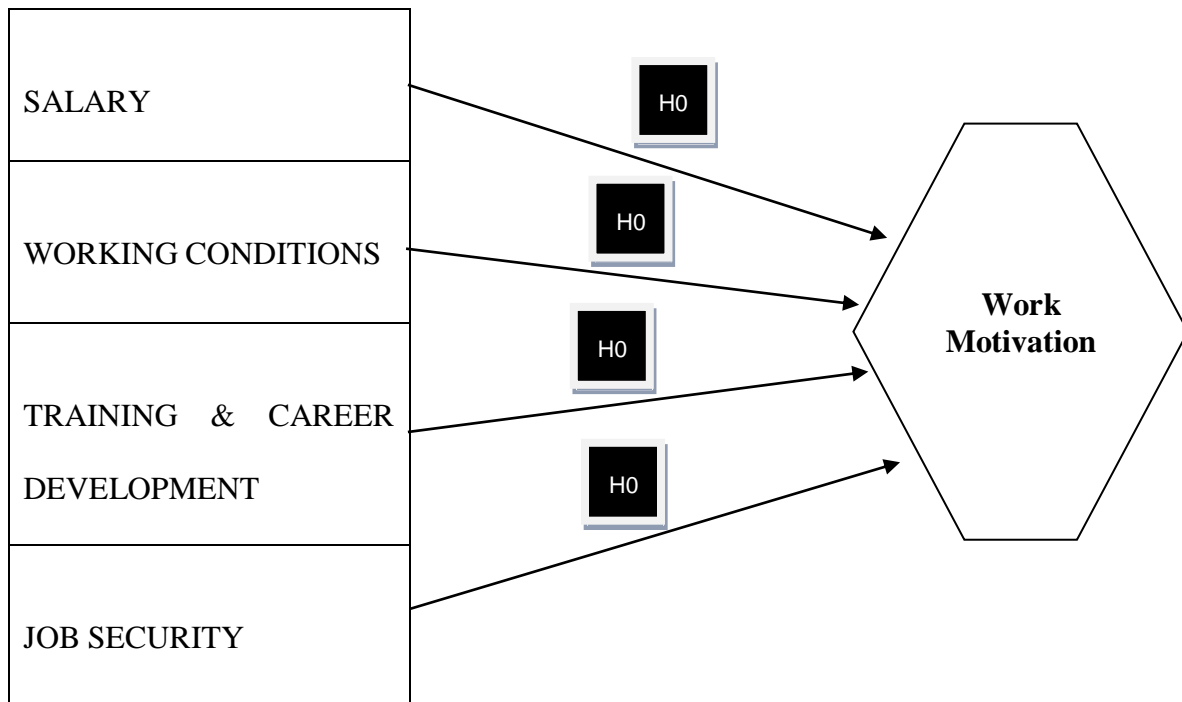
## 2.5 Conceptual framework

There are many different articles researched and forwarded by different scholars about work motivations. The current study makes use of combined variables of different related literatures and draws a conceptual framework as depicted below.

**Table 2.1 Variable and related literature**

Variables	Related Literature reviews
Salary	<ul style="list-style-type: none"> <li>✓ Stuurman and Walsh (2014)</li> <li>✓ Kessler, Shapiro and Purcell, (1999)</li> </ul>
Working Conditions	<ul style="list-style-type: none"> <li>✓ Vischer (2008)</li> <li>✓ Davis (2011)</li> <li>✓ Robbins (2003)</li> <li>✓ Basuki and Susilowati (2005)</li> </ul>
Training & Career development	<ul style="list-style-type: none"> <li>✓ Cannon-Bowers and Salas (2001)</li> <li>✓ Poe A. (2003).</li> <li>✓ Kalleberg, A. L. and Moody, J, (1994)</li> </ul>

	✓ Iverson R. and Deery, M, (1997)
Job security	✓ Neumark (2000) ✓ Cheng, G.H.-L.; Chan, D.K.-S. (2008) ✓ Sverke, M.; Hellgren, J. (2002) ✓ De Witte, H.; Pienaar, J (2016)



**Figure 2.1 Conceptual Framework of Factors Affecting Work Motivation in Garment Industry in Addis Ababa: The Case of Garment Companies Kolfe-Keraniyo sub-city**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

Research methodology is an important part to develop an effective research. When the design is effective it help to show the logical link between the data collected, the analysis and conclusions to be drawn. In this section, the research design, sampling type, research instrument, the dependent and independent variables applied throughout the research, and finally the model specifications that used for data analysis in the study are included.

#### **3.1 Research Design**

Quantitative research methods were used in the study. The type of research is explanatory research. Since the research mainly focuses on determinants of work motivation in Ethiopia taking the case of garment industries in Ethiopia. I have used a quantitative research approach that makes use of explanatory research method.

#### **3.2 Data Source**

The paper is expected to utilize in primary data sources. The primary data is to be collected using fully structured questionnaire, in English and Amharic language on consideration of employees' literacy level, from operators, the line supervisors, line managers and corporate managers.

#### **3.3 Population and Sample design**

##### **3.3.1 Study Population**

The target population of the current study includes operational employees working in a garment manufacturing company. The number represents from the sub city: Addis Garment S.Co, EDE Garment and Textile Engineering PLC and Prayer Garment PLC.

For the current study, however, the researcher has used samples taken only from employees working in a garment companies listed above in Addis Ababa Kolfe-Keraniyo sub-city.

### **3.3.2 Sample Size**

“For all non-probability sampling techniques, other than for quota samples, the issue of sample size is ambiguous and unlike probability sampling, there are no rules in determining sample sizes” (Saunders, 2009). Sample sizes used in similar studies, completion rates of survey questioners, and resource constraints are among the criterion used in determining the sample size of a certain study. (Kothari, 2004; Malhotra & Briks, 2007). Malhotra and Birks (2007) have further provided a rough guideline for determining sample sizes particularly for non-probability sampling techniques that is developed based on experience. Accordingly, for problem solving researches, test marketing studies and product test researches the minimum size of sample is 200 while the typical range of sample size falls between 300 and 500. So the sample size is 385.

