



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**EFFECT OF MOTIVATION TOWARDS ORGANIZATIONAL
COMMITMENT: THE CASE OF BANK OF ABYSSINIA S.C**

By

HEWAN WENDWESSON

June, 2024

Addis Ababa, Ethiopia

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By
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**Master's Thesis submitted to St. Mary's University in Partial
Fulfillment of the Requirements for the Degree of Master of Business Administration**

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June, 2024
Addis Ababa, Ethiopia

DECLARATION

This is to declare that the thesis entitled “EFFECT OF MOTIVATION TOWARDS ORGANIZATIONAL COMMITMENT: THE CASE OF BANK OF ABYSSINIA S.C”, submitted in partial fulfillment of the requirements for the degree of Master of Business Administration at St. Mary’s University, is a record of original work carried out by me and has never been submitted to any other institution to get any other degree or certificates. The assistance and help I received during the course of this investigation have been duly acknowledged.

Name of candidate Hewan Wendwesson

Date June/12/2024

Signature _____




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: THE CASE OF BANK OF ABYSSINIA

BY

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ABSTRACT

This research was conducted to study the effect of employee motivation on organizational commitment. The research is a descriptive research type and follows a quantitative approach. The research has employed both primary and secondary data. To collect the primary data Likert scale questionnaire has been used. Probability Simple Random sampling technique was used to select a representative sample of 242 participants from the total population of 614 found at five branches including the headquarters. To analyze the collected data SPSS 25 has been used and descriptive statistics analysis methods such as frequency distribution and central tendency methods were employed. Furthermore, inferential statistical analysis such as correlation and regression analysis were employed. The finding of the research vividly showed the effect of employee motivation on organizational commitment in the case of Abyssinia Bank. In the case of Abyssinia Bank, extrinsic motivation has a higher effect on organizational commitment. Based on the findings of the study, appropriate recommendations have been forwarded. Among other things, the bank shall ensure the existence and maintenance of both intrinsic and extrinsic motivation to assure organizational commitment.

Keywords: Motivation, Organizational Commitment, Affective Organizational Commitment, Continuance Organizational Commitment, Normative Organizational Commitment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The recognition of the crucial importance of employees in organizations represents a significant advancement in management practices. Previously, employees were often seen as mere assets to be managed for organizational benefit. However, with the development of organizational behavior research, there has been a shift towards understanding employees as vital contributors to organizational success.

Employees are now viewed as individuals with unique skills, talents, and motivations that can drive organizational achievement. Valuing employees as key stakeholders is essential for creating a positive work environment, fostering engagement, and reaching organizational objectives. Placing employees in roles that align with their skills is critical for maximizing individual and organizational performance. When employees are well-matched to their roles, they are more likely to be motivated, productive, and satisfied. This alignment can lead to increased efficiency, effectiveness, and overall success for the organization.

The highlighted paragraph emphasizes the undeniable significance of employees within an organization. However, for employees to deliver high-quality work and utilize their skills effectively, they need motivation. Undoubtedly, when comparing the productivity of motivated and unmotivated employees, the former typically outshines the latter. Motivation can be understood *‘as the processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal’* (Robbins and Judge 2017). As per its definition, motivation acts as a catalyst, empowering individuals to strive towards achieving predetermined objectives. Consequently, motivation holds significant importance in facilitating the attainment of organizational goals.

Organizational commitment influences whether an employee’s stays a member of the organization/ is retained/ or leaves to pursue another jobs/ turnover. Motivation as a set of energetic forces that originates both within and outside employees, initiate work-related effort and determines its direction intensity and persistence (Colquitt, 2011)

On the flip side, the topic of organizational commitment becomes relevant. Commitment, as a concept, encompasses the alignment of attitudes, beliefs, and behaviors (Hasbullah, 2008), and it entails making choices that reject other feasible options (Hulin, as cited in Hasbullah, 2008). It can be seen as the willingness of individuals and their level of involvement within the organization. Those with a stronger commitment are inclined to identify with and actively participate in the organization (Mowday et al., 1979).

Various elements, including leadership style and the convergence of organizational goals with employee aspirations, can foster organizational commitment. However, this study's focus lies specifically in examining the influence of employee motivation on organizational commitment, as indicated by its title. Therefore, factors such as leadership style and goal alignment are not within the scope of this research.

