



**ST. MARY'S UNIVERSITY COLLEGE**

**SCHOOL OF GRADUATE STUDIES**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**ASSESSING THE EFFECT OF NON-FINANCIAL REWARDS ON  
EMPLOYEE MOTIVATION: THE CASE OF ADDIS ABABA CHAMBER  
OF COMMERCE AND SECTORAL ASSOCIATIONS (AACCSA)**

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**ADDIS ABABA, ETHIOPIA**

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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Tewodros Mekonnen (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.

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**June 2022**

## ENDORSEMENT

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

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**June, 2022**

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## **LIST OF ACRONYMS:**

**AACCSA-** ADDIS ABABA CHAMBER OF COMMERCE AND SECTORAL ASSOCIATIONS

**CET-** COGNITIVE EVALUATION THEORY

**ERG-** EXISTENCE,RELATEDNESS AND GROWTH

**ER-** EMPLOYEE RECOGNITION

**ET -** EMLPOYEE TRAINING

**EWB-** EMPLOYEE WELL-BEING

**HRMD-** HUMAN RESOURCE MANAGEMNET DEPARTEMENT

**JS-** JOB SATISFACTION

**SDT-** SELF-DETERMINATION THEORY

**SPSS-** STATISTICAL PACKAGE FOR SOCIAL SCIENCE

**WHO-** WORLD HEALTH ORGANIZATION

**WLB -** WORK-LIFE BALANCE

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## **Abstracts**

*The study sought to assess non-financial rewards on employee motivation in case of Addis Ababa Chamber of Commerce and Sectoral Associations employee. It examined Perceived Job Satisfaction, Work-Life Balance, Employee Well-Being, Training, and Recognition as factors affecting employee motivation. A quantitative research approach was employed. Quantitative data was gathered using survey questionnaire and a total of 85 respondents completed the questionnaires. Descriptive and inferential statistics were used to analyze the responses to find out the relationship between the independent and the dependent variables. Pearson correlation and regression were used as the main technique of data analysis to identify factors affecting employees' motivation. The findings from correlation and regression analysis revealed that four of the selected independent variables (Job Satisfaction, Employee Well-Being, Training, and recognition) have strong positive correlation with Employee Motivation whereas Work-Life Balance has no correlation with the dependent variable. Similarly, the result form regression analysis shows that Employee Job Satisfaction, Employee Well-Being, Training, and Recognition are significant factors affecting Employee Motivation. However, Work-Life Balance is not significant positive factors affecting Employee Motivation. Finally, the study recommends that the organization and policy makers need to work hard towards improving employee's motivation by considering significant determinants factors affecting employee's motivation.*

**Key words:** - employee motivation, job satisfaction, employee well-being, training, employee recognition.

# CHAPTER ONE

## 1 INTRODUCTION

This chapter presents a general background of the study, background of the organization statement of the problem, Objectives of the study. The chapter further describes the scope of the study, significance of the study and organization of the study.

### 1.1. Background of the Study

The term "motivation" is derived from the word "motive." The original definition of the word motive is concerned with motion. The importance of movement in motivation cannot be overstated (Tanner, 2021) Motivation is derived from the word 'motive,' which denotes a person's needs, desires, wants, or urges. It is the process of motivating individuals to act to achieve a goal. The psychological reasons motivating people's behavior in the context of work goals can include - a desire for cash, success, recognition, job-satisfaction, teamwork, and so on (Juneja). According to Tanner, (2020), motivating employees is essential for good management and leadership. When employees are not driven to achieve the organization's goals, organizational productivity suffers. Bartol and Martin (1998), define motivation is a force that energizes action, directs conduct, and underpins the proclivity to persist Motivation, according to Luthans (1998), is the process that arouses, energizes, directs, and sustains action and performance. According to Armstrong (2005), defined that motivation, a motive is a reason for doing something — for taking a particular path. People are motivated when they believe that taking a certain course of action will lead to the achievement of a goal - a valuable reward that meets their specific needs. People who are well-motivated have clearly defined goals and take actions that they believe will help them attain their goals.

Motivation is critical in any discussion of workplace behavior since it is widely assumed to have a direct link to work performance, and hence the assumption that a motivated employee is a productive employee (Riggio, 2014). Armstrong (2001) emphasizes motivation's contribution to organizational productivity, claiming that motivational concerns should be regularly monitored in organizations since they affect the maintenance of high levels of performance. People: those that management expects to deliver results that are in line with the organization's goals objectives and goals Employees' performance is defined as the "application of their abilities and knowledge.

“That is why employee motivation is so important to a company's overall effectiveness of any organization. When an organization's leadership is strong and engaged, it becomes successful. It also encourages motivation.

Pinder (1998 in Ambrose & Kulik, 1999) explained that work motivation can be defined as a set of internal and external forces that begin and determine the shape, direction, intensity, and length of work-related behavior. Many factors influence employee motivation, including training, monetary incentives, job happiness, job transfer, promotion, working conditions, achievement, appreciation, recognition, job security, and social possibilities (Sekhar, et. al 2013).

Today's professions have changed tremendously and are no longer the same as they were only a generation ago, necessitating far more initiative, creativity, judgment, and a variety of employee motivation strategies (Thomas, 2009). Motivated employees are needed in today's ever-changing workplaces and marketplaces. They can help firms thrive by executing the job and work required to the best of their abilities; as a result, employees will be more productive (Yongsun et al. 2002). Employee motivation is a complicated process, according to Armstrong (2005), because it is influenced by several factors. Individual needs and aspirations, reward expectations, justice, and fairness (the felt fair concept), and other factors are among them. Motivation is, in general, the lifeblood of a business, so it is critical for managers to understand the variables that encourage their staff to perform to their full potential. In terms of employee motivation, the incentive system is an important instrument for management to use as a channel of motivation. As a result, the indicated employee motivation component should be taken into account while designing and implementing a reward strategy, and the organization should also adopt a desirable total compensation strategy to motivate people at work.

As a result, without effective and timely staff motivation, firms will fail to achieve their mission and objectives. The study aims at assessing the effect of non-financial recognition on employee motivation at AACCSA.

## **1.1. Background of the Organization**

The Addis Ababa Chamber of Commerce and Sectoral Associations (AACCSA) is a non-profit, voluntary business membership group with about 15,000 members that was founded in 1947. The chamber is a respectable business voice that promotes for the formation of a business-friendly environment. It also promotes commerce and industry by publishing business information, advising the government and members on economic development and business issues, forming cordial relationships with similar chambers in other countries, sharing information, and arbitrating business disputes.

AACCSA is Ethiopia's oldest, largest, and most powerful Chamber, representing a diverse range of firms situated in Addis Ababa, which account for more than 60% of all businesses in the country. Being a member of the world Chambers Federation, AACCSA also has a prominent place in the international network of Chambers.

By creating a platform for the business community to come together and discuss on common issues, and by serving as a bridge between the business community and the government as well as by providing different services to the business community; the Addis Ababa Chamber of Commerce and Sectoral Associations is working for the advancement of trade and investment.

**The vision Statement of AACCSA is:** “To be a world class chamber, enabling the business community to be competitive locally and internationally and contribute to the attainment of the trade and investment goals of the country.”

**The mission Statement is** “To promote trade and investment by providing demand driven services to the best satisfaction of members, stakeholders and others and advocate for favorable business environment based on best practices.”

**AACCSA’s Core Values** – are the heart of all that it does and are reflected in the day-to-day activities of AACCSA are promoted consistently by the Board and staff: Accountable, credible, and transparent; Business-friendly; Customer-focused; Innovative through creativity; Quality and improvement driven; socially responsible; Team oriented.

Source: AACCSA profile and Article of Addis Chamber Goodwill Ambassador (2022).



## **1.2. Statement of the Problem**

In a complex and dynamic business environment, leaders used to create an environment in which employees feel trusted and empowered to make decisions, which increased employee motivation. When employees are given the right motivation technique at the right time, their morale and confidence improve, which has a direct positive impact on individual and organizational performance (Sekhar, et. al 2013).

Every employee has personal goals that they seek to achieve. There is a possibility that individual aspirations and aims of employees do not align with the corporate management's goals (Arvidsson, 2005). Employees that are motivated will have an impact on the organization's efficiency and may lead to the achievement of the organization's vision and goals (Hussin, 2011). Employees have both a mind and a soul, and they seek meaning and purpose in their work, as well as a desire to be a part of a community, making their occupations meaningful and encouraging them to perform at a high level in order to advance their personal and social growth(Ashmos & Duchon, 2000).According to Arvidsson (2005), stated that as unmotivated individuals place a higher importance on their personal goals than the company's, this disparity could lead to a conflict of interests, thus management should create compensation systems that enhance the link between employees' goals and motivating factors and the company's goals.

Employee motivation is affected by several sorts of rewards, which can be divided into two categories: financial and non-financial benefits. Though financial incentives are vital for employee motivation in third-world nations where inflation is so high that people are battling to maintain their social position, non-monetary incentives are equally important (Latif, 2014). As a result, it is critical for a firm to determine what motivates its employees in order to devise a proper compensation system and achieve greater results. Human resource managers use a variety of strategies and tactics to encourage their personnel (Sougui, et al. 2017).

Based on the preliminary interview in AACCSA with the department of HRM, specified that its human resources are its most valuable assets in AACCSA provides both financial and non-financial encouragements to motivate its staff. Even though, according to the staff meeting session, which was held on February 19, 2022, explained in Addis Chamber there is a high staff turnover annually.

Keeping these concerns in mind, in Ethiopian context the following studies have addressed factors or determinants of employee motivation in different organization like Biniyam and Eyobe(2019), Netsanet (2019), Tesfaye (2018) and Dagne(2020) revealed in their study employee's motivation is influenced by compensation and benefits, job security, employee safety, empowerment, salary working conditions, recognition, promotion, training and development, supervisory relationship, and coworker relationship.

However, according to the organizational annual report (2019/20) of AACCSA pointed out that most of the jobs' progress has been declining from time to time, employees' turnover is increasing through time to time rated 9.1% according to HRDLM (2022) annually and the staff becomes demotivated for their work. A preliminary interview was conducted for selected employees and the result indicated that the organization used less motivational practice. In this case, the researcher wanted to assess determinants of employee motivation seek to identify the best motivating factor for the employees.

Even though the above-mentioned studies and other similar studies on employee motivation have been conducted in different countries in different organizations but are no researcher has studied in the case of any chamber of commerce industry in general, in Ethiopia also researchers have studied employee motivation in different organizations however no researcher has studied in any chamber of commerce found in Ethiopia. Thus, the purpose of the study is to investigate the effect of non-financial rewards on employee motivation in AACCSA and to bridge the gap. Moreover, in prior studies in Ethiopian researchers neglected to conduct a study on the significance of non-financial rewards on employee motivation, this can show there is a knowledge gap between non-financial reward practice and employee motivation. And it makes the researcher's attention as a variable to study the effect that non-financial reward practices have on employee motivation.

### **1.3. Research Objectives**

#### **1.3.1. General objective**

To assess the effect of non-financial rewards on employee motivation in case of Addis Ababa Chamber of Commerce and Sectoral Associations.

#### **1.3.2. Specific Objectives**

- To determine if job satisfaction affects employee motivation.
- To examine whether work-life balance affects employee motivation.
- To investigate whether employee well-being affects employee motivation.
- To find out whether employee training affects employee motivation.
- To determine if employee recognition affects employee motivation.

### **1.4. Research Hypothesis**

- H1: Job Satisfaction has positive and significant influence on Employee motivation.
- H2: Work life balance has positive and significant influence on Employee motivation.
- H3: Employee well-being has positive and significant influence on Employee motivation
- H4: Employee training has positive and significant influence on Employee motivation.
- H5: Employee recognition has positive and significant influence on Employee motivation.

### **1.5. Significance of the study**

The study provides crucial inputs for the management of AACCSA and fellow researchers.

- The study findings will be vital for AACCSA. It will benefit the top managements and decision makers in understanding the major impediments for employee motivation and to know the impact of intrinsic and extrinsic motivation, as well as financial and non-financial incentives, on employee motivation, which has a significant impact on employee performance and taking the necessary course of action.
- The outcomes of this study will provide insight into employee motivation and assist in the frequent examination based on market data.
- Finally, it can also serve as an ingredient for future studies in the area for reference.

## 1.6. Delimitation /Scope of the study

The scope of the study can be discussed in terms of the issue under investigation (conceptual scope), geographical area (geographical scope), and the methodology adopted (methodological scope).

- From conceptual point of view, the researcher has intended to identify the factors affecting employee motivation. Although there are a variety of definitions for Employee Motivation, in this paper it is conceptualized as the willingness of an individual to put forth high levels of effort toward organization goals while simultaneously satisfying his or her needs (Armstrong, 2006). In addition, though many factors affect employee motivation, in this study six variables are considered factors affecting Employee Motivation: training, recognition, well-being, work-life balance and job satisfaction are covered.
- Geographically, the study is focused on AACCSA personnel.
- Methodologically, the research relies on both primary and secondary sources of data, and applies quantitative research approach and data will be analysed.
- One of the limitations of the study is regarding lists of independent variables that influence Employee Motivation are not limited to those listed, discussed, and presented in this work but many more are not covered due to financial and time limitations, unavailability of data to the specific context and due to the scope determination of this study.
- The other thing to note is that the results of this study may or may not lead to generalized conclusion, since it is a specific case study.

## 1.7. Definition of Terms

The following are important term used in the study.

**Motivation:** It refers to the willingness of an individual to put forth high levels of effort toward organization goals while simultaneously satisfying his or her needs (Armstrong, 2006).

**Employee benefits:** Are elements of remuneration given in addition to the various forms of cash pay (Armstrong, 2003).

**Financial reward:** Rewards that enhance employee's financial well-being (Armstrong, 2004).

**Monetary incentives:** A reward for employees because of their creditable performance at work through money which includes salary, wages, allowance, bonus, profit sharing, stock options, and insurance program (Cole, 1997; Ballentine, et al, 2012).

**Employee Well-being:** the feelings of satisfaction and happiness arising from the work environment (Cartwright & Cooper, 2009).

**Intrinsic reward:** Satisfactions derived from the job itself, such as pride in one's work, a feeling of accomplishment, or being part of a team (Hertzberg, 1957).

**Training:** It refers to a continuous development of an employee's attitude, knowledge and skills which are important for adequately performing certain job duties (Armstrong, 2001).

**Job Satisfaction:** A positive feeling about one's job resulting from an evaluation of its characteristics (Robbins & Judge, 2013:75).

**Working condition:** Working condition refers to the working environment and all the existing circumstances affecting labor in the workplace, including job hours, physical aspects, legal rights and responsibilities or it is about providing healthy, safe and so far, as practicable pleasant working environment for employees (Armstrong, 2006).

## **1.8. Organization of the Study**

The study is organized into five chapters. The first chapter is about introduction to the study and focused on research background, statement of the problem, research questions, and objectives of the study, significance of the study, scope of the study, limitations of the study, definition of terms and finally organization of the study. The second chapter deals with review of related literature. This chapter focuses on the concepts of employee motivation, theories of motivation, and types of motivation. The chapter also reviews empirical studies, presents the knowledge gap and finally the conceptual framework of the study. Chapter three is about research methodology and includes the research approach and design; research respondents; data sources and data collection instruments; population, sample size and sampling techniques; reliability and validity of data collection instruments; method of data analysis; and ethical considerations. The fourth chapter focuses on data presentation, analysis, and interpretation. The final chapter provides summary of major findings, conclusion, and recommendation for the study.