### **3.3.3 Sampling Technique**

A non-probability sampling technique, convenience sampling, was used for the study. Convenience sampling is where the respondents are selected because they happen to be at the right place and at the right time. Convenience sampling is used to obtain a sample of element because it is impossible to estimate or calculate the probability of the selection for each element in the population (Malhotra & Briks, 2007).

Non-probability sampling can be used in small inquiries and researches by individuals, this design may be adopted because of the relative advantage of time and money inherent in this method of sampling (Kothari, 2004). In non- probability sampling there is always the danger of bias, however, if the investigators are impartial, work without bias and have the necessary

experience so as to take sound judgment, the results obtained from an analysis of deliberately selected sample may be tolerably reliable (Kothari, 2004).

One criterion needs to be met in defining the qualified respondent for the current study was that, respondents should be individuals who are working in the three selected garment companies like Addis Garment S.Co, EDE Garment and Textile Engineering PLC and Prayer garment PLC found at Kolfe-Keraniyo sub-city.

The researcher is impartial since has no interest of manipulating the outcome of the research as the study is meant for academic purpose. Regarding the experience, the researcher has relayed on the guidance of the advisor in conducting the research.

Therefore, by taking in to account the sample sizes used in the above and other related studies; and considering the completion rate of questioners so that to maximize the number of usable responses; the current study has used a sample size of 395 respondents.

### **3.4 Data analysis**

Questionnaire (closed ended and Likert-Scale) was utilized taking the Garment Industry. In addition, Descriptive analysis, scale measurement and inferential analysis was used in this study.

#### **3.4.1 Descriptive Analysis**

Descriptive analysis has been used to describe the demographic profile of target respondents in frequency and percentage of the sample characteristics in the form of tables, graphs and written explanations as well as central tendencies measurement of constructs that include mean and standard deviation. These demographic profiles consist of gender, marital status, age, educational background, personal income, and Current Positions.

### **3.4.2. Scale Measurement**

#### **3.4.2.1. Normality Test**

Saunders (2009) said that normality test is used to determine whether the data sets are normally distributed. In this study, normality test has been tested by using Skewness and kurtosis. A distribution is positively skewed when there is positive value of Skewness and kurtosis while a distribution is negatively skewed when there is negative value of Skewness and kurtosis. It is recommended that the result for Skewness test should not exceed  $\pm 3$  while the result of kurtosis should not exceed  $\pm 10.0$  (Kline, 2005).

#### **3.4.2.2. Reliability Test**

Reliability refers to the degree that provides consistent results. Reliability test is conducted to examine the consistency of observed scores by carry out on the same test. In this study, reliability indicates which is Cronbach's Alpha was used to estimate the consistency. Nunnally (1978) recommended that the Cronbach's alpha level that exceeds 0.70 will be considered reliable. If the values of Cronbach's Alpha are less than 0.70, the survey questionnaires are considered not reliable and have to be reconstructed. A low Cronbach's Alpha level occurs when there are inappropriate questions included in the questionnaire.

### **3.4.3 Inferential Analysis**

All statistical procedures were conducted using Statistical Package for Social Science (SPSS).

#### **3.4.3.1 Pearson Correlation Analysis**

Pearson Correlation analysis is used to examine the association between two variables which are X and Y (Goodwin & Leech, 2006). Besides, Pearson Correlation is used to determine the relationship of strength and direction between two variables. According to Goodwin (2006), there is no linear relationship between two variables when the value is 0. When the value is -1.00

or +1.00, it shows that a strong correlation between two variables. However, it should not exceed +/- 0.90 to avoid multi-Collinearity problem (Hair, Bush, & Ortinau, 2006). Multi-collinearity occurs when there are two highly correlated independent variables; it can be detected through testing the correlation matrix among all independent variables in the research. When multi Collinearity problem occurs, one of the relevant independent variables should be removed.

#### **3.4.3.2 Multiple Linear Regressions**

Multiple Linear Regressions is used to assess the relationship between more than one independent variable and a single dependent variable (Zikmund, Babin, Carr, & Griffin, 2010).

According to Saunders (2009), the regression coefficient indicates the relative significance of the independent variables in the forecast of the dependent variable while the coefficient of multiple determinations (R square) provides the measurement of how well a predictor of the equation of multiple linear regressions is likely to be. Moreover, if the p-value of multiple linear regressions is less than 0.05, then the relationship between the selected **DETERMINANTS OF WORK MOTIVATION IN ADDIS ABABA: taking THE CASE OF GARMENT INDUSTRIES KOLFE-KERANIYO SUB-CITY** independent variables and dependent variable will be significant. Thus, the alternative hypothesis should not be rejected. If not, vice versa. In this research, the relationship between a dependent variable (Work motivation) and the four independent variables (salary, working conditions, training & career development and job security) was determined using a multiple linear regression.

#### **Model specification**

In order to assess extent of effect of the above variables on purchase decisions, Multiple Linear Regression model consisting of four independent variables were used to test the effect on dependent variable and are modeled as shown below;



***Work Motivation = f (Salary, working conditions, training & career development, Job security & Job stability)***

Equation for Multiple Linear Regressions

$$WM = \beta_0 + \beta_1 SA + \beta_2 WC + \beta_3 TC + \beta_4 JS + e$$

Where:

WM = Work Motivation

$\beta_0$  = Constant term

$\beta_1$  to  $\beta_4$  = the coefficients of independent variables

SA = Salary

WC = working conditions

TC = training and career development

JS = Job security & Job stability

e = Error term (normally distributed about a mean of zero)

In order to ensure the quality of this research design content and construct validity of the study was checked. In addition, discussion was made to check the appropriateness of questions with the Advisor. Moreover, pilot test was conducted prior to the actual data collection that will empower me to gain more valuable comments.

**Table 3.1: Reliability Analysis of Variables**

Variables	Cronbach's alpha coefficient	Number of items
Salary	0.793	4
Working Conditions	0.801	4
Training & Career development	0.841	3
Job security & Job stability	0.842	3
Work Motivation	0.851	4

### **3.5. Ethical Issues**

The study considered ethical issues that may arise in the course of undertaking the research by precisely communicating respondents about the objective of the study to get their free consent to respond to the questionnaire. They were promised that all data to be collected will be used solely for the academic study purpose and will be kept confidential. Finding and results obtained from the study are presented without any biases. The works of scholar cited in the study are properly acknowledged.