In today's fast-changing business world, employees often switch jobs frequently when they see better opportunities. This makes it hard for organizations to reach their goals if they can't keep their employees around. To hold onto their staff, companies need to step up. One big factor in this is motivation. So, this study looks at how motivated employees affect how committed they are to their organization.

Bank of Abyssinia was the first bank established in Ethiopia based on the agreement between Ethiopian government and the National bank of Egypt in 1905 with a capital of 1 million shillings. However, bank of Abyssinia was closed at in 1932 by Ethiopian government under Emperor Haile Selassie and replaced by Bank of Ethiopia with a capital of pound sterling 750,000. Following the Italian occupation between 1936-1941, the operation of bank of Ethiopia ceased whereas the departure of Italian and restoration of Emperor Haile Selassie's government established the State Bank of Ethiopia in 1943. However, State bank of Ethiopia was separated into National bank of Ethiopia and commercial bank of Ethiopia S.C. to separate the responsibility of national bank from commercial banks in 1963. Then, on December 16, 1963 as per Proclamation No.207/1955 of October 1963 commercial bank of Ethiopia control all commercial banking activities (Fasil and Merhatbeb, 2009). The declaration of socialism in 1974, the government extends the extent of its control over the whole economy and nationalized all large corporations. Accordingly, Addis bank and commercial bank of Ethiopia Share Company were merged by Proclamation No.84 Of August 2, 12 1980 to form single commercial bank in the country until the establishment of private commercial banks in 1994. To this end, financial sector was left with three major banks namely; National bank of Ethiopia, Commercial Bank of Ethiopia and the Agricultural and development bank during the socialist government. However, following the departure of the Dergue regime, the Monetary and Banking Proclamation of 1994

established the National Bank of Ethiopia as a legal entity. Following this, Monetary and Banking Proclamation No.84/1994 and the Licensing and Supervision of Banking Business Proclamation No.84/1994 laid down the legal basis for Investment in banking sectors (Habtamu, 2012). Currently, banking sectors in Ethiopia are showing progressive developments in terms of number of branches, total assets, human resource utilization and the like relative to other African developing countries. This indicates as Ethiopia categorized under banked country with limited outreach (Tseganesh, 2012).

The financial industry, especially banking, is highly competitive, with many new banks emerging. This increased competition forces banks to develop strategies, leveraging both human resources and technology, to stay ahead. Human resources play a vital role in this context, not just in terms of professional qualifications but also in the dedication and effort of committed employees.

Organizations are comprised of various essential components, with employees being regarded as the paramount asset and driving force behind organizational operations (Mohsen et al., as cited in Al-Madi et al., 2017). To leverage these valuable assets effectively toward achieving organizational objectives, certain prerequisites must be in place. Amidst the consideration of other contributing factors, motivation plays an indispensable role. The interaction between the organization and its employees is influenced by what motivates them to perform, the rewards they receive, and the resulting satisfaction they experience (Ezenwakwelu, 2017).

In organizational commitment can be divided into three dimensions, affective, continuance, and normative commitment (Meyer and Allen, 1987, Meyer and Allen, 1991 cited in Al-Madi et al. 2017). Affective organization commitment denotes ‘employee’s identification with, involvement in, and emotional attachment to the organization out of their volition’ (Meyer, & Allen, 1997 cited in Al-Madi et al. 2017). This type of commitment is beneficial for organizations. (Meyer, & Allen, 1991, cited in Al-Madi et al. 2017). The other type of commitment is continuance organization commitment, which denotes ‘the employee’s awareness of costs associated with leaving the organization’ (Allen & Meyer, 1997 cited in Al-Madi et al. 2017). In the other spectrum, normative organizational commitment denotes ‘employee’s feeling of obligation to remain with the organization; individuals believe they ought to remain (in the organization)’ (Al- Madi et al. 2017).

This research wants to look at how keeping employees motivated affects how committed they are to their organization. With today's ever-changing business world, it's important to understand how motivating employees can help keep them loyal and dedicated, even when things are uncertain.

1.2 Statement of the Problem

In today's highly competitive global landscape, businesses face intense competition. To adapt to the ever-evolving competitive environment and achieve their goals, organizations develop various strategies.

This study aims to explore how employee motivation influences organizational commitment. While various factors can affect organizational commitment, it's impractical to examine them all. Based on the researcher's observations, some employees show a strong commitment to their organization, while others are quick to leave when new opportunities arise. In the case of Abyssinia Bank, the researcher noticed two distinct groups of employees. One group had served the organization for an extended period and remained committed, while the other group either left or expressed readiness to leave whenever a new opportunity emerged. This situation puzzled the researcher significantly. Achieving organizational commitment involves various factors.