# **CHAPTER TWO**

## **2 REVIEW LITERATURE**

### **2.1 INTRODUCTION**

The goal of this review literature is to provide a foundation for this study on employee motivation. Its purpose is not to reach a consensus on definitional issues, but to inform the reader on the present state of literature on employee motivation. The review starts with theories of motivation an overview of the strategic management process before moving on to the types of motivation. The focus is then narrowed, which is utilized by AACCSA for employee motivation.

### **2.2 Review Theoretical Literature**

#### **2.2.1 Definition of Motivation**

The term "motivation" is derived from the word "motive." The original definition of the word motive is concerned with motion (Tanner, 2021). Employee motivation refers to how dedicated an employee is to his or her job, how involved he or she is in the company's goals, and how he empowered, or she feels in their daily tasks. Job motivation can be extrinsic or intrinsic, meaning that motivating elements for employees can come from both internal and external sources. Externally motivated employees strive to do their best work to receive praise, recognition, or monetary compensation from their employer. A manager, for example, might issue an employee of the month award or give a bonus to a department's greatest performer. An intrinsically motivated employee, on the other hand, is driven to succeed by a desire for acceptability, meaningful work, authority, independence, or another internal motivator (Donohoe, 2018).

#### **2.2.2 Determinants of Employee Motivation**

Depending on the results of previous human resource related studies, the researcher has selected job satisfaction, work-life balance, employee well-being, employee training and employee recognition as dependent variables to study whether they affect employee motivation or not.

### **2.2.2.1 Job Satisfaction**

Job satisfaction is also defined as the state in which employees experience pleasure from their work or as the employee's positive and emotional state because of his or her job and performance appraisal (Shaikh et al. 2012). JS has been described in a variety of ways, and a unified definition is unlikely to emerge. Job satisfaction is a psychological concept that refers to attitudes and traits associated to the job, such as salary and reward, policies, leadership behaviors, management styles, and coworkers (Dartey-Baah, 2010). In other words, JS is described as an affective variable resulting from an individual's work experience being evaluated (Yuen et al. 2018). Meanwhile, Job satisfaction, according to Darma & Hamzah (2017), is an attitude that represents a person's good and negative attitudes toward job, colleagues, and work environment. Good job satisfaction can lead to higher worker performance, which affects the company's results (Smith et al. 2020).

JS is a complex construct that includes factors such as compensation, advancement prospects, coworkers, supervision, and the work itself (Rogelberg, et al. 2010). Job satisfaction has been linked to a number of positive characteristics such as job motivation, job performance, organizational citizenship behavior, and life satisfaction in manufacturing and organizational psychology (Kara, 2020). According to Jung and Suh (2019), if an individual has a high level of job satisfaction, he or she is less likely to hunt for another job or leave a business.

Furthermore, unfair evaluation by employers in job assignments, promotions, salary, evaluation reports, and other areas when compared to other coworkers would have a negative impact on employee JS (Torlak & Kuzey, 2019). To avoid employees becoming dissatisfied with the institution, bosses must ensure that all assessments are reviewed. This is because employees typically rate their jobs in the organization as either good or unfavorable, and whether or not the working conditions satisfy their expectations (Torlak & Kuzey, 2019).

### **2.2.2.2 Work-Life Balance (WLB)**

The following statements by Kalliath and Brough (2008) summarize the many definitions of WLB found in the literature: People have various roles in their lives, including professional and personal life roles, and the demands of one function can overlap with those of another, People should be able to devote the same amount of time and effort to all responsibilities,

People should be happy with their own achievements in numerous life domains and perform at their best in these areas. Their performance and function in different areas of life should not conflict, People's life roles and the significance they place on these roles shift over time. As a result, whether people are satisfied with WLB relies on whatever duties they have prioritized right now and if their expectations are realized. When there is little friction between people's job and personal roles, WLB is realized. WLB is defined as a person's level of control over the demands of various positions and their capacity to meet those needs.

Work, family, friends, health, and safety are all areas of one's life that must be considered at any given time. Increased levels of stress, competition, and workplace insecurity are just a few of the primary variables that cause disruption in WLB. Changes in the workplace and employee demographics have raised worries about the gap between work and non-work lives of employees over the last decade. Mandatory overtime, shift work, on-call tasks, and weekend/holiday coverage enforced by the company have a significant impact on the employee's personal time (Agha, et al., 2017).

Employees can appreciate the life they have worked so hard to establish when they have a good work-life balance. They also make time for their loved ones. They take their stress out on their loved ones instead of forming a WLB. Employees' physical ailments and illnesses, such as heart disease and diabetes, have been linked to long-term stress, as well as health concerns like as increased smoking and alcohol usage, weight gain, and depression (Meenakshi, et al., 2013).

Therefore, according to Allen (2021) WLB can be achieved by establishing clear work–life boundaries and allocating time to certain objectives.

### **2.2.2.3 Employee Well-Being**

The term "well-being" refers to a variety of factors. Positive feelings like happiness, joy, contentment, enthusiasm, amazement, and tranquility fall under this category. It also entails good bodily health as well as positive, meaningful social connections and relationships. It's a component of happiness that's both personal and contributes to your total happiness (Sinclair 2021). Wellbeing has been defined from two unique angles. Happiness, according to the hedonic perspective, is the definition of wellbeing (Ryan & Deci, 2001). In the second, eudaimonic, perspective welfare is defined in terms of self-actualization, implying that true happiness is found in virtue expression (Dewe and Cooper, 2012).



The current study is based on research that suggests that a combination of both perspectives is more realistic, because happiness is a multifaceted phenomenon that includes both eudaimonic and hedonic features (Fisher, 2014). The subjective experience of general pleasure with and pleasant attitudes toward employment is referred to as "wellbeing at work." It has also been suggested that conceptions of workplace wellness (and wellbeing in general) include a component of social ties, as this is a vital component of an individual's pleasant work experiences (Fisher, 2014).

According to Canaff and Wright (2004), Keyes and Grzywacz (2005), and Day and Randell (2014) all found that employees with a high level of wellbeing put more thought and effort into their job. While according to Ford et al. (2011), decreases in cognitive resources and increased concentration on unfavorable or irrelevant information are associated with poor psychological health, such as depression, anxiety, and exhaustion.

Despite the numerous favorable organizational attitudes linked with employee wellbeing, companies have typically concentrated on lowering employee stress rather than enhancing employee well-being (Hone et al., 2015). When there is a perceived imbalance between the positive and negative aspects of one's life, it causes stress.

According to Sinclair (2021), the most common type of well-being is emotional well-being, physical well-being, workplace well-being and societal well-being.

**Emotional Well-being** is a positive mental health, according to the World Health Organization, is "a condition of well-being in which an individual recognizes his or her own potential, can cope with typical stressors of life, can work successfully and fruitfully, and can contribute to his or her community" (WHO, 2001). According to Sinclair (2021), emotional well-being is defined as the ability to safely express and manage emotions, as well as the ability to generate pleasant feelings. It all starts with being conscious of your emotions.

**Physical Well-Being** is referring to the ability to sustain a healthy way of life that helps us to get the most out of our everyday activities without being exhausted or stressed. Health promotion activities aimed at improving employee well-being (physical and psychological) will benefit both the person and the firm, according to Dewe and O'Driscoll (2010). Physical well-being is concerned with your physical health, which includes sleep hygiene, nutrition, and

physical activity. It's just as vital to look after your body as it is to look after your mind because the two work together to determine your health (Sinclair 2021).

**Workplace well-being:** The opportunity to pursue your professional goals in a stimulating, encouraging, and fulfilling atmosphere is referred to as workplace well-being (Sinclair 2021). In addition to this according to Sinclair (2021) noted that solid frameworks, fair regulations, and safe relationships allow you to accomplish, achieve, and advance in meaningful ways in a workplace that cares about your personal and professional well-being.

**Societal well-being:** According to Sinclair (2021) noted that the ability to engage, feel valued as a member of, and feel linked to a larger social context is referred to as societal well-being.

#### **2.2.2.4 Employee Training**

According to Abbas Z. (2014), training is an important component for an employee's development in the workplace because some individuals lack the necessary knowledge, skills, and competences to complete tasks on time. Furthermore, training is a type of learning that focuses on acquiring new skills. Precise knowledge and abilities required for the performance of a job or a task the job is the center of training. For instance, the necessity for efficiency and safety in the operation of specific machines is an example of a task. Or to name a few, or the requirement for a strong sales force (Cole, 2002).

Over the last three decades, employee training and development has emerged as a major educational enterprise. This increase is associated with a workplace demand for employees at all levels to improve their performance in their current jobs, acquire skills and knowledge to do new jobs, and continue their career progression in a changing environment work environment (Armstrong, 2001; Craig, 1987). Employees typically know when their work procedures or productivity could be improved just as well as or better than supervisors. In many circumstances, individuals lack the necessary tools or education to realize their full potential. Training, especially for departments and teams, can help enhance the quality and outcomes of work. As a result, employees are more satisfied with their work, are more enthusiastic about the potential of achievement, and have a stronger sense of self-worth (Tanner 2017).

According to Mahbuba (2013), the trainer's job is evolving from that of a simple skilled provider to that of an active communicator who works to achieve both training and organizational

goals. The major goal of the training is to develop knowledge and abilities, as well as to modify attitudes and behaviors. Employees' behavior so that they can quickly adjust to new technology in the workplace production. As a result, there will be less turnover and absenteeism. Employees that have been properly trained demonstrate both performance in terms of quantity and quality.

#### **2.2.2.5 Employee Recognition**

Employee recognition has been identified as a highly effective motivational tool, with a significant positive impact on employee job satisfaction and performance, as well as overall organizational performance (Zani, et al. 2011) and (Rahim & Duad, 2013). According to the Maritz Institute (2011), recognition encompasses a wide range of practices and experiences that broaden and enrich employee capabilities. Highly motivated employees give a company a competitive advantage because their efforts help the company achieve its objectives and business strategy, as well as grow and prosper (Danish2010) and (Imran 2014).

As a result of the inadequacy of financial incentives alone to motivate high performance, employee recognition programs have become more popular and accepted in most organizations. Financial incentives have been shown to motivate employees only temporarily (Whitaker, 2010; Schechter, et al, 2015). Instead of developing new approaches, encourage employees to focus on whatever will earn them a quick reward. Each other is viewed as a competitor in a competition, and the pride associated with work is stripped away, and the reward is viewed as an afterthought the right to (Zobal, 1999).

Taking a holistic approach to rewards, Thumbran (2010) argues that providing non-monetary incentives to potential and current employees is both relevant and beneficial to the business, allowing companies to better strategize in terms of the value they provide. Employee recognition, he continued, allows individuals to know and understand that their work is valued and appreciated, provides a sense of ownership and belonging, improves morale, increases loyalty, and increases the organization's employee retention rate.

### **2.2.3 Theories of Motivation**

According to principles of management stated that there are four major theories in the need-based category: Maslow's hierarchy of needs, ERG theory, Herzberg's dual factor theory, and McClelland's acquired needs theory.

#### **2.2.3.1 Maslow's Hierarchy of Needs**

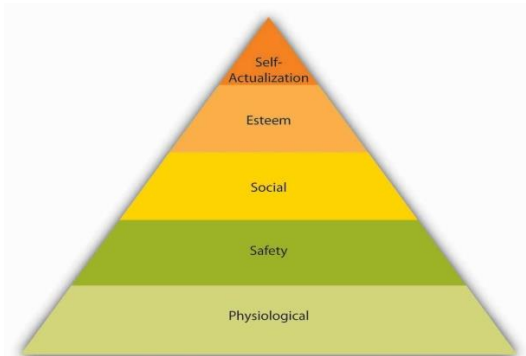
Motivation theories support in the comprehension of various motivators. For decades, motivation theories have been studied. These theories can be included into a company's human resource policies to help people perform at their best (Ali, 2021). Abraham Maslow is one of the most well-known psychologists of the twentieth century, and his hierarchy of needs, together with the pyramid that depicts how human needs are prioritized, is a well-known image among business students and managers. Maslow's theory is founded on a simple premise: people have needs that are prioritized in order of importance (Maslow, 1943; Maslow, 1954). According to Gary Latham (2011), employees are motivated by unmet demands, and people would never have appreciated work if not for those flaws.

Physiological needs are the most fundamental of Maslow's requirements. Air, food, and water are all examples of physiological demands. Consider yourself starving. At that moment, it's possible that your entire activity is focused on locating food. However, once you've eaten, you'll no longer be on the lookout for food, and the prospect of eating will no longer motivate you. People become concerned about safety when their physiological demands have been met. Is there any risk, pain, or an uncertain future in their future? Social needs refer to the want to build enduring bonds with other people, to be liked, and to bond with others on a higher level. Being detached from others might have a negative impact on one's health and happiness (Baumeister & Leary, 1995). The fulfilment of social needs raises the importance of esteem needs. The need to be respected by one's peers, to feel important, and to be acknowledged are all examples of self-esteem demands. Finally, the need for self-actualization refers to "being everything you are capable of becoming" at the top of the hierarchy. This desire displays itself in the acquisition of new abilities, the acceptance of new challenges, and the behavior that will lead to the achievement of one's life goals.

Individuals often have difficulty defining what they want from a job, according to varied motivation literature. As a result, businesses have overlooked what employees say they want in

favor of telling them what they want based on what management feel many people want under the given conditions. These decisions have frequently been predicated on Maslow's requirements hierarchy, which includes the aspect of prepotency. As a person progresses through a company, his or her boss gives resources or opportunity to meet requirements higher up Maslow's pyramid.

Figure 2. 1Maslow's Hierarchy of Needs



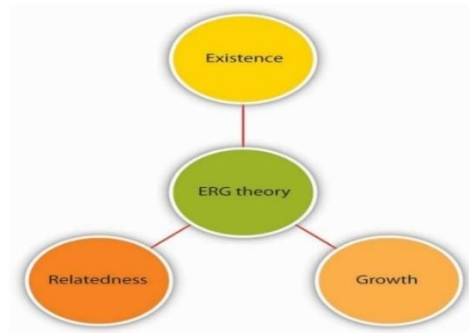
Source: Adopted from Anderson (2014).

### 2.2.3.2 Alderfer's ERG Theory

Clayton Alderfer's ERG theory is a variation of Maslow's hierarchy of needs (Alderfer, 1969). Alderfer advocated those essential human needs be divided into three categories: existence, relatedness, and growth, rather than the five hierarchically ordered requirements. Maslow's physiological and safety needs are represented by the existence need, while social needs are represented by the relatedness need, and Maslow's esteem and self-actualization are represented by the growth need Alderfer (1969).

Alderfer (1972) also included his frustration-regression principle, which proposed that people would move in and out of different levels based on how well their demands were addressed. Students of management consider this method to be rational and related to many people's world perspectives.