## **CHAPTER FOUR**

### **ANALYSIS AND INTERPRETATIONS OF DATA**

This chapter presents the data analysis and discussion of the research findings. The data analysis was made with the help of Statistical Package for Social Science (SPSS v. 21). The data obtained from the main data collection were subjected to descriptive statistics analysis, comparing mean analysis (i.e. independent t-test and ANOVA) and other analyses (i.e. correlation analysis and multiple linear regressions).

#### **4.1 Response rate**

In order to make the collected data suitable for the analysis, all questionnaires were screened for completeness. All returned incomplete questionnaires were considered as errors and removed from the survey data. Out of the 385 distributed questionnaires, 381 were collected. During data editing, the collected questionnaires were checked for errors and 6 incomplete questionnaires were identified and discarded. Therefore 97.40% of the questionnaires were found to be valid and used for the final analysis i.e. 375.

#### **4.2 Demographic Profile of Respondents**

Before starting the analysis of the data some background information such as demographic data, is useful in order to make the analysis more meaningful for the readers. The samples of this study have been classified according to several background information collected during the questionnaire survey. The purpose of the demographic analysis in this research is to describe the characteristics of the sample such as the number of respondents, proportion of males and females

in the sample, range of age, marital status, monthly average net income, education level, current positions and work experience of respondents in garment companies in years.

**Table 4.1 Profile of Respondents**

Variables		Total Respondents	
		Frequency	Percentage
Gender	Male	97	25.87
	Female	278	74.13
	Total Respondents	375	100.0
Age in Years	18-30	203	54.13
	31-40	102	27.20
	41-50	49	13.07
	Above 50	21	5.60
	Total	375	100.0
Current Positions in the Garment company	Operator	243	64.80
	Line Supervisor	30	8.00
	Line Manager	25	6.67
	Corporate Manager	20	5.33
	Other	57	15.2
	Total	375	100.00
Monthly Average Net income (in ETB)	Up to Birr 5000	234	62.40
	5001-10,000	69	18.40
	10,001-15,000	45	12.00

	More than Birr 15,000	27	7.2
	Total	375	100.0
Education Background	Below Diploma	235	62.67
	College Diploma	95	25.33
	BA/BSc Degree	25	6.67
	Above BA/BSc Degree	20	5.33
	Total	375	100.00
Work Experience in Garment Factories	Less than 5Years	159	42.40
	5-10Years	122	32.53
	Above 10Years	94	25.07
	Total	375	100.00
Marital status	Single	151	40.27
	Married	170	45.33
	Divorced	54	14.40
	Total	375	100.0

Source: Survey Data (2021)

Table 4.1 shows the demographic profile of 375 respondents. In terms of gender, female respondents have outnumbered male respondents (Male 25.87%, Female 74.13%). Regarding the age of respondents, the sample population is largely dominated by the age group of 18-30 (54.13%) followed by the group within the age group of 31-40 (27.20%). The rest of the respondents consist of adults in the age group 41-50 (13.07%) and those above the age of 50 (5.60%). This implies that most of the sample respondents are the younger generation below the age of 40.

In terms of marital status most of the respondents, 45.33% are married followed by 40.27% of single employees. 14.40% account for divorced respondents. The largest group of population account for those that earns a monthly net income of up to ETB5, 000 (62.40%) followed by those that earn between ETB5, 001 and less than 10,000 (18.4%). The third group that account for earning a monthly income between ETB10,001 and less than 15,000 (12%) and 7.2% account for those that earns more than ETB 15,000. In terms of education, the largest of the population comprises below diploma holders, which accounts for 62.67% of the total respondents, followed by those that hold educational level of diploma holders which comprise of 25.33%, 6.67% of employees have first degree and the remaining 5.33% have second degree. Based on current position operators are 64.8% of total of employees, line supers are 8%, line managers are 6.67% , corporate managers are 5.33% and 15.2% of other employees. Based of work experience less than five year 42.4%, five to ten years 32.53%, the remaining 25.07% have above ten years' experience in the garment sector.

### **4.3 Analysis of collected data**

#### **4.3.1. Descriptive Statistics of Study Variables**

One statistical approach for determining equivalence between groups is to use simple analyses of means and standard deviations for the variables of interest for each group in the study(Marczyk, Dematteo and Festinger, 2005). The mean indicates to what extent the sample group on average agrees or does not agree with the different statement. The lower the mean, the more the respondents disagree with the statement. The higher the mean, the more the respondents agree with the statement.

**Table 4.2 Summary of Descriptive Data**

<b>MEASUREMENT ITEMS</b>	<b>MEAN</b>
<b>SALARY</b>	
I am motivated because my company has a very good wages, salaries, incentives, commissions and bonuses.	3.31
I am motivated because my company has financial benefits like insurance, vacation, house allowances and fuel allowances.	3.12
I am motivated because my company has other benefits like medical benefits, free/discounted services at partner shops/restaurants/travels, etc.	2.19
<b>Overall Salary</b>	<b>2.87</b>
<b>WORKING CONDITION</b>	
I am motivated because my company's working environment helps me to carryout activities in an optimal, safe, healthy and comfortable manner.	4.12
I am motivated because my office set is encouraging to carry out my activities in the company.	4.28
I am motivated because the relationships among colleagues, supervisors, managers and higher officials is with respect and protocol	4.01
I am motivated because my company has an efficient work system design.	3.75
<b>Overall Working Condition</b>	<b>4.04</b>
<b>CAREER DEVELOPMENT</b>	

I am motivated because my company values me more after training.	4.37
I am motivated because my company provides opportunities to grow and learn after training.	4.29
I am motivated because my company invests and supports me for a career development after trainings.	4.05
I am motivated because my company has a very good opportunity after trainings.	3.95
<b>Overall Career Development</b>	<b>4.17</b>

### **JOB SECURITY**

I am motivated because I have confidence and assurance that I will keep the current job for a longer period of time.	4.32
I am motivated because my company's business will sustain any economic condition and business environment.	4.15
I am motivated because my company will need my skill for a longer period of time	4.31
I am motivated because am secured and spends no time in searching for a new job in another organization/Industry/Field.	3.81
<b>Overall Job Security</b>	<b>4.14</b>

### **WORK MOTIVATION**

I am motivated because the garment industry is an attractive industry.	3.31
--	------



I am motivated because the industry has been given a priority in the country.	4.16
I am motivated because the garment factories have the best opportunities.	3.89
<b>Overall Work Motivation</b>	<b>3.78</b>

**Source: Survey Data (2021)**

Based on the descriptive data in Table 4.2, career development (M=4.17) becomes the most important criteria for work motivations in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city followed by Job security (M=4.14), working conditions (M=4.04) and Salary (M=2.87). Meanwhile, work motivation (M=3.78) is above average.