Figure 2. 2 ERG Theory

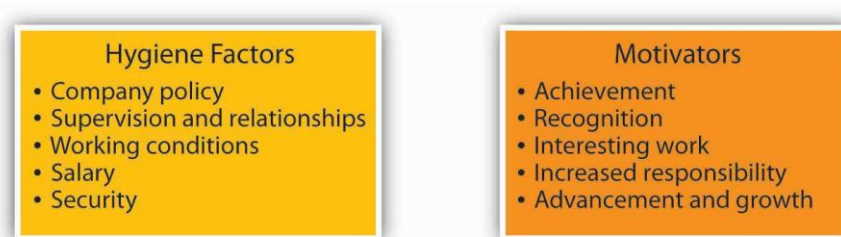


Source: Based on Alderfer, C. P. (1969). An empirical test of a new theory of human needs. *Organizational Behavior and Human Performance*.

### 2.2.3.3 Two-Factor Theory

Maslow's needs theory was further simplified by Herzberg (2003), who reduced it to two domains of motivation. This was given a title.

Figure 2. 3Two-Factor Theory of Motivation



Source: Based on Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work*. New York: Wiley; Herzberg, F. (1965). The motivation to work among Finnish supervisors. *Personnel Psychology*, 18, 393–402.

### 2.2.3.4 Acquired Needs Theory

Douglas McClelland's acquired needs theory is the most widely accepted of the need-based motivation theories. Individuals develop three types of needs as a result of their life experiences, according to this hypothesis. Wants for achievement, affiliation, and power are three of these needs. All people have a combination of these requirements. Those with a strong need for achievement have a strong desire to succeed. A worker who gets a lot of pleasure from meeting deadlines, coming up with clever ideas, and planning his or her next career move can be in

desperate need of accomplishment. Individuals with a high demand for achievement are ideally suited to jobs like sales, where there are clear goals, fast feedback, and their efforts frequently result in success (Harrell & Stahl, 1981).

Finally, persons with a strong desire for power strive to exert control over others and their surroundings. When it comes to wanting and wielding power for one's personal good and reputation, the desire for power can be harmful to one's relationships. However, it tends to produce positive results when it presents itself in more altruistic forms, such as changing the way things are done to improve the work environment or procuring additional resources for one's department. In fact, the urge for power is seen as critical for managerial and leadership effectiveness (McClelland & Burnham, 1976).

#### **2.2.4 Concept of Employee Motivation**

Prior to the early 1880s, when discussing motivated human behavior, well-known philosophers and significant social theorists used the term "will" (Forgas, et. al. 2005). Motivation may be defined as a management strategy that encourages individuals to work harder for the organization's overall benefit by providing them with motives that are based on their unmet needs. The question that arises is "why do managers need to motivate their employees?" (1959, Herzberg). Motivation is defined as a psychosomatic process that guides a person's behavior and reactions to meet specific unmet requirements (Latham G., 2011). Motivation is what gives employees the stimulation and direction they need to complete their tasks (Lauby S., 2005).

Motivation is defined by Robbins & Judge (2013) as the mechanisms that account for an individual's intensity, direction, and persistence of effort toward a goal. Training, monetary incentives, job happiness, job transfer, promotion, working conditions, achievement, appreciation, recognition, job security, and social opportunities are all elements that influence employee motivation (Sekhar, et. al 2013). According to Griffin et al., (2017), the fundamental difference between highly effective and productive businesses and less effective ones is frequently found in employee motivation. As a result, motivation is one of the most fascinating and researched issues in organizational behavior and human resource management.

According to Arnold et al (1991), identified three components of motivation

1. Direction – what a person is attempting to accomplish.
2. Effort - how hard is a person attempting something?
3. Persistence - how long does it take a person to keep trying?

In today's world, increasing motivation, commitment, and engagement levels are critical organizational components. Compensation policies have a significant role in motivating employees to provide their all-in terms of performance, discretionary effort, and contribution. Motivation usually begins with someone seeing a need that isn't being met. Then a goal is set to be achieved, and that is how the need is met. People might be offered rewards and incentives to help them achieve their goals (Bayad Jamal Ali et al, 2021).

## **2.2.5 Types of Employee Motivation**

According to Herzberg et al. (1957), there are two types of motivation as originally presented. For true employee motivation in the workplace, both intrinsic and extrinsic incentive are essential. To be truly motivated, employees require both internal and external rewards. Employees in some firms are merely paid, ignoring benefits such as promotion, fascinating and difficult work, and opportunities for progress (Herzberg et al. 1957).

### **2.2.5.1 Intrinsic Motivation**

Intrinsic motivation arose as a reaction to behaviorism, which dominated psychology research from the 1920s to the 1960s (Ryan & Deci, 2000). According to Edwards and Johansen (2015), when people feel inspired to do something because it is meaningful to them and appears self-sustaining, they are said to be intrinsically motivated.

In recent years, the developmental robotics and reinforcement learning communities have been increasingly interested in intrinsic motivation (Barto et al., 2004, Oudeyer et al., 2007). Intrinsic motivation, according to Ryan and Deci (2000), is defined as doing something for its own sake rather than for a separate benefit. When a person is intrinsically driven, he or she is motivated to act for the sake of the fun or challenge that it entails, rather than for the sake of external products, pressures, or rewards.

There are three essential psychological requirements, competence, autonomy, and relatedness, are thought to be the driving forces behind intrinsically motivated action in self-determination theory (SDT). People's activities are more likely to be driven by intrinsic motivation when they have the possibility to meet these three demands (Ryan & Deci, 2000). Social contextual factors, according to the Cognitive Evaluation Theory (CET), can either enhance intrinsic motivation by promoting feelings of autonomy and competence, or can undermine



intrinsic motivation by causing an individual to be controlled by extrinsic contingencies or a motivated (Gagné & Deci, 2005).

### **2.2.5.2 Extrinsic Motivation**

Extrinsic motivation is a concept that applies whenever an activity is carried out to achieve a certain goal. Extrinsic motivation contrasts with intrinsic motivation, which refers to doing something just for the sake of doing it, rather than for its utility value (Ryan and Deci 2000). At the same time, scientists agree that extrinsic motivation should be handled with caution, particularly with children, and should only be introduced when there is a good reason.

Extrinsic motivation is an excellent tool when a worker shows little interest in what he or she is doing or lacks the ability to perform work correctly. In fact, these rewards should be small and related to a specific activity. External incentive tools should be gradually reduced once intrinsic interest has grown and some essential abilities have been established (Ledford, Gerhart, and Fang 2013).

### **2.2.5.3 Motivation Process and Strategies**

Various thinkers describe motivation as a process that governs choices (Bhattacharyya, 2009). The internal or external motivation mechanism that arouses excitement and determination to pursue a specific course of action might be internal or external to the individual. The motivation process begins with a physiological or psychological deficit or need that activates behavior, or a goal-oriented drive (Bhattacharyya, 2009).

Wants are desires to attain or gain something because of a person's necessities. Goals are set that are thought to satisfy needs and wants, and a behavior pathway is chosen to help achieve the goal (Armstrong, 2010). A needs-related model of motivation is triggered by the conscious or unconscious identification of unmet needs, according to Arnold et al, (1991).

According to Palmer (2005), a key component of a motivation strategy is that the process of reaching the objective must be motivating in and of itself. To put it another way, it's critical to ensure that people don't give up throughout the implementation phase by creating a goal-setting process and controlling the motivating strategy.

## **2.3 Review of Empirical Literature**

### **2.3.1 Job Satisfaction and Employee Motivation**

Henrquez, et al., (2017) used a combination of methods to conduct a study on professional midwives titled "Job satisfaction and motivation in obstetric professionals at a Chilean hospital." The relationship between the two can be seen using quantitative, descriptive, and cross-sectional methodologies. The relationship between motivation and job satisfaction is moderately good. Study Scheers and Botha's (2014) study of grocery store employees likewise found that there is a correlation. Job satisfaction and staff motivation are linked in a favorable way. As a result, the higher the number of the higher a worker's job happiness, the more driven he or she is. This relationship is significant. Employees that are older and more experienced have a larger impact. The findings of a study conducted by Arokiasamy, Tat, and Abdullah (2013) at three private colleges in Penang, Malaysia, with a total of 75 respondents, revealed that academic staff at these schools have a positive significant association between motivation and job satisfaction. Velnampy (2009) did another empirical study on Job Satisfaction and Employee Motivation in Sri Lanka, with 500 participants, and discovered that there is a positive relationship between job satisfaction and motivation.

According to Herzberg Two Factor Theory of Motivation and empirical findings related to employee motivation and job satisfaction, the study has tested the hypothesis:

**H1:** There is a positive relationship between Job Satisfaction and Employee Motivation.

### **2.3.2 Work-Life Balance and Employee Motivation**

According to, Nwagbara and Akanji (2012) conducted research to investigate the impact of Work-Life Balance on the commitment and motivation of Nigerian women employees to improve organizational performance. They discovered that there is a positive association between Work-Life Balance and motivation. The results of a study conducted by Ramadhan and Wijaya (2021) to determine the effect of Work-Life Balance on Employee Motivation during the implementation of working from home policies in the COVID-19 pandemic revealed that Work-Life Balance has a significant positive effect on Employee Motivation. Oktosatrio (2018) conducted a descriptive study on public sector employees in Jakarta and found that there is a substantial link between work-life balance and employee motivation. A descriptive type of

research undertaken by Oktosatrio (2018) in Jakarta on public sector's employees concluded that there is a significant relationship between work life balance and motivation of the public sector's employees. To argue the effect of independent variable of the dependent variable of the study, the researcher has used Herzberg Two Factor Theory and ERG Theory of Motivation. Based on theories and empirical findings related to employee motivation and Work-Life Balance, the study has tested the hypothesis:

According to theories and empirical findings related to employee motivation and Work-Life Balance, the study has tested the hypothesis:

**H2:** There is a negative relationship between Work-life balance and Employee Motivation.

### **2.3.3 Employee Well-being and Employee Motivation**

A study conducted by Kaur (2013) using a sample of 100 employees were interviewed with the help of questionnaires to find out the psychological well-being plays an imperative role in the level of motivation. This paper provides preface indication that the psychological well-being in the organizations facilitates the employees to perform better, builds up the confidence, develops the talent, help in teamwork, increases employee commitment, high morale, productivity, efficiency, quality of service and handles personal life well. This implies that the psychological well-being of the employee has significant impact on the motivation level, and it facilitates in achieving the business objectives of the company.

The researcher employed the Hierarchy of Needs Theory of Motivation to argue the effect of the independent variable on the study's dependent variable. The hypothesis was investigated based on this theory and empirical evidence relating to employee motivation and well-being.

**H3:** There is a positive relationship between Employee Well-Being and Employee Motivation.

### **2.3.4 Training and Employee Motivation**

A study entitled 'The Impact of Training on Employees Motivation in Small and Medium Enterprises Industry' done by Lukasik (2017) showed that there is a strong link between training and the motivation of employees to the work. Ozkeser (2019) conducted the study with the aim of to investigate the relationship between training activities and motivation from human resources management functions to understand the place of training activities in increasing the motivation

of personnel. It was found that these independent variables had an impact of 81% on the motivational level of the dependent variable. Therefore, it can be said that there is a positive and high relationship between the said independent variables and the motivation level. According to the findings of a study conducted by Hussain et al.2013, there is a significant positive association between successful training and employee motivation.

Based on Herzberg Two Factor Theory of Motivation and empirical findings related to employee motivation and training, the study has tested the hypothesis:

**H4:** There is a positive relationship between Training and Employee Motivation.

### **2.3.5 Employee recognition and employee Motivation**

According to Aruna (2018) carried out the study with the general objective of the research was to study the impact of rewards and recognition on employee motivation. And the specific objectives were to identify the most effective means of rewards and recognition, to study the behavioral differences between appreciated and non-appreciated employees, to understand the extent to which motivation enhances employee's performance, to identify if the motivation influences individual and organizational growth and to study if rewards and recognition results in emotional conflicts between employees. The descriptive research design was adopted for this study. Various employees from the companies were the respondents. It is evident from the study that a variety of factors influence employee motivation and satisfaction. It was also significant to discover that there is a direct and positive relationship between rewards and recognition and job satisfaction and motivation. Tesfaye (2018) in his study entitled "Factors Affecting Employee Motivation in Ethiopian Roads Authority." The researcher used descriptive and explanatory research design with 5 Likert scale to measure variables, and data were quantitatively and qualitatively collected through close-ended questionnaires and semi structured interview respectively find out non-finical factor, job security and work condition are the most influencing factors. Generally, the company should focus on employee's motivational factors particularly non-finical factor, job security and work condition. Netsanet (2019) examined determinants of employees work motivation in Commercial Bank of Ethiopia. The study carried out based on primary and secondary data sources. Findings revealed based on the result of multiple linear regression variables like payment, benefit, working condition, recognition and promotion have

positive and significance effect on employee's motivation but employee autonomy and career development opportunity have no significance impact on employee's motivation.

Based on Herzberg Two Factor Theory of Motivation and empirical findings related to employee motivation and training, the study has tested the hypothesis:

**H5:** There is a positive relationship between Employee Recognition and Employee Motivation.

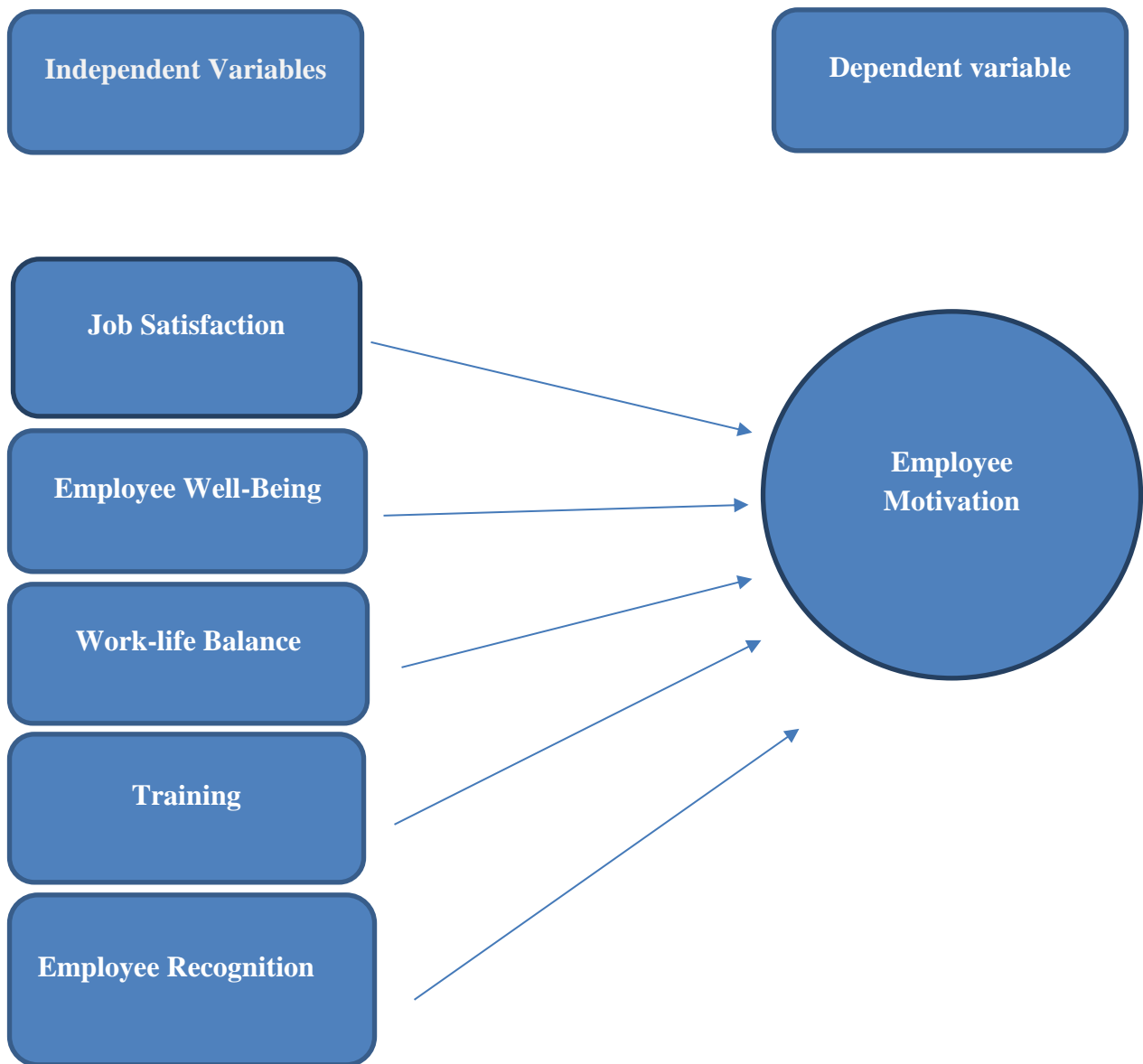
## **2.4 Knowledge gap**

Even though various studies on employee motivation have been published in different countries in different organizations but researchers have studied in different organizations however no researchers have studied in any chamber of commerce in Ethiopia. Moreover, in prior studies Ethiopian researchers based on the above empirical review neglected to conduct a study on the importance of non-financial rewards such as recognition, this can show there was a knowledge gap between non-financial reward practice and employee motivation. This makes the researcher's attention to study the effect of non-financial rewards practices on employee motivation.