The mean score for career development is relatively high (4.17). This indicates that career development is integral in the mind of employees and enhancing efficiency and work motivations. The same is relatively true for job security with a mean score of (4.14). This shows that employees of the selected garment companies working motivation is highly affected by career development and job security.

The other factor with a relatively higher mean score of 4.04 is working conditions, which implies that employees choose this companies for the trust and a working conditions or conducive environment created. Next to working conditions, the mean score of salary is relatively average (2.87). This indicates that employees are not happy with the salary payments in which they are working in.

#### **4.3.2. Correlation Analysis**

This study employs the correlation analysis, which investigates the strength of relationships between the studied variables. Pearson correlation analysis was used to provide evidence of convergent validity. Correlations are perhaps the most basic and most useful measure of

association between two or more variables (Marczyk, Dematteo and Festinger, 2005). General guidelines correlations of .10 to .30 are considered small, correlations of .30 to .70 are considered moderate correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large.

As per table 4.3, the coefficients show that, all independent variables are significant with the dependent variable at p value of  $p < 0.01$  level. And all independent variables are positively related with work motivation.

Regarding the relationship between the independent variables, Table 4.3 clearly shows that each of the factors are significantly correlated with each other at a significance level of  $p < 0.01$ . The correlation between job security and career development is the highest ( $r = 0.740$ ) followed by the correlation between salary and career development ( $r = 0.685$ ). The rest of the independent variables correlation with each other falls under the r value range 0.682 that is between salary and working motivation.

**Table 4.3 Correlation between independent and dependent variables**

		Salary	Working Condition	Career Development	Job Security	Working Motivation
Salary	Pearson Correlation	1	.511**	.685**	.371**	.682**
	Sig. (2-tailed)		.000	.000	.000	.000
	N		375	375	375	375
Working Condition	Pearson Correlation		1	.181**	.117*	.165**
	Sig. (2-tailed)			.000	.004	.001
	N			375	375	375
Career Development	Pearson Correlation			1	.740**	.235**
	Sig. (2-tailed)				.000	.000
	N				375	375
Job Security	Pearson Correlation				1	.102*
	Sig. (2-tailed)					.009
	N					375
Work Motivation	Pearson Correlation					1
	Sig. (2-tailed)					
	N					

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

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

Source: Survey (2021)

### 4.3.3. Regression Analysis

In order to see contribution of factors that employees perceive to be important in affecting their work motivation, multiple linear regression analysis was employed. Work motivation was used as the dependent variable while factors which affect their work motivation were used as the independent variables. Tables 4.4 provide the results of the multiple regression analysis.

The regression model presents how much of the variance in the measure of work motivation is explained by the underlying factors of work motivation (the model). The model or the predictor variables have accounted for 62.2% adjusted R square with estimated standard deviation 0.28340 of the variance in the criterion variable (work motivation). The remaining 37.8% are explained by other variables out of this model.

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 <sup>a</sup>	.629	.622	.28340

a. Predictors: (Constant), Salary, Working Condition, Career Development, Job Security

Similarly, the ANOVA table below shows the overall significance/acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value of 87.838 and p- value (.000), which is less than  $p < 0.05$ , the model is significant. This indicates that the variation explained by the model is not due to chance. As it is stated earlier in this chapter, this study aims to identify the most contributing independent variables in the prediction of the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via standardized Beta coefficient. The

regression coefficient explains the average amount of change in dependent variable that is caused by a unit of change in the independent variable. The larger value of Beta coefficient that an independent variable has, the more support to the independent variable as the more important determinant in predicting the dependent variable.

Compared to coefficient of determination or R, Adjusted R-square is more reliable in measuring a regression model's goodness of fit. The main disadvantage of using coefficient of determination or R-square is more to do with bias of number of independent variables included into the model, which implies that the more independent variable added into the model, the more R-square increasing. Worst of all, this condition does not take into consideration whether independent variable included is significant or insignificant influencing dependent variable. Meanwhile, that situation will not apply in the case of using adjusted R-square (Marczyk, Dematteo, & Festinger, 2005).

When we see the extent to which each independent variables influences the dependent variable; salary, career development and Job security were found to be the determinant factors which are perceived to be important in the employees' work motivation.

**Table 4.4 Regressions (Multi-collinearity table) for work motivation**

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

Model	Unstandardized		Standardized	t-test	Sig.	Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.548	.310		1.769	.078		
Salary	.415	.119	.360	3.497	.001	.096	9.370
Working Conditions	.222	.053	.212	4.172	.000	.397	2.518
Career Development	.029	.093	.028	.314	.753	.132	7.576
Job Security	.007	.068	.006	.108	.914	.305	3.279

a. Dependent Variable: Work Motivation

**Table 4.5 Regressions for work motivation**

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

Model	Unstandardized Coefficients		Standardized Coefficients	t-test	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.548	.310		1.769	.078
	Salary	.415	.119	.360	3.497	.001
	Working Condition	.222	.053	.212	4.172	.000
	Career Development	.029	.093	.028	.314	.753
	Job Security	.007	.068	.006	.108	.914

a. Dependent Variable: Work Motivation

According to Table 4.5, the regression standardized coefficients of the predictor variables are statistically significant at less than five percent; so null hypotheses were rejected for Salary and working conditions.

**Table 4.6 Summary of the Overall Outcome of the Research Hypotheses**

Hypothesis	Result	Reason
H1: There is no significant association between salary and work motivation.	Ho: Rejected H1:Fail to Reject	$\beta = 0.360, p < 0.05$
H2: There is no significant association between working condition and work motivation.	Ho: Rejected H1: Fail to Reject	$\beta = 0.212, p < 0.05$
H3: There is no significant association between career development and work motivation.	Ho: Fail to Reject H1: Rejected	$\beta = 0.028, p > 0.05$
H4: There is no significant association between job security and work motivation.	Ho: Fail to Reject H1:Rejected	$\beta = 0.006, p > .05$

Source: Survey Data (2021)

In general, as table 4.6 clearly shows, among the four factors, multiple linear regressions (Beta coefficients) analysis revealed that, salary is the first most significant factor that is perceived to be important in employees' work motivation, followed by working condition, career development and Job security respectively.

In addition to the above-mentioned factors, which have been confirmed significant through regressions analysis, there are other factors that employees perceive to be important in their work motivation. Many other factors are found to influence employees work motivation. Of these, the demographic profiles of employees were mentioned as complimentary factors.

#### **4.4 Discussion of the Results**

The study was designed and carried out to find out the determinants of work motivations of employees working in garment companies at Addis Ababa Kolfe-Keraniyo sub city. As per the



findings of the research, all factors were found to be significantly affect the work motivation of employees except career development and job security.

The regression analysis of the current study also showed that there are other factors other than the ones found to be significant by this study. This is because the adjusted R-square comes out to be 62.2% implying that the rest 37.8% of the work motivation is to be determined by other factors (i.e. other than the ones that come significant in the current study). This is true in that other researches on the area have come up with many other factors that influence or affect work motivation.

The hypotheses raised at the beginning of the study were also addressed in the analysis, so the null hypothesis was rejected and the alternate hypothesis was failed to be rejected for all factors salary, and working conditions except career development and job security.

The reliability test for the independent and dependent variable were also depicted below. (See **Appendix Four**)

Table 4.7: Reliability test

<b>Variables</b>	<b>Cronbach's alpha coefficient</b>	<b>Number of items</b>
<b>Salary</b>	<b>0.756</b>	<b>3</b>
<b>Working Condition</b>	<b>0.804</b>	<b>4</b>
<b>Career Development</b>	<b>0.824</b>	<b>4</b>
<b>Job Security</b>	<b>0.778</b>	<b>4</b>
<b>Work Motivation</b>	<b>0.746</b>	<b>3</b>

#### **4.4.1 Salary**

The first hypothesis proposed in this research was salary is not positively related of the work motivation of employees in garment industry. As per the regression results of the study, in the significant level of 5%, salary is statistically significant determinant of work motivation.

**H0: There is no significant association between salary and Work motivation.**

Even if the hypotheses that made on the salary is failed, over 50% of employees worked in garment industry needs is to live their daily routine life. The previous researchers (Kessler, Shapiro and Purcell, 1999; and Stuurman and Walsh (2014), work showed that salary has a strong determinant factor for work motivation not only in this industry but also almost in all kinds of sectors. Salary is found to be the main factor of motivation and it is also identified as a motivator for an employee and commitment with the organization which this will enhances attraction and retention of employees (Chiu KR, Luk VW, Tang TL, 2002). Therefore salary & other incentives are main factors for work motivation.

#### **4.4.2 Working condition.**

The second hypothesis proposed in this research was working condition is positively related of the work motivation. As per the regression results of the study, in the significant level of 5%, working condition is statistically significant determinant of work motivation.

The result shows that there was a positive relation between the work condition and the work motivation and statistically significant at ( $P < 0.05$ ). The magnitude ( $\beta$ ) of the effect of this variable was 0.212 and the t-value of 0.05.

**H0: There is no significant association between working conditions and work motivation.**

Even though the hypothesis draw to this variable with the expectation of not significant effect on the work motivation the result of the study comes positive and show it is the determinant of work motivation. As the research of Basuki and Susilowati (2005) showed that work environment is everything that is in the environment that can affect either directly or indirectly, any person or group of people in carrying out its activities. And also the work environment is the physical environment where employees work affecting the performance, security and quality of their working lives (Barry rendering & jayheizer 2001). Therefore in this study the hypothesis drawn is rejected.

#### **4.4.3 Training and career development**

The third hypothesis proposed in this research was training and career development has no significant association between with work motivation. As per the regression result shows this hypothesis failed to reject.

**H0: There is no significant association between training and career development and work motivation.**

The result shows that there was a no significant effect on the work motivation, though training and career development and work motivation has an inverse relationship. The training and career development and the work motivation and statistically not significant at ( $P > 0.05$ ). The magnitude ( $\beta$ ) of the effect of this variable was .028 and the t-value of 0.753.

In other researches mostly foreign ones like Poe A. 2003; the training and development are actions to improve their existing and future performances by increasing their ability to perform efficiently. Additionally, the companies increase the knowledge and skills of the employees in order to reach organizational objectives by means of training (Kalleberg, A. L. and Moody, J, 1994). Yet the researcher were proposed that this result may come out because in our country

especially in the industries like garment. As the demographic data shows that most of employees are below diploma, their concern is more of salaries than training and career development unlike other institutions. And also most of the owners of this industries get the knowledge in years of experiences, though they have no clue on how to train them.

#### **4.4.4 Job security**

The last hypothesis proposed in this research was Job security has no effect on work motivation. And the result of this study shows that job security has no significant effect on the work motivation. Then the hypotheses failed to reject.

**H0: There is no significant association between job security and work motivation.**

The result shows that there was a no significant effect on the work motivation, though job security and work motivation has an inverse relationship. The job security and the work motivation and statistically not significant at ( $P < 0.05$ ). The magnitude ( $\beta$ ) of the effect of this variable was .006 and the t-value of 0.914.

In prior researches like Neumark (2000), job stability, is the duration of jobs or the probability of keeping or leaving a job; and job security, refers to the prospect of experiencing loss of a job. Additionally Sverke, M.; Hellgren, J. (2002), have explored intermediary mechanisms to address how job insecurity affects performance and behavioral outcome. Nevertheless in the scope of this research the intention of most employees is the job security and stability is beyond their willingness of commitment. Most of the time moving from company to company is considered as the privileged of freedom of being employed.