## **2.5 Conceptual Framework of the Study**

Based on the research gaps identified and the results from review of related literature, the below conceptual model is developed. The model is believed to review and explain the relationship between selected dependent and independent variables that are used to examine factors affecting employee motivation. Hence, perceived autonomy, work-life balance, employee well-being and job satisfaction are included as independent variable and motivation as dependent variable.

Figure 2. 4 Conceptual Framework of the Research



Source: Adopted from Literature and, Zobal (1999).

## **CHAPTER THREE**

### **3 RESEARCH METHODOLOGY**

This chapter describes how the study is conducted. It outlines the approach and strategy that undertaken in the study. This section describes the research approach and design, the data sources and collection instruments; population, sample size and sampling techniques; reliability and validity of data collection instruments; methods of data analyses; and ethical considerations.

#### **3.1. Research Approach**

The researcher is used quantitative research approach in collecting and analysing data. Quantitative approach involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion (Kothari, 1990).

To increase the generalizability of the study, this design is selected considering the nature of the study as well as the reliability and validity of the method. Hence, the overall purpose of this study is to quantitatively analyze factors affecting employee motivation at AACCSA.

#### **3.2. Research Design**

The researcher is used explanatory and somewhat descriptive research design. Since the purpose of explanatory research design is to explain and interpret the relationships between two or more aspects of a situation or phenomenon, in this research it enabled researchers to explain and interpret the relationship between employee's motivation and its determinants.

#### **3.3. Types and Sources of Data**

The researcher is used quantitative research type. The study used both primary and secondary sources of data. Primary data is collected from AACCSA's staffs by using questionnaire. Whereas secondary data is collected from AACCSA department of HRM administrative records and related materials from, internet, different books and documents, prior research studies and journal.

### **3.4. Data Collection Instruments**

The nature of the problem, as well as the availability of time and money, determine the technique to be chosen, according to Cooper and Schindler (2006). Data triangulation is used in this study, which is when primary data is complemented with secondary data. The primary data was first-hand information that can be used right away, and it was gathered from AACCSA staff.

Questionnaire: Survey questionnaires is distributed to respondents for the AACCSA office. The main part of the questionnaire is measured the study's six variables. The questionnaire a well-structured close-ended, the reason why the researcher chooses the close-ended questions is more manageable and easier to answer and code.

### **3.5. Target Population, sample size and Sampling technique**

#### **3.5.1. Target Population**

The set of all elements belonging to a specific defined group to be examined or to which research results generalized is referred to as the target population. The target population of the study was AACCSA's employee. According to the researcher obtained information from AACCSA, HRMD (2022), the entire population of the staff in AACCSA is 85.

#### **3.5.2. Sample Size and Sampling Technique**

According to Glenn D. Israel (1992) the entire population can be used as a sample in one method. A census is appealing for small populations, even though financial considerations make it impractical for big ones (e.g., 200 or less). A census reduces sampling error by collecting data on the entire population. Thus, the researcher is deployed a census method finds important and appropriate to consider the whole population to extract data from AACCSA.

### **3.6. Methods of Data Analysis**

Quantitative data was done from the staff working in AACCSA that had been identified from the SAP extract data and a total of 85 survey questionnaire is distributed to the employees and collected accordingly. The data gathered via structured questionnaire would be processed



through SPSS and analyzing by using descriptive (i.e., mean, standard deviation, percentage analysis) and inferential statistics (such as Regression and Pearson correlation analysis) to analyze the responses to find out the relationship between the independent and the dependent variables. Finally, the results would be presented using tables, graphs and charts for easily understanding of the findings.

### **3.7. Validity and Reliability**

#### **3.7.1. Validity**

Validity is first in the minds of people producing measures, and real scientific measurement is paramount in the minds of those seeking valid outcomes from assessment, according to Bond & Fox (2001).

To declare validity to the research, the researcher has adopted by incorporating the advisor's and friends' ideas, content validity and face validity is ensured. Secondary data from prior scholars has been reviewed to ensure construct validity.

#### **3.7.2. Reliability**

According to Kothari (2004), reliability refers to consistency, where internal consistency involves correlating the responses to each question in the questionnaire with those other questions in the questionnaire. Pilot research for 14 samples will be carried out to confirm the measuring scale's reliability, with the goal of achieving a 95% confidence interval. A successful pilot study uses 1 to 10% of the actual sample size to pre-test the research instrument, according to Mugenda & Mugenda (2003). The purpose of the pilot study is to identify and address any unanticipated problems that may occur during the investigation.

The most popular method of testing for internal consistency according to Zikmund et al. (2009), Cronbach's alpha with a coefficient alpha span from 0 to 1, with 0 indicating no consistency and 1 indicating perfect consistency. Scales with a coefficient Alpha of 0.80 to 0.95 are considered to be 'very reliable.' Good dependability is defined as a coefficient between 0.70 and 0.80, while medium reliability is defined as a number between 0.60 and 0.70. When the coefficient is less than 0.6, the scale is unreliable/questionable/.

Table 3.1 Cronbach's Alpha for Each Field of the Questioner

No	Parameter	Number of Items	Cronbach's alpha coefficient
1	Job Satisfaction	5	0.701
2	Work life balance	5	0.768
3	Employee well-being	7	0.808
4	Employee training	4	0.702
5	Employee recognition	5	0.746
6	Employee Motivation	5	0.798

Table 3.1 above shows the value of Cronbach's Alpha for the entire questionnaire is above 0.7 which indicates good and acceptable reliability. Therefore, it can be said that the above questionnaire is adequately reliable.

### **3.8. Ethical Consideration**

To comply with ethical principles, first, the researcher would take a support letter from St. Mary's University and submit it to AACCSA to get access to collect data for the study purpose. After getting permission from the concerned work unit, the researcher will start dispatching the questionnaires to pertinent respondents. According to Creswell (2012), "as the researcher anticipates data collectors, the need to respect the participants and sites for the research." Before completing the questionnaire, the researcher had been informed of the purpose of the study and assured the respondents that confidentiality would be maintained. The main purpose of writing a letter is to make the respondent understand the reason for the study; that would make them more willing to participate. While conducting an interview, the researcher had informed the respondents that the data they give would be used only for the research purpose and would be kept confidential and it would be used only for this research purpose. The name of each informant would not be requested and publicized in any case and nowhere on this research paper. In addition, offensive, discriminatory, or other undesirable wording would be avoided when generating of the questioners.

## CHAPTER FOUR

### 4. RESULT AND DISCUSSION

This chapter discusses the findings as well as the method by which they were attained. Aside from that, respondents' backgrounds are shown. Finally, SPSS version 25 was used to examine statistical methods of analysis, which included descriptive, Pearson correlation, and regression analysis.

#### 4.1. Demographic Information of the Respondents

The following table summarizes and tabulates the demographics of the sample:

Table 4. 1 General Demographic Data of the Respondents

Variable	Type	Frequency	Percent
Age of the respondents	18-25 years	5	5.9
	26-35 years	18	21.2
	36-45 years	44	51.8
	6-55 years	14	16.5
	Above 55 years	4	4.7
	Total		85
sex of the respondents	Male	38	44.7
	Female	47	55.8
	Total	85	100.00

Education status of the respondents	TVET	5	5.9
	Diploma/equivalent	17	20.0
	BA Degree	37	43.5
	Master's Degree	26	30.6
	Total	85	100.0
Services years in AACCSA	Less than a year	4	4.7
	1-5 years	29	34.1
	6-10 years	19	22.4
	11 years and above	33	38.8
	Total	85	100.0
Current Job Status	Department Director	6	7.1
	Department Manager	12	14.1
	Team Leader	11	12.9
	Senior level expert	32	37.6
	Other	24	28.2
	Total	85	100.0

Source: own survey, computed in SPSS, 2022

Based on the above table 4.1, of the total 85 research themes, based on the findings 5.9 percent of the who served total respondents in AACCSA are within the range of 18-25 years of age, 21.2 percent are between the age of 26-35 and, 51.8 percent are within between the age from 36 -45, and 16.5 percent of respondents are 46-55 years of age and the last 4.7 percent of the respondents are above 55 years. About the sex of the respondents, 55.3percent are female and 44.7 percent are male. Regarding their educational level, 43.5 percent of the respondents have bachelor's degree, 30.6 percent have master's degree and 20.0 of the respondents have

Diploma/Equivalents. The remaining 5.9 percent have TVET. As can be shown in the above table that, 4.7 percent of respondents have worked for less than a year, 34.1 percent of them have served AACCSA from 1 to 5 years, 22.4 percent have served the company from 6 to 10 years, and the remaining 38.8 percent has worked for over 11 years and above. This shows that, most of AACCSA employees have a service period between eleven and above years which implies that AACCSA has a good, experienced employees who needs to be motivated them and encouraged to retain its young work force. As the above table also shows that 7.1 percent of respondents current job status are director, 14.1 percent of the respondents current job position are Department manager, 12.9 percent of the employees are team leader, 37.6 percent of the staff of AACCSA are senior level expert, whereas 28.2 percent of the respondents are in other current job status like drivers, office assistance, messengers, and general administration.

The demographic arrangements show that AACCSA has an aged level of employee; educated staff with an admirable gender balance most of the employee is female that can be better deployed to enhance administrative performance. Majority of the employee have served in AACCSA from 11 years, and above which can show that AACCSA is better in retaining experienced staff. The data shows that AACCSA has relatively aged and qualified workforce with good gender balance that encourage women. Thus, AACCSA can make use of their competencies with proper and timely employee motivation techniques.

## **4.2. Descriptive Statistics of the Data**

### **4.2.1 Result of Data Analysis Using Descriptive Statistics**

Descriptive statistics are calculated, reviewed, and the results are presented for each element affecting employee motivation in AACCSA. Mean and standard deviation are used to examine the general opinion of how much respondents agree or disagree with the raised issues.

In this part descriptive statistics in the form of mean and standard deviation were presented to illustrate the feedback of the respondents. The feedback of the respondents for the variables indicated below were measured on five point Likert scale with measurement value 1= Strongly disagree; i.e. very much dissatisfied with the case described; 2 = Disagree, i.e. not satisfied with the case described; 3 = Neutral, i.e., uncertain with the case described; 4 = Agree,

i.e., feeling all right with the case described and considered as satisfy; and 5 = strongly agree, i.e. very much supporting the case described and considered as highly satisfy. To make easy interpretation, the following ranges of values were reassigned to each scale: 1-1.8=strongly disagree; 1.81-2.6= Disagree; 2.61-3.4 = Neutral; 3.4-4.20 = Agree; and 4.21-5= Strongly Agree Best, 1977 (cited in Yonas, 2013). To analyze the collected data in line with the overall objective of the research undertaking, statistical procedures were carried out using SPSS version 25 software. This study uses the same measurement as a rule of thumb.

#### 4.2.2. Analysis of Employees Present Level of Job Satisfaction

Table 4. 2 Frequency, Percentage Analysis and Descriptive Statistics (Item Analysis: Job Satisfaction)

	Item	Fr. & %	SD	D	N	A	SA	Mean	SD
1	I feel fairly satisfied with my present job	Freq .	2	5	17	49	12	3.75	.858
		%	2.4	5.9	20	57.6	14.1		
2	Most days I am enthusiastic about my work	Freq .	1	8	23	41	12	3.65	.882
		%	1.2	9.4	27.1	48.2	14.1		
3	Each day of work seems like it will never end	Freq .	24	20	22	6	13	2.57	1.176
		%	28.2	23.5	25.9	7.1	15.3		
4	I find real enjoyment in my work	Freq .	3	13	23	31	15	3.49	1.065

		%	3.5	15.3	7.1	36.5	17.6		
5	I consider my job rather unpleasant	Freq	19	19	20	19	8	2.68	1.292
		%	22.4	22.4	23.5	22.4	9.4		
Average of mean and SD								3.23	1.050

Source: Own survey, computed in SPSS, 2022

Table 4.2 shows that 61 (71.7%) of respondents agreed that they are fairly satisfied with their current work, 7 (8.3%) of respondents disagree, while 17(20%) of respondents are neutral. With an average mean score of 3.75 and a standard deviation of .858.

Likewise, 53 (62.3%) of the respondents agreed that they are enthusiastic about their work on most days, while 9 (10.6 %) of the respondents are disagreed, with low average mean score of 2.64, and a standard deviation of 0.822. Interestingly 23 (27.1%) of the respondents are neutral.

With the relative low average mean score of 2.57 and 1.176 standard deviation, 19 (22.20 %) of the respondents agreed that each day of work seems like it will never end. However, 44(51.7%) disagree to this statement. 22 (25.9%) of the respondents are neutral.

Concerning the real enjoyment in their work, 46 (54.4 %) of the respondents agree that they found real enjoyment in their work whereas 16 (18.8%) of the respondents disagree to this statement with average mean score value of 3.64, and standard deviation value of 0.954. 27 (30.8 %) of the respondents agree that they considered their job rather unpleasant, while 38 (44.8 %) of the respondents disagree to this statement. interestingly 20(23.5%)

Majority of the respondents agreed that they feel fairly satisfied with their existing job, most days they are enthusiastic about their work, and they find real enjoyment in their work. The computed mean scores for the statement ‘Each day of work seems like it will never end’ is 2.57 which suggests a smaller number of staffs considered each day of work seems like it will never end.

The overall mean score of job satisfaction is 3.23 and this indicates employees have average job satisfaction. The find shows that the job satisfaction level of AACCSA employees is average.