## CHAPTER FIVE

### FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter aims to review the problem of the research and conclude the findings with regard to the objectives of the study. Conclusion, recommendations, limitations and direction for further related researches are also included in this chapter.

#### 5.1. Major Findings

This study predetermined the factors may not have effect on the work motivation. There are salary, work condition, training and career development and job security & stability. Based on the different analysis undertaken by the researcher the following findings were found:

- Based on the finding of the research, salary has a significant effect on work motivation. It had a positive and significant effect at a statistical significance level of ( $P < 0.05$ ). It means employees get motivated for work if they get very good salaries, incentives, commissions and other financial benefits like insurance coverage and allowances.
- Based on the finding of the research, work condition has a significant effect on work motivation. It had a positive and significant effect at a statistical significance level of ( $P < 0.05$ ). It means working environment helps me to carryout activities in an optimal, safe, healthy and comfortable manner.
- Based on the finding of the research, training & career development has a no significant effect on work motivation. It had a negative and no significant effect at a statistical significance level of ( $P > 0.05$ ). It means employees are not anxious to get training & career development.

- Based on the finding of the research, Job security has a no significant effect on work motivation. It had a negative and no significant effect at a statistical significance level of ( $P>0.05$ ). It means employees are not notified that secured and stabled job is one of the main components to staying employed.

## **5.2. Conclusions**

This study was initiated to investigate the factors that are perceived to be important in influencing employees work motivation in garment companies at Addis Ababa Kolfe-Keraniyo sub-city. More specifically, in this study four factors (Salary, working condition, Career development and Job security) were assumed to be not important factors in influencing employees work motivation in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city. The study tried to meet its objectives addressing the raised research questions by employing different analysis techniques.

According to the result of the study the training & career development and job security has no significant association with work motivation. Unlike other fields the garment industry do not need to be educated. As we discussed in the discussion part, in the undeveloped country like Ethiopia, the primary issue is fulfilling the basic needs to survive. According to Abraham Maslow's hierarchy of human needs of safety comes after physiological needs fulfilled. This result may not give the implication in other fields and also in other organizations because most of employees in the sector has a low living standard. Therefore their mindset changes only when the standard living of the country changes.

The remaining two factors analyzed using regression analysis, salary and working conditions revealed to be significant in affecting employees work motivation in the selected garment companies at Addis Ababa Kolfe-Keraniyo sub-city. The only thing to motivate employees

seems like paying comparatively better payment or has different incentives like allowances and commissions.

### **5.3. Recommendations**

Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations that can be used to influence employees work motivation in garment companies. The recommendations given are the following:

- In the angles of training and career development the employees appeared that they have no interest to look it as the benefits of the company. But having discussions and motivating employees to show them the benefits of getting more knowledge for their better future life.
- Regarding job security , the employee have no awareness of the benefits of staying in a company to have better salary, recognition and other benefits. Therefore the company must create awareness for the employee's benefit. In the other hand the company also has more experiences employee to carry out its operations.
- The salary and working condition of the employee must improve to motivate them. The financial and no financial facilitations may be applicable to make stay the employees. Such as salaries, incentives, commissions and house allowances and other benefits like health insurances.

### **5.5. Directions for Further Studies**

The research has more rooms for improvements to identify the factors determining work motivation. So the researcher recommends the below points:

- Further research could be conducted by comparing work motivations among the different garment companies.

- Expanding the current study to different geographical area may also turn the result to reflect the actual considerations of work motivation of employees.
- Besides the remaining R-square of 37.8% of unknown factors should be carried out by changing or adding the variables



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## APPENDIX I- QUESTIONNAIRE

**ST. MARY UNIVERSITY OF BUSINESS AND ECONOMICS**

**SCHOOL OF BUSINESS ADMINISTRATION**

**POST GRADUATE PROGRAM**

Questionnaire on Determinants of Work Motivation In Ethiopia: The Case Of Garment Companies At Addis Ababa Kolfe-Keraniyo sub-city.

This Questionnaire Will Be Filled By The Selected Garment Company Employees Only.

### **Greetings!!**

I am Degu Demissie and I am a graduate student at St. Mary University College of Business Administration. Currently, I am undertaking my thesis under the title “**Determinants of work motivation in Ethiopia: The case of Garment Companies at Addis Ababa Kolfe-Keraniyo sub-city.**”

The purpose of this questionnaire is to assess your thoughts and feelings about which factors affect your work motivation. The result of this study is believed to benefit the garment companies to employ better and motivating benefits to satisfy and retain its employees.

Your exact reaction is vital for the realization of the study and it is only used for an academic research purpose only. Therefore, you are kindly requested to reply the maximum number of questions with sincerely and honesty and your answers are highly confidential and no personal identification information is required.

**Instruction**

- There is no need to write your name.
- For all questions that are provided with alternative answer, make tick mark on the space provided.
- Many thanks and compliments for your cooperation.

**PART I: General Information**

DEMOGRAPHIC VARIABLES	PLEASE MARK(✓) IN THE RIGHT PLACE	DEMOGRAPHIC VARIABLE	PLEASE MARK (✓ ) IN THE RIGHT PLACE
GENDER	Male <input type="checkbox"/>  Female <input type="checkbox"/>	AGE	18-30 <input type="checkbox"/> 31-40 <input type="checkbox"/> 41-50 <input type="checkbox"/> More than 50 <input type="checkbox"/>
Company Experience (In years)	Less than 5 years <input type="checkbox"/> 5-10 years <input type="checkbox"/> More than 10 years <input type="checkbox"/>	Current Position	Operator <input type="checkbox"/> Line Supervisor <input type="checkbox"/> Line Manager <input type="checkbox"/> Corporate Manager <input type="checkbox"/> Other <input type="checkbox"/>
EDUCATION	Below Diploma <input type="checkbox"/> College diploma <input type="checkbox"/> BA/BSc Degree <input type="checkbox"/> Above BA/BSc degree <input type="checkbox"/>	MONTHLY AVERAGE NET INCOME	Up to birr 5000 <input type="checkbox"/> Birr 5001-10,000 <input type="checkbox"/> Birr 10,001-15,000 <input type="checkbox"/> More than Birr 15,000 <input type="checkbox"/>