#### 4.2.3. Analysis of Employees Present Level of Work-Life Balance

Table 4. 3 Frequency Percentage Analysis and Descriptive Statistics (Items Analysis: Work-Life Balance)

No	Item	Freq. & %	SD	D	N	A	SA	Mean	S. Dev.
1	I often neglect my personal needs due to the stress of my work.	Freq.	12	31	20	17	5	2.67	1.27
		%	14.1	36.5	23.5	20	5.9		
2	My work suffers because of everything going on in my personal life.	Freq.	45	33	6	1	0	1.56	.680
		%	52.9	38.8	7.1	1.2	0		
3	I often need to make difficult choices between my work and my personal life.	Freq.	11	34	24	14	2	2.55	.994
		%	2.9	40	28.2	16.5	2.4		
4	I return home from work too tired to try to do things I wish to do.	Freq.	6	11	23	32	13	3.41	1.116
		%	7.1	12.9	27.1	37.6	15.3		
5	My job makes it difficult to take care of the type of private life I might like.	Freq.	10	27	27	15	6	2.76	1.098
		%	11.8	31.8	1.8	17.6	7.1		
Average of means and SD								2.59	1.03

Source: Own study, computed in SPSS, 2022

The finding from the above table 4.3 shows that 22 (25.9 %) of the respondents agreed that they often neglect their personal needs due to the stress of their work, 43 (50.6%) of the respondents disagree to this statement and 20 (23.5%) of the respondents are neutral with a low mean score value and standard deviation of 2.67 and 1.27 respectively.



The result shows that from the above 4.3 table, 1 (1.2 %) of the respondent agreed that his work suffers because of everything going on in his personal life although 78 (91.7%) of the respondents disagree to this statement and the remaining 6(7.1%) of the respondents are neutral with low mean score value of 1.56 and standard deviation value of 0.68.

Based on the study findings on table 4.3, workers need for making difficult choices between their work and personal life seem to be a little challenge as indicated by respondents. Asked if their often need to make difficult choices between my work and my personal life, majority 45 (52.9%) disagreed, with only 16 (18.9%) indicating agreement on the statement. A mean of 2.55 with a STD deviation of 0.994 shows that majority of the respondents would disagree on the statement.

Asked their agreements with the assertion that they return home from work too tired to try to do things they wish to do., 45(52.9%) of the respondents agreed while 18(20%) disagreed, A mean of 3.41, with a standard deviation of 1.116 would indicate that most of the opinions expressed by respondents would range from disagreement to strong agreement, with a few (7.1%) expressing strong disagreement. Notable from the findings is the most of respondents agree with the assertion that they return home from work too tired to try to do things they wish to do.

Furthermore, 21 (24.7%) of the respondents agreed that their job makes it difficult to take care of the type of private life they might like, whereas 37 (43.6 %) of the respondents disagree to this statement with low mean score value of 2.76, standard deviation value of 1.098. 27(31.8) of the respondents are neutral.

The results from table 4.3 above reveals that majority of the respondents agreed that they often neglect their personal needs due to the stress of their work and they return home from work too tired to try to do things they wish to do. On the other hand, most of them disagreed that their work suffers because of everything going on in their personal life, they often need to make difficult choices between their work and their personal life, and their job makes it difficult to take care of the type of private life they might like.

According to the above table 4.3, all the items have a mean score of  $< 2.59$  which describes there is a low Work-Life Balance. The three lowest mean scores of 1.56, 2.55, and 2.67 goes to the items, “My work suffers because of everything going on in my personal life”, “I often

need to make difficult choices between my work and my personal life”, and” I often neglect my personal needs due to the stress of my work”.

The overall mean score for all items is 2.59 and this confirms the current Work-Life Balance status of the employees is low, which is the respondents is not agreed with this case.

#### 4.2.4. Analysis of the Present Level of Employee Well-Being

Table 4. 4 Frequency, Percentage Analysis and Descriptive Statistics (Item Analysis: Employee Well-Being)

N o	Item	Freq. & %	SD	D	N	A	SA	Mean	S. Dev
1	I easily adapt day-to-day changes of my life and	Freq.	1	1	9	45	29	4.18	.759
		%	1.2	1.2	10.6	52.9	34.1		
2	I feel I am a sensible person	Freq.	0	4	5	46	30	4.20	.753
		%	0	4.7	5.9	54.1	35.3		
3	I am an important part of my team and the organization	Freq.	0	0	13	36	36	4.27	1.223
		%	0	0	3	42.4	42.4		
4	People are trustworthy in my team	Freq.	4	23	20	22	16	3.27	1.189
		%	4.7	27.1	23.5	25.9	18.8		
5	I am close to my teammates in my organization	Freq.	13	8	4	26	24	3.47	1.394
		%	15.3	9.4	16.5	30.6	28.2		
6	I attach lots of value to my work.	Freq.	2	4	6	42	31	4.13	.910
		%	2.4	.7	1	49.4	36.5		
7		Freq.	1	5	26	33	20	3.78	.918

	My work achievement often acts as a source of motivation	%	1.2	.9	.6	38.8	23.5		
<b>Average Mean and SD of Employee Well-Being</b>								<b>3.90</b>	<b>1.021</b>

Source: Own study, computed in SPSS, 2022

The finding from the above table 4.4 shows that 74 (87%) of the respondents are agreed that they easily adapt to day-to-day changes of their life and manage their responsibilities well. Whereas 3 (3.6%) of the respondents disagreed to this statement with an average mean score and standard deviation of 4.18 and 0.759 respectively. while 9(10.2%) of the respondent remained neutral.

Regarding the statement of ‘I feel I am a sensible person’ 76 (89.4%) of the respondents agreed that they feel they are a sensible person, but 4 (4.7%) of the respondents disagree to this statement and 5(5.9%) of the respondents remained neutral with an average mean score value of 4.2 and standard deviation value of 0.753.

Also,72(84.8%) of the respondents agreed that they feel they are important part of their team and the organization, whereas no respondents disagree to this statement with an average mean score value of 4.27 and standard deviation value of 1.233. while 13(15.2%) of the respondents are remained neutral.

In addition, 38 (44.8%) of the respondents agreed that people are trustworthy in their team, 27 (31.8%) of the respondents disagree to this statement and the remaining 20 (23.3%) of the respondents are neutral with an average mean score value of 3.27 and standard deviation value of 1.189.

Furthermore, 50 (58.8%) of the respondents agreed that they are close to their teammates in their organization, 21 (24.7%) of the respondents disagree to this statement with mean score value of 3.47, and highest standard deviation value of 1.394. The remaining 14(16.5%) of the respondents are neutral. overall, this finding shows that majority of the respondents would agree on the statement.

Moreover, 73(85.9 %) of the respondents agreed that they attach lots of value to their work. only 6(7.1 %) of the respondents disagree to this statement with an average mean score value of 4.13 and standard deviation value of 0.910. The remaining 6(7.1%) of the respondents are neutral. overall, this finding shows that majority of the respondents would agree on the statement.

Lastly, 53(62.3%) of the respondents agreed that their work achievement often acts as a source of motivation, 6(7.1%) of the respondents disagree to this statement with mean score value of 3.78, and standard deviation value of 0.918. The remaining 26 (30.6%) of the respondents are neutral.

Overall majority of the respondents agreed that they easily adapt to day-to-day changes of their life and manage their responsibilities well, feel they are a sensible person, they feel they are an important part of their team and the organization, people are trustworthy in their team, they are close to their teammates in their organization, they attach lots of value to their work and their work achievement often acts as a source of motivation. Moreover, all items of the seven sub constructs have an average mean score value of 3.90 and this implies the presence of high Employee Well-Being in AACCSA. The employees of AACCSA have felt secured about their wellbeing.

#### 4.2.5. Analysis of the Present Level of Employee Training

Table 4. 5 Frequency, Percentage Analysis and Descriptive Statistics (Item Analysis: Employee Training)

N o	Item	Freq. %	SD	D	N	A	SA	Mea n	SDiv .
1	AACCSA provides necessary training to its employees when any change is needed.	Freq.	5	23	26	23	8	3.07	1.078
		%	5.9	27.1	30.6	27.1	9.4		
2		Freq.	19	38	6	16	6	2.43	

	An employee is given appropriate training when the performance evaluation report shows that she/he performs poorly.	%	22.35	44.71	7.1	18.82	7.1		1.092
3	Employee is selected for training when there is a gap between knowledge, skills and attitudes the job requires and what s/he possess	Freq.	5	19	29	22	10	3.15	1.086
		%	5.9	22.4	34.1	25.9	11.8		
4	AACCSA gives appropriate training to its employee when it plans to promote/transfer an employee to a higher/ another job	Freq.	9	0	32	7	3	2.78	1.004
		%	10.6	28.2	37.6	20.0	3.5		
<b>Average Mean and SD of Training</b>								2.95	1.07

Source: Own survey, computed SPSS 2022.

According to the above table 4.5, 31 (36.5%) of the respondents agreed that AACCSA provides necessary training to its employees when any change is needed, 28 (33%) of the respondents disagree to this statement with average mean score value of 3.07 and standard deviation of value of 1.078. The remaining 26 (30.6%) of the respondents are neutral. A mean of 3.07 with a STD deviation of 1.078 shows that majority of the respondents would remain neutral on the statement.

The result shows that 22 (26%) of the respondents agreed an employee is given appropriate training when the performance evaluation report shows that she/he performs poorly, 56 (67.1%) of the respondents disagree to this statement. While the remaining 6(7.1%) respondents remained neutral. A mean of 2.43 with a STD deviation of 1.09 was obtained;

indicating that respondent's majority of respondents would disagree with the assertion. This could be an indicator that most employees are not given appropriate training when the performance evaluation report shows that she/he performs poorly. A mean of 2.43 with a STD deviation of 1.09 was obtained; indicating that respondent's majority of respondents would disagree with the assertion.

Furthermore, 32 (37.7%) of the respondents agreed an employee is selected for the necessary training when there is a gap between knowledge, skills and attitudes the job requires and what s/he possesses, 24 (28.3%) of the respondents disagree to this statement. while the remaining 29 (34.1%) respondents remained neutral. A mean of 3.15 with a SD deviation of 1.09 was obtained; indicating that respondent's majority of respondents would not agree with the assertion.

Similarly, 20 (20.3%) of the respondents agreed that AACCSA gives appropriate training to its employee when it plans to promote/transfer an employee to a higher/ another job, 33 (38.8%) of the respondents disagree to this statement and the remaining 32(37.6%) of the respondents are neutral. The mean score and the standard deviation were 2.78 and 1.004.

The final findings from the above table analysis reveals that majority of the respondents disagreed in the whole statements as it can be seen from table 4.4 Furthermore, the overall mean score for all items is 2.95, this indicates that the present Employee training position in AACCSA is fairly satisfactory as indicated by employee's perception.

In general, the employees do not agree that AACCSA is providing proper training provided for employees in order to enhance their skills when any change is needed, when their performance evaluation shows poor, when there is skill, knowledge and attitudes gap for the required job and when there is plan to promote/transfer an employee to a higher position / another job. Hence, the present Employee training position in AACCSA is average as indicated by employee's perception.

#### 4.2.6. Analysis of Employees Existing Level of Employee Recognition

Table 4. 6 Frequency, Percentage Analysis and Descriptive Statistics (Item Analysis: Employee Recognition

No.	Item	Freq. & %	SD	D	N	A	SA	Mean	SDiv
1	AACCSA management gives recognition for a good work performance	Freq.	5	20	25	23	12	3.20	1.132
		%	5.9	23.5	29.4	27.1	14.1		
2	AACCSA offers recognition proportional to the accomplishment	Freq.	7	24	24	22	8	3.00	1.123
		%	8.2	28.2	28.2	25.9	9.4		
3	The recognition provided by AACCSA helps to enhance job satisfaction	Freq.	4	16	27	26	12	3.31	1.080
		%	4.7	18.8	31.8	30.6	14.1		
4	The recognition provided by AACCSA helps to retain employees	Freq.	10	26	26	12	11	2.85	1.012
		%	11.76	30.59	30.59	14.12	12.94		
5	The Recognition given for a good work enables employees to perform better	Freq.	2	2	29	34	18	3.75	.898
		%	2.4	2.4	34.1	40.0	21.2		

<b>Average Mean and SD of Employee Recognition</b>	3.22	1.05
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Source: Own survey, computed SPSS 2022.

As it can be seen from table 4.6 indicates that 35(41.2%) of the respondents agreed that AACCSA management gives recognition for a good work performance. Whereas 25(29.4%) of the respondents disagreed to this statement. The remaining 23(27.1%) of the respondents are neutral, mean score value of 3.20 and standard deviation of 1.132.

Offering recognition proportional to the accomplishment is critical in enhancing the motivation of employees. 30 (35.3%) of the respondents agreed AACCSA offers recognition proportional to the accomplishment, 31 (36.4%) of the respondents disagreed to these statements with mean score value of 3 and standard deviation of 1.123. The remaining 24(28.2%) of the respondents are neutral.

Similarly, 38(44.7%) of the respondents agreed that the recognition provided by AACCSA helps to enhance job satisfaction. Whereas 20(23.5%) of the respondents disagreed to these statements with mean score value of 3.31, and standard deviation of 1.08. The remaining 27(31.8%) of the respondents are neutral.

Furthermore, the findings from the above table 4.6 shows that 23(27.1%) of the respondents agreed that the recognition provided by AACCSA helps to retain employees, however 36(42.5%) of the respondents disagree to these statements with mean score value and standard deviation of 2.85 and 1.012 respectively. The remaining 26(30.59%) of the respondents are neutral.

Finally, table 4.6 above indicates that 52(61.2%) of the respondents agreed that the recognition given for a good work enables employees to perform better. 4(4.8%) of the respondents disagreed with the statement. The remaining 24 (28.2%) of the respondents are neutral. The cumulative mean score of Employee recognition is 3.22 which confirm the present employee recognition level in AACCSA is average and needs improvement.

Overall, the result shows that the present employee recognition level in AACCSA average and fairly satisfactory.



#### 4.2.7. Analysis of Employees Present Level of Motivation

Table 4. 7 Frequency & Percentage Analysis and Descriptive Statistics (Items Analysis: Employee Motivation)

N o	Items	Freq & %	S D	D	N	A	SA	Mea n	SDiv
1	I am doing my best for the achievement of AACCSA's goals	Freq	0	1	8	42	34	3.28	0.68 3
		%	0	1.2	9.4	49.4	40.0		
2	I am willing to accept difficult responsibilities and to contribute more	Freq	0	0	6	47	32	3.31	0.59 8
		%	0	0	7.1	55.3	37.6		
3	I am very concerned for AACCSA's resources and I strive to best use them	Freq	0	1	9	40	35	3.28	0.70 1
		%	0	1.2	10. 6	47.1	41.2		
4	I feel I am doing with the best organization and I am proud of being a member of the AACCSA	freq.	2	4	23	34	22	2.82	0.95 3
		%	2. 4	4.7	7.1	40.0	25.9		
5	I have no plan to resign soon from AACCSA	Freq	18	8	21	21	17	2.13	1.41 2
		%	21 .2	9.4	24. 7	24.7	20.0		
<b>Average Mean and SD of Employee Motivation</b>								<b>2.96 4</b>	<b>0.86 94</b>

Source: Own survey, computed in SPSS, 2022

The outcomes from table 4.7 above shows that 76 (89.4 %) of the respondents agreed that they are doing their best for the achievement of AACCSA's goals, 1 (1.2%) of the respondents disagree to this statement with average mean score value of 3.28 and standard deviation of 0.683. The remaining 8 (9.4%) of the respondents are neutral.

On the other hand, 79 (89.4%) of the respondents agreed that they are willing to accept difficult responsibilities and to contribute more, 6 (7.1 %) of the respondents are neutral to this statement with average mean score value of 3.31 and standard deviation of 0.598.

The finding from table 4.7 above also express that 75 (88.3 %) of the respondents agreed that they are very concerned for AACCSA'S resources and they strive to best use them, 1 (1.2 %) of the respondents disagree to this statement with average mean score value of 3.28 and highest standard deviation of 0.701. The remaining 9 (10.6 %) of the respondents are neutral.

Besides, as it can be seen for table 4.7 above shows that 56 (65.9 %) of the respondents agreed that they feel they are doing with the best organization and are proud of being a member of AACCSA, 6 (7.1 %) of the respondents disagree to this statement with average mean score value of 2.82 and standard deviation of 0.953. The remaining 23 (14.9%) of the respondents are neutral.

It was also presented in table 4.7 that 47 (44.7%) of the respondents agreed that they have no plan to resign soon from AACCSA, 26 (30.6%) of the respondents disagree to this statement with low mean score value of 2.13 and standard deviation of 1.412. The remaining 21 (24.7%) of the respondents are neutral.

Therefore, from the above finding that majority of the respondents have agreed that they are doing their best for the achievement of AACCSA's goals, willing to accept difficult responsibilities and to contribute more, are very concerned for AACCSA's resources and strive to best use them and they feel they are doing with the best organization and are proud of being a member of AACCSA. The average mean score of Employee Motivation is 2.964 and this indicates that currently there is average Employee Motivation in AACCSA. Overall, the result shows that the presence of fairly satisfactory employee motivation.

### 4.3. Correlation Analysis and Discussion of Results

#### 4.3.1. Correlation Analysis

The study employed correlation analysis to identify association between selected variables. To process the correlation analysis, data from the scale typed questionnaires were entered in to the SPSS software version 25. Pearson correlation coefficient is used to specify the strength and the direction of the relationship between the independent variable (Job Satisfaction, Work-Life Balance, Well -Being, Training and Recognition) and the dependent variable i.e., employee motivation. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (–1.0 to +1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk et al, 2005).

According to Marczyk et al (2005) correlations of .01 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.

The results of the correlation between these variables are shown in Table 4.8 below. There is a positive, strong and statistically significant correlation between independent and dependent variable at 1% level of significance ( $P < 0.01$ ).

Table 4. 8 Correlations between independent variables and dependent variable

No	Items	Employee Motivation		
		Degree of the correlation	Level of significance	Significance
1	Job Satisfaction	.930	.000	Significant
2	Work life balance	.019	.861	Insignificant
3	Employee well-being	.921	.000	Significant
4	Employee training	.907	.000	Significant

5	Employee recognition	.884	.000	Significant
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Source: own survey and computation, 2022

To be specific for each variable, from presented correlation matrix table again we can observe that there is a positive, strong and statistically significant correlation between the dependent variable and four independent variables (Job Satisfaction, Well -Being, Training and Recognition), as the correlation coefficient between each independent variables (planning, preparation, implementation, and controlling) and the dependent variable i.e. Employee motivation described as 0.930, 0.921, 0.907, and 0.884 respectively and in all cases at 1% significance level ( $p < 0.01$ ). However, the correlation between Work-Life Balance and employee motivation found out to be insignificant.

#### 4.3.2. Discussion of the Correlation Results

The findings of this research supported the earlier works on this subject matter. The hypothesis was to check for a significant relationship between all the independent variable and dependent variable. The result of Pearson’s Correlation coefficients presented in Table 4.8 above indicates that four out five of the independent variables (Job Satisfaction, Well -Being, Training and Recognition) and the dependent variable i.e., Employee motivation are positively and significantly correlated at 1 % level of significance. The finding further indicates that job satisfaction variable has highest correlation with employee motivation, followed by perceived Employee Well -Being, and Employee Training. Comparatively the least relationship was found between perceived Employee motivation and Recognition among the significant variables.

The correlation coefficient between job satisfaction and employee motivation is placed first from all correlation results from other independent variable with ( $r=.930$ ;  $p<0.01$ ). The correlation coefficient between perceived Employee well-being and employee motivation is placed second strong. The Pearson product moment correlation index obtained,  $r = 0.921$  with significance or  $p$ -value = 0.000 which is less than  $\alpha = 0.05$  indicating that there was a significant and positive relationship between employee motivation and employee wellbeing. Therefore, the null hypothesis which states that there is no significant relationship between employee motivation and employee wellbeing is rejected and the alternative hypothesis is accepted at  $p<0.01$ .

Regarding the relationship between Employee training and Employee motivation, there was statistically significant correlation ( $r = 0.907$ ,  $P < 0.01$ ). Therefore, the null hypothesis which states that there is no significant relationship between Employee training and Employee motivation is rejected and alternative hypothesis is accepted. In other words, there is large significant positive correlation between employee training and Employee motivation.

The relatively least correlation result ( $r=0.884$ ,  $p<0.01$ ) and categorized under moderate correlated was realized between Employee recognition and Employee motivation. The result shows that there is a positive, moderate and significant relationship between Employee recognition and Employee motivation.

However, the correlation between Work-Life Balance and employee motivation found out to be insignificant.

The following table 4.9 shows the hypotheses summary of relationship between the independent variable (Job Satisfaction, Work-Life Balance, Well -Being, Training and Recognition) and the dependent variable i.e., Employee motivation.

Table 4. 9 Summary of Hypothesis testing for correlation between dependent and independent variables

<b>Hypothesis</b>	<b>Tool</b>	<b>Employee motivation</b>
		<b>Outcome</b>
<b>Job Satisfaction</b>	Pearson product moment correlation	Correlated
<b>Work life balance</b>	Pearson product moment correlation	Uncorrelated
<b>Employee well-being</b>	Pearson product moment correlation	Correlated
<b>Employee training</b>	Pearson product moment correlation	Correlated

<b>Employee recognition</b>	Pearson product moment correlation	Correlated
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Source: own survey and computation, 2022

#### **4.4. Diagnosis Tests**

In this study, regression analysis was employed to examine the effect of the independent (Job Satisfaction, Work-Life Balance, Well -Being, Training and Recognition) and the dependent variable i.e., Employee motivation and hence to substantiate the descriptive results presented in the previous part of this chapter. According to Kothari (2004) regression analysis is a statistical method used for the purpose of prediction of the values of dependent variable, given the values of the independent variable. He also added that regression is the determination of a statistical relationship between two or more variables. Multiple regression analysis is used when we have more than one independent variable and one dependent variable (Kothari, 2004). Since this research has five independent variables and one dependent variable, the researcher used multiple regression analysis to identify the effect of independent variables on the dependent variable.

Before conducting a multiple regression analysis, two assumptions such as normality of the residual, heteroscedasticity test and multi-collinearity test of independent variables tests for reliability and accuracy of the results. For this purpose, Multi-collinearity, Normality, Linearity and Heteroscedasticity tests are conducted.

##### **4.4.1. Multi-collinearity Test**

Multi-collinearity problem arises when at least one of the independent variables is a linear combination of the others. The existence of multi-collinearity might cause the estimated regression coefficients to have the wrong signs and smaller t-ratios that might lead to wrong conclusions. In order to test whether multi-collinearity problem present or not, a simple pair wise Values of Tolerance and Variance Inflation Factor (VIF) were employed.

According to Pallant (2007), tolerance indicates to what extent the independent variables do not explain much of the variability of a specified independent variable and the value should not be small (more than 0.10) to indicate the absence of collinearity. In addition to that,

VIF, the inverse of tolerance value, should have a value of less than 10 to avoid any concerns of collinearity (Pallant, 2007).

Hence, the values in the Table 4.10 below indicate no server collinearity because all Tolerance values are above 0.1 and all VIF values are less than 10.

Table 4. 10 Multi-collinearity Test

No	Model	Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
1	Job Satisfaction	.135	7.433
2	Work life balance	.955	1.047
3	Employee well-being	.141	7.113
4	Employee training	.811	8.184
5	Employee recognition	.177	7.939

Source: own survey and computation

#### 4.4.2. Normality Test

The variables in the multiple linear regression models must follow normal distribution. Therefore, the normality of the data was checked. Normality test is used to determine whether sample data has been drawn from a normally distributed population.

A normal distribution is a bell- shaped frequency distribution curve. Most of the data value in normal distribution trend to cluster around the mean. The further a data point is from the mean, the less likely it is to occur. The study used both methods of assessing normality; graphically using Normal Probability Plot (P-P) graph and numerically using Skewness and Kurtosis.

Figure1, depicted that the scores are normally distributed. In the Normal Probability Plot it will be hoped that points will lie in a reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. The study applied Normal P-P Plot

of regression Standardized Residual (SeeFigure1) to test linearity. Since the points were symmetrically distributed around diagonal line, linearity pattern was observed. Hence, the straight-line relationship between the residuals and the predicted dependent variable scores depicted that linearity was achieved. Normality of residuals: one of the ways that these assumptions can be checked is by inspecting the residuals scatter plot and the normal probability plots of the regression standardized residuals that were requested as part of the analysis. These are presented in normal P-P Plots of regression standardized residuals graph. In normal probability plots the points will lie in reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. The finding from normal P=P Plot reveals no violation of normality assumption.

Figure 4. 1 Normal probability plot (p-p) of regression standardized

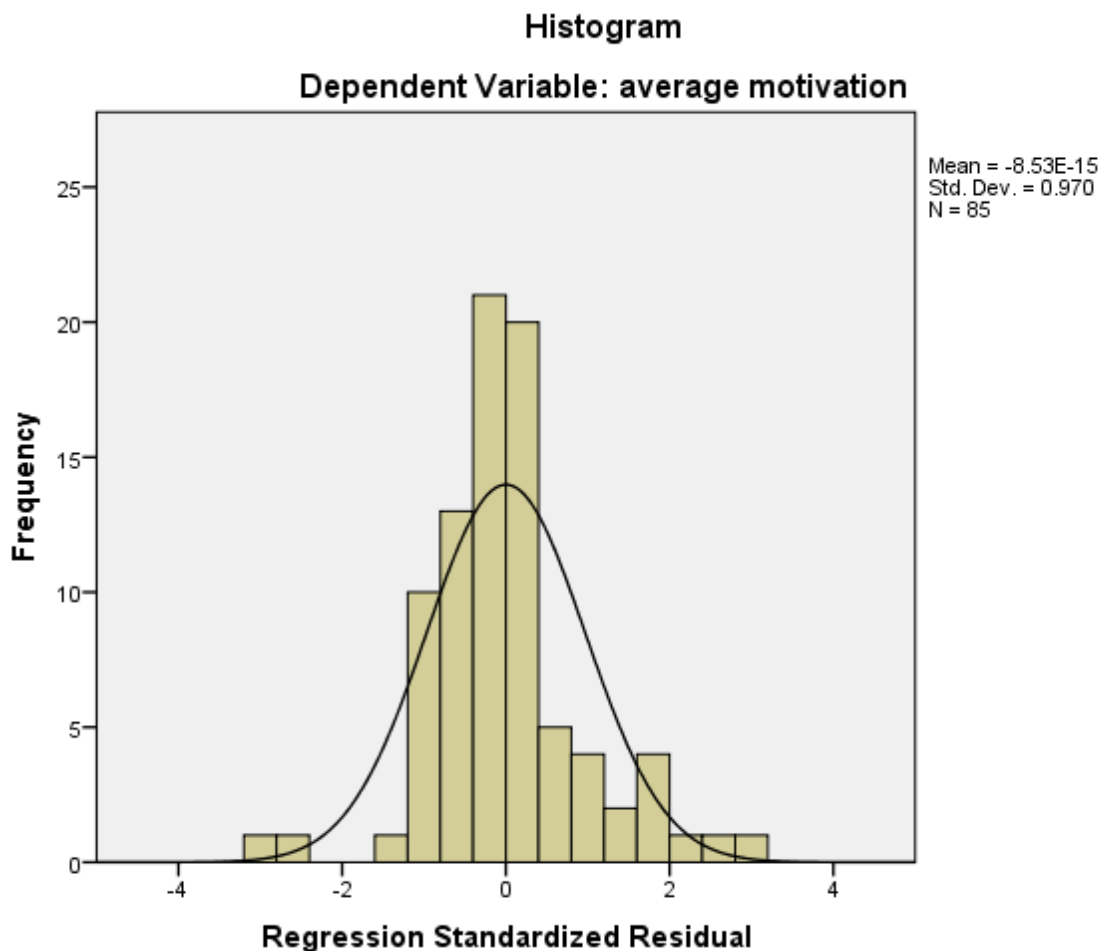
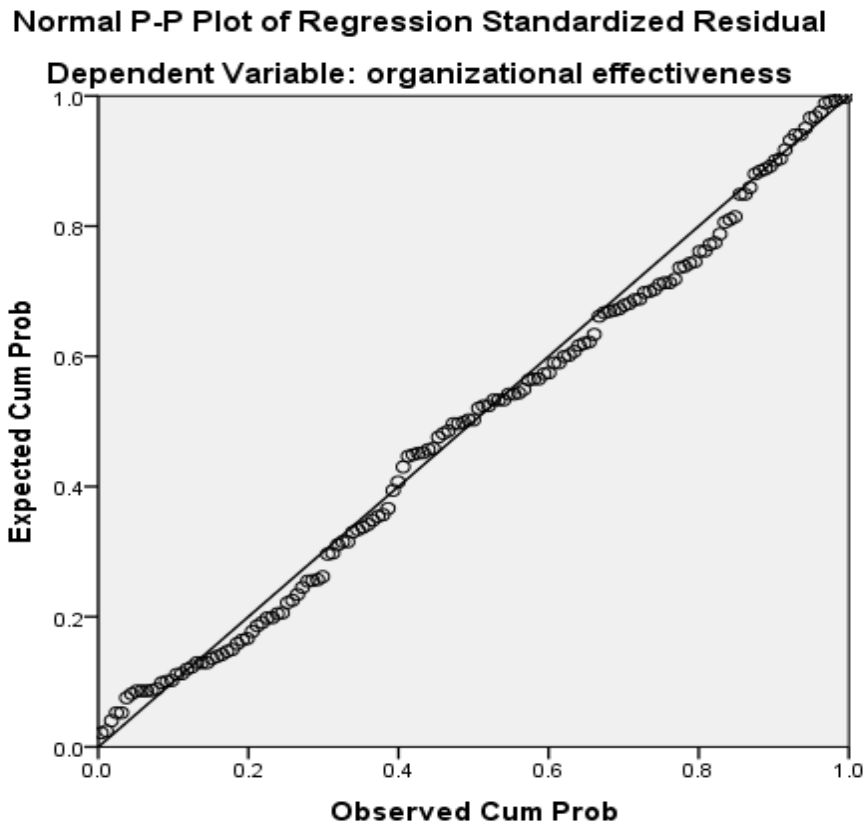




Figure 4. 2 Residual and Scatter Plot Checks the Normality of the Data.