Marital Status	Single	<input type="checkbox"/>		
	Married	<input type="checkbox"/>		
	Divorced	<input type="checkbox"/>		

**PART II**

→Please Mark (✓) In the Right Place after Closely Seeing the Note Below

**Note: - SA= Strongly Agree A= Agree N=Neutral D= Disagree SD= Strongly Disagree**

		SD(1)	D(2)	N(3)	A(4)	SA(5)
<b>SP</b>						
1	I am motivated because my company has a very good wages, salaries, incentives, commissions and bonuses.					
2	I am motivated because my company has financial benefits like insurance, vacation, house allowances and fuel allowances.					
3	I am motivated because my company has other benefits like medical benefits, free/discounted services at partner shops/restaurants/travels, etc.					
<b>WC</b>						

4	I am motivated because my company's working environment helps me to carryout activities in an optimal, safe, healthy and comfortable manner.					
5	I am motivated because my office set is encouraging to carry out my activities in the company.					
6	I am motivated because the relationships among colleagues, supervisors, managers and higher officials is with respect and protocol					
7	I am motivated because my company has an efficient work system design.					
<b>CD</b>						
8	I am motivated because my company values me more after training.					
9	I am motivated because my company provides opportunities to grow and learn after training.					
10	I am motivated because my company invests and supports me for a career development after trainings.					
11	I am motivated because my company has a very good opportunity after trainings.					

JS						
12	I am motivated because I have confidence and assurance that I will keep the current job for a longer period of time.					
13	I am motivated because my company's business will sustain any economic condition and business environment.					
14	I am motivated because my company will need my skill for a longer period of time.					
15	I am motivated because am secured and spends no time in searching for a new job in another organization/Industry/Field.					
WM						
16	I am motivated because the garment industry is an attractive industry.					
17	I am motivated because the industry has been given a priority in the country.					
18	I am motivated because the garment factories have the best opportunities.					

**Thank you very much for your contribution!**

# በቅድስተ ማሪያም ዩኒቨርሲቲ በቢዝነስ አድሚኒስትሬሽን

## የማስተርስ ትምህርት ክፍል

መጠይቅ በየስራ መነቃቃትን ሊያመጡ የሚችሉ ሁኔታዎችን በኮልጌ ቀራንዮ ክፍለ ከተማ ባሉ የተመረጡ የልብስ ስፌት ድርጅቶች ላይ ለማጥናት ይህ መጠይቅ የሚሞላው በልብስ ስፌት ድርጅቶች ሰራተኞች ብቻ ነው።

ጤና ይስጥልኝ!!

ስሜደጉደምሴይባላል።በቅድስተ ማሪያም ዩኒቨርሲቲ ኮሌጅ በቢዝነስ አድሚኒስትሬሽን የማስተርስ ተማሪ ስሆን ለመመረቂያ ፅሁፍ በስራ ቦታቸው የስራ እርካታን የሚሰጡ ነገሮችን ለማወቅ በኮልጌ ቀራንዮ ክፍለ ከተማ ባሉ የልብስ ስፌት ድርጅቶች ላይ እየሰራሁ አገኛለሁ።

የዚህ መጠይቅ ዓላማ በእርስዎ ግንዛቤ እና መረዳት የትኞቹ ሁኔታዎች የስራ ላይ መነቃቃትን እንደሚያመጡ ለማወቅ ነው። የዚህ ጥናት የመጨረሻ ውጤት በልብስ ስፌት ስራ ላይ ለተሰማሩ ድርጅቶች በተሻለ መልኩ በስራ ቦታቸው ላይ የተነቃቃ፣ ደስተኛ፣ ስራውን የሚወድ እና በስራው የሚረካ ሰራተኛ ለማፍራት ይረዳቸው ዘንድ ነው። የእርስዎ ምላሽ ለጥናቱ እጅግ አስፈላጊ ሲሆን ከእርስዎ የማገኘው የትኞቹም መረጃ በምንም ሁኔታ ለሌላ ጥቅም አይውልም። ፡ ስለሆነም ቀጥሎ ባሉት ገጾች ላይ ያሉትን ጥያቄዎች በፍፁም ግልፅነት እንዲመልሱልኝ በአክብሮት እየጠየቅሁ ምላሽዎ በሚስጢር የመያዝ በመሆኑ ማንነትዎን የሚገልፅ ነገር ወረቀቱ ላይ እንዳይፅፉላላቸው እወዳለሁ።

### መመሪያ

- ስምዎትን መጻፍ የለብዎትም።

- ለጥያቄዎቹ ይሆናል የሚሉትን ምላሽ ከፊት ለፊት ካሉት አማራጮች መሀል መርጠው ምልክት ያድርጉ።

**ስለትብብርዎት አስቀድሜ አመሰግናለሁ!**

**ክፍል I: ጠቅላላ መረጃ**

DEMOGRAPHIC VARIABLES	PLEASE MARK(✓) IN THE RIGHT PLACE	DEMOGRAPHIC VARIABLE	PLEASE MARK ( ✓ ) IN THE RIGHT PLACE
የታ	ወንድ  ሴት	እድሜ	18-30  31-40  41-50  50 እና ከዚያ በላይ
የስራ ደረጃ	ሰራተኛ  የመስመር ተቆጣጣሪ ዋና ተቆጣጣሪ  የድርጅት ስራ አስኪያጅ  ሌላ	አማካይ ወርሃዊ የተጣራ ገቢ	እስከ ብር 5000  ከብር 5001-10,000  ከብር 10,001-15,000  ብር 15,000 እና ከዚያ በላይ

	ከዲፕሎማ በታች		
	የኮሌጅ ዲፕሎማ		
የትምህርት	የመጀመሪያ ዲግሪ		ያላገባ
ሁኔታ	የሁለተኛ ዲግሪ እና	የጋብቻ ሁኔታ	ያገባ
	ከዚያ በላይ		የተፋታ