#### 4.4.3. Linearity Test

One of the assumptions of linear regression is that there is a linear relationship between the independent variables and the dependent variable. To detect if this assumption is met, the researcher created a scatter plot of each independent with the dependent variable and visually investigated the presence of linear relationship between the variables. The scatter plot of each independent with the dependent variable shows that the fulfillment of the assumption of a linear relationship between the independent variables and the dependent variable (Appendix 2).

#### 4.4.4. Heteroscedasticity Test

One of the assumptions of multiple linear regressions is that the variance of the error terms is constant over time. When this does not hold, the errors are said to be heteroscedastic. Violations of homoscedasticity (which are called "heteroscedasticity") may have the effect of giving too much weight to a small subset of the data (namely the subset where the error variance was largest) when estimating coefficients. If this assumption is violated the standard errors will be biased. In that case the t-statistics and the t-test become invalid.

To detect heteroscedasticity a scatter plot on a fitted value vs. residual plot was created. The scattered plot shows that the data follows a general homoscedastic pattern because it is not cone shaped. It is fairly distributed (Appendix 4).

#### 4.5. Regression Analysis Result and Discussion

Regression analysis was conducted in order to determine the explanatory power of the independent variables (JS, WLB, EWB, ET and ER) in the variance of dependent variable (EM). The coefficient of determination or percentage of variance illustrates how well changes in the dependent variable can be explained by changes in the independent variables. The results for the regression analysis are presented as follows.

##### 4.5.1. Model Summary

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.977 <sup>a</sup>	.955	.953	.14888	1.401

a. Predictors: (Constant), average for employee recognition, average value for work life balance, average value for well-being, average value for job satisfaction, average for training

b. Dependent Variable: average motivation

*Source: own survey and computation*

The results of regression analysis presented in Table 4.11, indicate significant relationship between the dependent and independent Variable. This means the predictive variables each independent variables (Job Satisfaction, Work-Life Balance, Well -Being, Training and Recognition) and the dependent variable i.e., Employee motivation. The adjusted R-Square ( $R^2 = .953$ ) shows the explanatory power of all variables involved in the study. Hence Job Satisfaction, Work-Life Balance, Well -Being, Training and Recognition jointly determine (explain) 95.3% of the variance on Employee motivation whereas the remaining 4.3% of the variance in the dependent variable was explained by other variables that are not included in this model.

#### 4.5.2. Analysis of Variance

The ANOVA table is the second output of multiple regression analysis. It shows the overall significance/acceptability of the model from a statistics perspective. As shown on the ANOVA table below, the F value 338.038 with ( $P < 0.01$ ) significant level indicates that the model was statistically acceptable at the 0.05% level of significance which indicate that the variation explained by the model is not due to chance.

Table 4. 12 ANOVA

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

Model		Sum of Squares	Def.	Mean Square	F	Sig.
1	Regression	37.463	5	7.493	338.038	.000 <sup>b</sup>
	Residual	1.751	79	.022		
	Total	39.214	84			

a. Dependent Variable: Employee motivation

b. Predictors: (Constant), average for recognition, average value for work life balance, average value for well-being, average value for job satisfaction, average for training

Source: own survey and computation, 2022

### 4.5.3. Hypothesis Testing

Hypothesis testing determines the validity of the assumption. It helps to decide on the basis of a sample data, whether a hypothesis about population is likely to be true or false. The third output of the multiple regression analysis is a standard beta coefficient which helps to identify the strength of each predictor (Independent variables) influence on the dependent variable, which also helps to accept and reject the research hypothesis.

Table 4. 13 Multiple Regression Analysis Standard Coefficient Model Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.363	.139		2.606	.011
Job satisfaction	.260	.068	.248	3.830	.000
Work life balance	.047	.025	.046	1.870	.065
Employees well-being	.196	.069	.181	2.853	.006
Employees training	.229	.079	.241	2.898	.005
Employees recognition	.347	.086	.344	4.017	.000

Source: own survey and computation, 2022

The values of the unstandardized Beta Coefficients ( $\beta$ ) indicate the effects of each independent variable on dependent variable. Furthermore, the values of the unstandardized Beta Coefficients in the Beta column of the above Table 4.13 indicate which independent variable makes the strongest contribution to explain the dependent variable (Employee motivation), when the variance explained by all other independent variables in the model is controlled. The t value and the sig (p) value indicate whether the independent variable is significantly contributing to the prediction of the dependent variable. The study's hypothesis testing was made based on  $\beta$ , t, and P values. Hence using those coefficient results, the proposed hypotheses for this study were tested as follows.

### **Hypothesis 1: Job Satisfaction and Employee motivation**

The results of multiple regressions, as presented in table 4.13 above, revealed that Job Satisfaction has a positive and significant effect on Employee motivation with a beta value (beta = 0.26,  $t=3.83$ ,  $p=0.000$ ), at 95% confidence level ( $p < 0.05$ ). The result is significant at 1 % level of significance. Thus, the proposed hypothesis was accepted. This statistic infers that if the organization increase its focus on Job satisfaction of Its Employee by (one) 1%, then its employee motivation will increase by 0.26%. This implies that Job satisfaction has statistically significant effect on Employee motivation. This result found to be consistent with prior researches (Scheers and Botha 2014; Velnampy 2014; and Henríquez, et.al 2017).

### **Hypothesis 2: Employees well-being and Employee motivation**

The results of multiple regressions, as presented in Table 4.13 above, revealed that Employees well-being had a positive and significant effect on Employee motivation with ( $\beta = 0.196$ ,  $t = 2.853$  &  $p = 0.006$ ). The result is significant at 5% level of significance. Thus, the proposed hypothesis was accepted. This statistic infers that if the Organization (AACCSA) increases its effort to improve Employees well-being by (one) 1%, then its employee motivation will increase by 0.196%. This implies that Employees well-being has statistically significant effect on Employee motivation. This finding is in line with the findings of (Björklund et al. 2013; Kaur 2013; and Nie et al. 2014).

### **Hypothesis 3: Employees training and Employee motivation**

The results of multiple regressions, as presented in table 4.13 above, revealed that Employees raining has a positive and significant effect on Employee motivation with a beta value (beta = 0.229,  $t=2.898$ ) at 95% confidence level ( $p < 0.005$ ). The result is significant at 1 % level of significance. Thus, the proposed hypothesis was accepted. This statistic infers that if the Organization (AACCSA) increases its effort to improve employees training by (one) 1%, then its employee motivation will increase by 0.229%. This implies that employees training has statistically significant effect on Employee motivation. This is consistent with findings from previous studies, which have reported that Employees raining has a positive and significant effect on Employee motivation (Hammond & Churchill, 2018; Scaduto, Lindsay, & Chiaburu, 2008).

### **Hypothesis 4: Employee Recognition and Employee motivation**

The results of multiple regressions, as presented in Table 4.13 above, revealed that Employee Recognition had a positive and significant effect on Employee motivation with ( $\beta = .347, t = 4.017 \& p = 0.00$ ). The result is significant at 5 % level of significance. Thus, the proposed hypothesis was accepted. This statistic infers that if the Organization (AACCSA) increases its effort to improve employees' recognition by (one) 1%, then its employee motivation will increase by 0.347%. This implies that Employee Recognition has statistically significant effect on Employee motivation. This finding had a support from similar studies conducted in developing country contexts (Thumbran 2010; Zani, et al. 2011; Biniyam & Eyobe 2019)

### **Hypothesis 5: Work life balance and Employee motivation**

The results of multiple regressions, as presented in Table 4.13 above, revealed that Work life balance had a positive but insignificant effect on Employee motivation with ( $\beta = .047, t = 1.87 \& p = 0.065$ ). The result is insignificant at 5 % level of significance. Thus, the proposed hypothesis was rejected.

Therefore, out of total of 5 explanatory variables considered in the regression model four variables were found to significantly influence employee motivation. These were (Job Satisfaction, Well -Being, Training and Recognition. The remaining variable (Work-Life Balance,) was found to have no significant effect on employee motivation in AACCSA.

Table 4. 14 Summary of Hypothesis Testing

<b>Hypothesis</b>	<b>Tool</b>	<b>Employee Motivation</b>
		<b>Outcome</b>
<b>Job Satisfaction</b> has positive and significant influence on Employee motivation	multiple regression	Accepted
<b>Work life balance</b> has positive and significant influence on Employee motivation	multiple regression	Rejected
<b>Employee well-being</b> has positive and significant influence on Employee motivation	multiple regression	Accepted

<b>Employee training</b> has positive and significant influence on Employee motivation	multiple regression	Accepted
<b>Employee recognition</b> has positive and significant influence on Employee motivation	multiple regression	Accepted

Source: own survey and computation, 2022

#### 4.6. Data Discussion

To increase the reliability of the study, information pertaining to the insights and perspectives on factors affecting employee motivation was collected both from employees and managers.

Job satisfaction has statistically significant positive effect on Employee motivation. This result is also found to be consistent with prior research (Scheers and Botha 2014; Velnampy 2014; and Henríquez, et.al 2017). Employee Well-Being is also a significant positive factor affecting Employee Motivation and the respondent's value employee safety. This finding is in line with the findings of (Björklund et al. 2013; Kaur 2013; and Nie et al. 2014). On the other hand, recognition and Training are positive significant factor affecting Employee Motivation. This is consistent with findings from previous studies, which have reported that Employees raining has a positive and significant effect on Employee motivation (Hammond & Churchill, 2018; Scaduto, Lindsay, & Chiaburu, 2008). Regarding recognition, the result of this study had a support from similar studies conducted in developing country contexts (Thumbran 2010; Zani, et al. 2011; Biniyam & Eyobe 2019). Whereas Work-Life Balance was not a significant positive factor affecting Employee Motivation in AACCSA employees.

## **CHAPTER FIVE**

### **5. SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter presents the summary, conclusions, and recommendations, which could improve motivation of AACCSA employees.

#### **5.1 Summary of Major Findings**

The main objective of this study is to assess non-financial rewards on employee motivation in case of Addis Ababa Chamber of Commerce and Sectoral Associations.

Taking these objectives into account, an extensive review of related literatures was made. Based on the review of the related literature, the study explored a number of important variables for testing and examining their significance in influencing the motivation of employees in different socioeconomic context and the basic questions were formulated to indicate the nature of expected relationships among various variables considered in this study. To verify the stated hypothesis, the study had applied different procedures and techniques. Specifically, the study was conducted taking sample employees from Addis Ababa Chamber of Commerce and Sectoral Associations. They were selected randomly.

Apart from contributing a valuable addition to the current literature on factors affecting employee motivation in different socioeconomic context, the study provides significance information about the main factors that influence employee motivation which could serve in the process of formulating measure which could be taken to improve the motivation of employees.

The quantitative research method was employed and the necessary primary data was collected through the use of structured questionnaire from 85 employees of Addis Ababa Chamber of Commerce and Sectoral Associations. The information collected from thus sample employees were analyzed and interpreted. A SPSS 25 statistical software package was used for the treatment of the collected data. Descriptive statistical tools and techniques such as mean, Frequency of appearance, Minimum, Maximum, Percentage, Pearson product Moment Correlation, an independent t-test and econometric analysis have been utilized for analyzing the collected data. The major findings of such analysis have been briefly summarized below.



- ❖ It was found out that Job Satisfaction, Employee Well -Being, Employee Training and Recognition had a significant positive correlation with Employees motivation. The correlation coefficient between job satisfaction and employee motivation is placed first from all correlation results from other independent variable with ( $r=.930$ ;  $p<0.01$ ). The correlation coefficient between perceived Employee well-being and employee motivation is placed second strong. Regarding the relationship between Employee training and Employee motivation, there was statistically significant correlation ( $r = 0.907$ ,  $P<0.01$ ). The relatively least correlation result ( $r=0.884$ ,  $p<0.01$ ) and categorized under moderate correlated was realized between Employee recognition and Employee motivation. The result shows that there is a positive, moderate, and significant relationship between Employee recognition and Employee motivation. However, the correlation between Work-Life Balance and employee motivation found out to be insignificant.
- ❖ The regression analysis using the multiple regressions has pulled out four variables as significant determinant of employees' motivation. These are Job Satisfaction, Employee Well -Being, Employee Training and Recognition. However variable Work-Life Balance was found out to be insignificant factor of employee motivation.

## **5.2 Conclusions**

Motivation is critical in any discussion of workplace behavior since it is widely assumed to have a direct link to work performance, and hence the assumption that a motivated employee is a productive employee

The result obtained from the study reveals that the motivation of employees is significantly affected by Job Satisfaction, Employee Well -Being, Employee Training and Recognition. However, Work-Life Balance was found to have no significant impact on the employees' motivation.

From the descriptive statistics data analysis the overall mean score of JS is 3.23, this indicated that employees are uncertain about their level of JS, this implies that they have slightly satisfactory with their current Job. WLB the overall mean score is 2.59 and confirmed the current WLB status of the employees of AACCSA is low, this implies that they are very much dissatisfied with the case. Regard to EWB, all items of the seven an average mean score value is 3.90 this

implies the present EWB, the employees are feeling all right with the case, employees of AACCSA felt secured about their wellbeing.

In addition, regard to Employee Training, the overall mean score for all items is 2.95 this implies that somewhat satisfactory, but in general the employees do not agree that AACCSA doesn't provide proper training for their employees in order to enhance their skills when any change is needed. Hence, the present ET position in AACCSA is average as indicated by employee's perception. In the case of Employee Recognition, the overall mean score is 3.22 which confirm the current ER level in AACCSA is average and somewhat satisfactory.

Furthermore, regard to present level Employee Motivation, the total mean score of EM is 2.964 this indicates that currently there is average EM or somewhat satisfactory.

In the case of descriptive statistics, it's not recommended to be concluded for general statement and for policy development whereas inferential statistics (infers or refers) we can conclude it and it can be taken as generalized since it implies the sound of the population.

From the correlation analysis revealed that four of the selected independent variables have strong positive correlation with Employee Motivation, whereas Work-Life Balance has no correlation with the dependent variable.

Similarly, the result form regression analysis shows four of the independent variables are significant factors affecting Employee Motivation. However, Work Life Balance is not significant positive factors affecting Employee motivation.

### **5.3 Recommendations**

Based on the findings of this study, Employees motivation depend more on Job Satisfaction, Employee Well -Being, Employee Training and Recognition. Given the finding of this study it is imperative to design and implement appropriate interventions to enhance the motivation of employees. The interventions may focus on the following areas:

- ❖ The findings of this study shed some light on how important training is for employee motivation. There is positive relationship between the training and development programs and employee's motivation. An increase in the training will cause increase in motivation. The results show that employees training have positive impact on motivation of employees in Addis Ababa Chamber of Commerce and Sectoral Associations. It is helpful in increase in

motivation of employee as well as of organization. The organization could enhance its employee motivation by providing good training and development programs for employees. Hence Managers should pay due attention to training activities so as to increase the motivation of employees.

- ❖ The result of the study shows that the relationship between job satisfaction and motivation is positive and significant. Hence the organization must appreciate the interrelatedness of the job satisfaction and motivation which is crucial for organizational performance. Furthermore, it is important for organizations to put in place monitoring systems to assess the needs of employees at all levels in order to develop programs for staff development and to appreciate employee perceptions about the conditions under which they work. It is believed that employees who are satisfied are likely to be more committed to organizational goals. Hence management must strive to incorporate individual workers needs and aspirations with organizational goals.
- ❖ The finding implies that employees are dissatisfied with the AACCSA entire recognition practice because the chamber did not recognize them for good performance. As a result, AACCSA must concentrate on enhancing its recognition practice by employing a variety of recognition approaches. Such as thanking colleagues on staff day, posting a list of "employees of the month" on a bulletin board, and writing Thank you letter and a simple thank you.
- ❖ The wellbeing of employees was also found to influence the motivation of employees. The management of AACCSA should work hard to improve the motivation of its employees by taking measures that could improve the wellbeing of employees.

#### **5.4 Limitation of the study**

- ❖ There were certain restrictions in the data collection method. Although the majority of respondents were courteous in filling out and returning questions on time, there was a small amount of noncooperation on the part of certain respondents in returning questionnaires on time.
- ❖ Researcher had restricted on the six variables, which there are other possible variables to be address by future researcher.

- ❖ The research deployed only the quantitative research type, due to unable to meet the top officials in order to arrange focus group discussions for the qualitative research type.
- ❖ There were problems in gaining access to important documents such as example HRD manuals, plans and their motivation strategy management.
- ❖ Regarding the research context the study is focused on AACCSA, As a result, extreme caution should be exercised when extrapolating the findings of this thesis. In the case of descriptive statistics, it's not recommended for conclusion and policy development whereas inferential statistics (infers or refers) can conclude it and it can be taken as generalized since it implies the sound of the population.

## **5.5 Recommendations for future Research**

This study adds on the body of knowledge by examining different factors that influence the motivation of employees in case of AACCSA. However, there is a need for further research as well.

Employee motivation can be affected by many factors other than the one selected for this study. Only perceived job satisfaction, work-life balance, employee well-being, training and recognition are covered in this study which is a cross-sectional study. It would be good if future research considers conducting longitudinal study with more factors.

Similar studies need to be carried out in other similar organizations in the country with large sample sizes to strengthen the literature in this area and strengthen the findings of this study.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE



## ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES MASTER OF BUSINESS ADMINISTRATION

Questionnaire to be filled by AACCSA Personnel

**Dear Respondent,**

My Name is Mekdes Melaku a final year of MBA student at St. Mary's University, School of Graduate Studies. This questionnaire is designed to collect primary data for conducting a study on the "*Determinants of Employee Motivation: The case of the Addis Ababa Chamber of Commerce and Sectoral Associations (AACCSA)*" in partial fulfillment of my MBA program.

This is to respectfully request that you take some of your valuable time to provide me with accurate information so that the study's findings can reach the desired goal. I can promise you that the information obtained through this questionnaire will be used solely for academic purposes and will be kept private. I'd want to express my gratitude for your willingness to contribute to the success of my research. Your sincere and considerate response is quite useful. I appreciate your kind support very much.

**General Instruction** Instructions are indicated under each of the three parts of the survey questionnaire below. Please carefully read and answer accordingly. The average time to complete the questionnaire is 15 minutes.

**For more information regarding this questionnaire, I am available at + 251911812404E-mail: [mekdesmelaku83@gmail.com](mailto:mekdesmelaku83@gmail.com)**

**N.B: Do not write your name**

*Thank you for your willingness to participate in this study. It is highly appreciated!*

## **PART I – DEMOGRAPHIC INFORMATION**

**Please provide some information about yourself:**

1. Age:

18 – 25 years     26-35     36 – 45 years     46-55     above 55 years

2. Gender:

Male                       Female

3. Qualification of education:

TVET     Diploma/equivalent     BA degree     Master's Degree     PhD

4. Service in AACCSA:

Less than a year     1-5years     6 -10 years     11years &above

5. Current job Status:

Director     Department Manager     Team leader     senior level expert

other, please state \_\_\_\_\_

6. Job grade of your job position:

2                       3                       4                       5

**PART II: QUESTIONS RELATED TO DETERMINANTS OF EMPLOYEE  
MOTIVATION**

Listed below are statements about determinants of employee motivation in AACCSA. Carefully consider each statement and mark the answer that indicates the extent to which you agree with the statement.

**NB: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree and SA= Strongly Agree**

No.	Items	SD	D	N	A	SA
<b>I</b>	<b>Job Satisfaction</b>					
1	I feel fairly satisfied with my present job					
2	Most days I am enthusiastic about my work					
3	Each day of work seems like it will never end					
4	I find real enjoyment in my work					
5	I consider my job rather unpleasant					
<b>II</b>	<b>Work -Life Conflict</b>					
6	I often neglect my personal needs due to the stress of my work.					
7	My work suffers because of everything going on in my personal life					
8	I often need to make difficult choices between my work and my personal life.					
9	I return home from work too tired to try to do things I wish to do					



10	My job makes it difficult to take care of the type of private life I might like					
<b>III</b>	<b>Employee Well –Being</b>					
11	I easily adapt day-to-day changes of my life and manage my responsibilities well					
12	I feel I am a sensible person					
13	I am an important part of my team and the organization					
14	People are trustworthy in my team					
15	I am close to my teammates in my organization					
16	I attach lots of value to my work.					
17	My work achievement often acts as a source of motivation.					
<b>V</b>	<b>Training</b>					
18	AACCSA provides necessary training to its employees when any change is needed.					
19	An employee is given appropriate training when the performance evaluation report shows that she/he performs poorly.					
20	Employee is selected for training when there is a gap between knowledge, skills and attitudes the job requires and what s/he possess					

21	AACCSA gives appropriate training to its employee when it plans to promote/transfer an employee to a higher/ another job					
<b>VI</b>	<b>Employee Recognition</b>					
22	AACCSA management gives recognition for a good work performance					
23	AACCSA offers recognition proportional to the accomplishment					
24	The recognition provided by AACCSA helps to enhance job satisfaction					
25	The recognition provided by AACCSA helps to retain employees					
26	The Recognition given for a good work enables employees to perform better					
<b>VII</b>	<b>Employee Motivation</b>					
30	I am doing my best for the achievement of AACCSA's goals					
31	I am willing to accept difficult responsibilities and to contribute more					
32	I am very concerned for AACCSA's resources and I strive to best use them					
33	I feel I am doing with the best organization and I am proud of being a member of the AACCSA					
34	I have no plan to resign soon from AACCSA					

## APPENDIX II:

### Result of Collinearity Tests

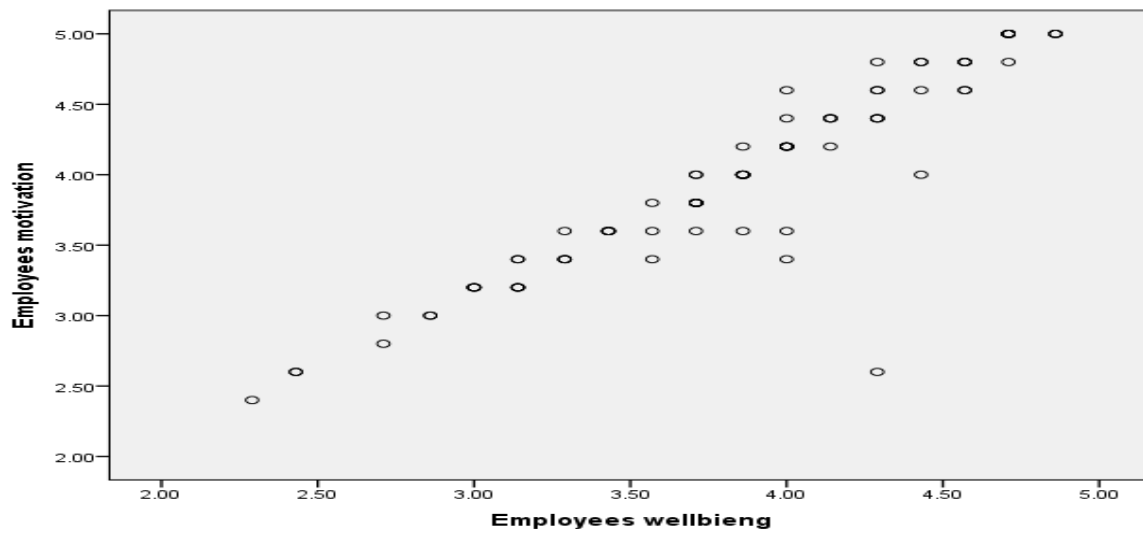
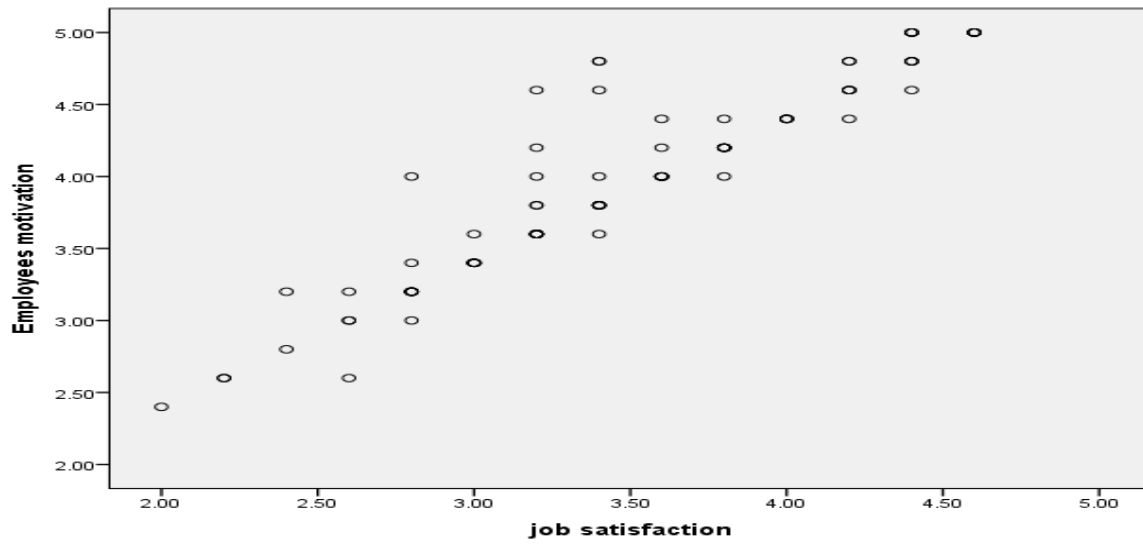
**Coefficients <sup>a</sup>**

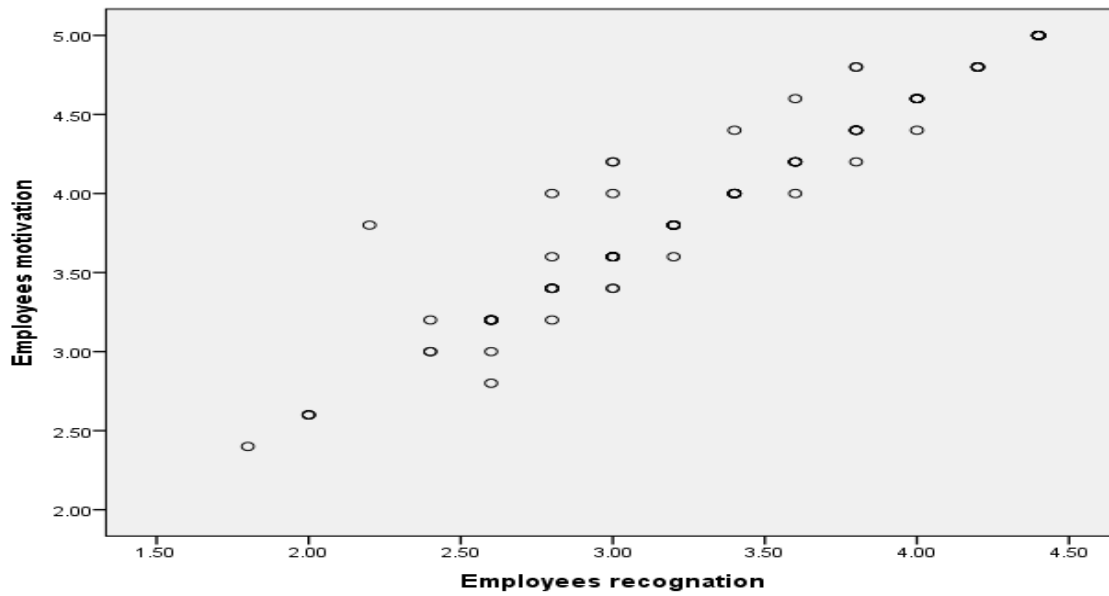
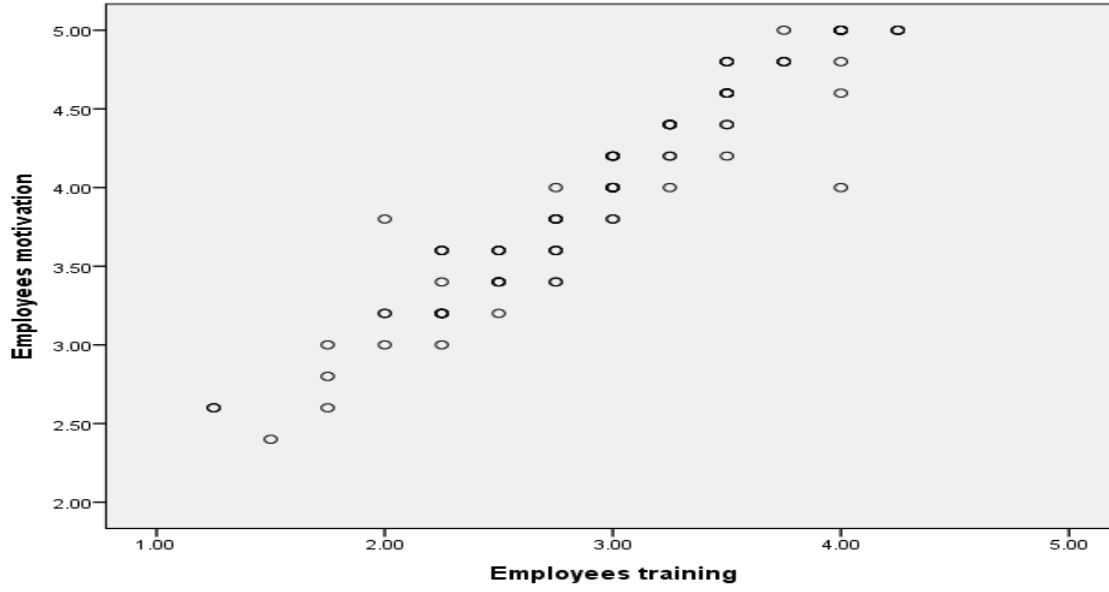
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.363	.139		2.606	.011		
job satisfaction	.260	.068	.248	3.830	.000	.135	7.433
work life balance	.047	.025	.046	1.870	.065	.955	1.047
Employees well-being	.196	.069	.181	2.853	.006	.141	7.113
Employees training	.229	.079	.241	2.898	.005	.082	8.184
Employees recognition	.347	.086	.344	4.017	.000	.077	7.939

a. Dependent Variable: Employees motivation

# APPENDIX III

## Test for linearity





## APPENDIX IV:

### Heteroscedasticity tests