### ክፍል ሁለት

→እባክዎን በሚስማሙበት መልስ ትክክል ይህን ምልክት (✓) ያጉሩ።

**Note:** - SA= በጣም አስማማለሁ A=አስማማለሁ N=ገለልተኛ D=አልሰማማም SD= በፍጹም አልሰማማም

		SD(1)	D(2)	N(3)	A(4)	SA(5)
<b>SP</b>						
1	የምሰራበት ድርጅት የሚከፍለው ደመወዝ፣ የስራ ማበረታቻና የበዓል ስጦታዎች ንጠጥሩ ሁኔታ ስለሚከፍል በስራዬ ደስታኛ ነኝ።					
2	እንደመድሀን ዋስትና፣ የቤት ኪራይ፣ የመኪና ነዳጅ እና የሽርሽር ወጪዎችን ስለመሸፍንልን በስራዬ ደስተኛ ነኝ።					
3	የህክምና ሽፋን፣ በሽርክና አብሯቸው ከሚሰሩ ድርጅቶች ነፃ ወይም ቅናሽ የዕቃ ግዢ ሆነ አገልግሎት እንድንጠቀም ስለሚያደርግ በስራዬ ደስተኛ ነኝ።					
<b>WC</b>						
4	የስራዬ አካባቢ ደህንነቱ የተጠበቀ፣ ንፁህ፣ ለጤና ተስማሚ፣ ምቹ እና የስራ ስነምግባር ያለበት ስለሆነ በስራዬ ደስተኛ ነኝ።					
5	የስራዬ ላይ ያለኝን መልካም አራፃፀፎችን እውቅናን ስለሚሰጠኝ በስራዬ ደስተኛ ነኝ።					
6	በቦታች ሰራተኞች፣ በቅርብ ሃላፊዎች፣ በስራ አስኪያጆች እና በከፍተኛ ባለስልጣናት መካከል					



	ያለው የስራ ግንኙነት ጤናማና የስራ ስነ ምግባርን የጠበቀ ስለሆነ በስራዬ ደስተኛ ነኝ።					
7	የምሰራበት ድርጅት በስርዓት የተዋቀረ የስራ አካሄድ ስላለው በስራዬ ደስተኛ ነኝ።					
<b>CD</b>						
8	በስራዬ ደስተኛ ነኝ ምክንያቱም በትምህርት ወይም በስልጠና ሳድግ ደርጅቱ የተሻለ ትኩረት ስለሚሰጠኝ።					
9	የምሰራበት ድርጅት ውስጥ የምሰራበትን የስራ መስክ ለማሳደግ የትምህርት እና የስልጠና ሁኔታዎችን ስለሚያመቻችልኝ በስራዬ ደስተኛ ነኝ።					
10	የምሰራበት ድርጅት ውስጥ የምሰራበትን የስራ መስክ ለማሳደግ የትምህርት እና የስልጠና ወጪዎችን ስለሚሸፍንልኝ በስራዬ ደስተኛ ነኝ።					
11	የምሰራበት ድርጅት ከትምህርት እና ከስልጠና በኋላ ጥሩ የስራ እድል ስለሚሰጠኝ በስራዬ ደስተኛ ነኝ።					
<b>JS</b>						
12	በስራዬ ደስተኛ ነኝ ምክንያቱም በስራዬ ቦታዬ ላይ ለረዥም ጊዜ ለመቆየት የምችል መሆኑን ስለሚያረጋግጥኝ።					
13	በምሰራበት ድርጅት ውስጥ የምሰራበት የስራ ዘርፍ ቀጣይና እያደገ የሚሄድ የንግድ መስክ ውስጥ ስላለ በስራዬ ደስተኛ ነኝ።					
14	በምሰራበት ድርጅት ውስጥ የምሰራበት የእኔን የስራ ችሎታና ብቃት ቀጣይና እያደገ የሚሄድ ለረዥም ጊዜ የሚፈልገው ስለሆነ በስራዬ ደስተኛ ነኝ።					
15	በምሰራበት ድርጅት ውስጥ የስራዬን የማጣት ስጋት ስለሌለኝ አዲስ ስራ ለመፈለግ ጊዜዬን ስለማልፈጅ በስራዬ ደስተኛ ነኝ።					

## APPENDIX II: REGRESSION

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.793 <sup>a</sup>	.629	.622	.28340

a. Predictors: (Constant), Salary, WorkingCondition, CareerDevelopment, JobSecurity

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.383	8	7.055	87.838	.000 <sup>b</sup>
	Residual	29.074	362	.080		
	Total	78.457	370			

a. Dependent Variable: Work Motivation      b. Predictors: (Constant), Salary, Working Condition, Career Development, Job Security

### APPENDIX III -RELIABILITY TEST

#### Case Processing Summary

		N	%
Cases	Valid	375	100.0
	Excluded <sup>a</sup>	0	.0
	Total	375	100.0

a. Listwise deletion based on all variables in the procedure.

#### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Salary	26.1054	16.997	.730	.868
WorkingConditions	26.3160	13.378	.780	.867
CareerDevelopment	26.0273	16.036	.507	.897
JobSecurity	26.0327	17.113	.763	.867
WorkMotivation	26.1178	16.112	.755	.863

#### Reliability Statistics

Cronbach's Alpha	N of Items
.756	3

**Reliability Statistics**

Cronbach's Alpha	N of Items
.824	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.746	3

**Reliability Statistics**

Cronbach's Alpha	N of Items
.804	4

**Reliability Statistics**

Cronbach's Alpha	N of Items
.778	4

**Scale Statistics**

Mean	Variance	Std. Deviation	N of Items
29.8719	21.252	4.60994	5

## APPENDIX IV- NORMALITY TEST

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviati on	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Salary	375	1.60	5.00	4.1751	.40004	.041	.127	4.676	.253
WorkingConditions	375	2.00	5.00	4.2414	.43481	.205	.127	.822	.253
CareerDevelopment	375	1.00	5.00	4.2631	.39094	-.942	.127	9.810	.253
JobSecurity	375	2.33	5.00	4.4595	.35775	-1.050	.127	4.596	.253
WorkMotivation	375	1.75	5.00	4.2541	.30960	-.771	.127	9.664	.253
Valid N (listwise)	375								