The primary concern lies in understanding the connection between motivation and organizational commitment. It's crucial to investigate the extent to which motivation impacts organizational commitment. While motivation may influence organizational commitment on the surface, making assumptions about their correlation and degree of impact without comprehensive research would be imprudent. Hence, this study aimed to explore the relationship between motivation and organizational commitment, along with assessing the degree to which motivation influences organizational commitment. This research isn't just about one problem it's tackling several. As mentioned earlier, organizational commitment has three main aspects: affective, continuance, and normative commitment. This study isn't just looking at how motivation affects organizational commitment in general, but also how it specifically relates to each of these dimensions.

1.3 Hypothesis

Ho1 There was no relationship between Motivation (Intrinsic and Extrinsic) and affective commitment among employees of Abyssinia Bank

Ho2 There was no relationship between Motivation (Intrinsic and Extrinsic) and continuance commitment among employees of Abyssinia Bank.

H03 There was no relationship between Motivation (Intrinsic and Extrinsic) and normative commitment among employees of Abyssinia Bank

Ho4 There was no relationship between Motivation (Intrinsic and Extrinsic) and Organizational Commitment among employees of Abyssinia Bank

1.4 Objective of the study

1.4.1 General objective

The main purpose of this study is to analyze the effect of intrinsic and extrinsic factors on motivation toward organizational commitment at Abyssinia Bank.

1.4.2 Specific Objective

- To examine the existing level of employee motivation in the bank
- To determine the existing level of employee organizational commitment.
- Analyzing the association between employee motivation and organizational commitment.
- To find out the effect of motivation in influencing organizational commitment.

1.5 Significance of the Study

This study's significance lies in its ability to enhance our understanding of the relationship between employee motivation and organizational commitment. By evaluating how intrinsic and extrinsic motivations influence affective, continuance, and normative commitment, the research can provide valuable insights for managers and HR professionals to develop effective strategies to boost employee engagement and retention. Additionally, the findings can contribute to the academic literature by filling gaps in knowledge regarding the specific impacts of different types of motivation on various dimensions of organizational commitment. Ultimately, the study aims to help organizations improve employee satisfaction and productivity, thereby achieving better overall performance.

1.6 Scope of the study

This study focused on the effect of employee motivation on organizational commitment at Abyssinia Bank SC. The research examined the effect of intrinsic and extrinsic motivation on three dimensions of organizational commitment: affective, continuance, and normative organizational commitment. Other factors that affect organizational commitment were not part of the research. The scope of the research was geographically delimited, as the study only considered selected city branches based on their employers' population in Abyssinia Bank Addis Ababa. Additionally, the research participants were clerical, professional, and managerial staff. Non-clerical staff were not included in the study.

1.7 Limitations of the Study

The major limitation of the research was the respondents' unwillingness to fill out the questionnaire. The researcher strives to resolve the issue by giving time and passionately reminding the respondents to return the questionnaire by showing the importance of research.

1.8 Definition of key terms

Work Motivation – is the steering of human activity towards a desired objective by means of motives generated internally in a person or in his or her environment, on the basis of his or her needs.

Intrinsic Motivation – refers to a desire to work primarily because the work itself is interesting, challenging and satisfying to the person.

Extrinsic Motivation – occurs when an employee performs an activity with the intention of attaining some separable consequence, such as receiving an award, avoiding guilt, or gaining approval.

Organizational Commitment – is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or discontinue membership in the organization.

1.9 organization of the paper

The research is organized into five chapters. Chapter One includes the study's background, problem statement, research questions, objectives, significance, and scope. Chapter Two reviews relevant literature to provide a comprehensive overview of the topic. Chapter Three outlines the research methodology used. Chapter Four presents the findings and discusses them. Chapter Five summarizes the study's findings, concludes, and offers recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Literature

2.1.1 Meaning of motivation

The word ‘motivation’ Derives from a Latin word ‘movere’. The Latin word ‘movere’ can be translated to mean ‘to move’ (Nguyen 2017). Therefore, the word can be understood as ‘something going up, keeping us working and helping us to achieve our goals’ (Korth, cited in Nguyen 2017). It can be a result of an outside force and/or inside urge which inspire and push someone to accomplish some goal. Robbins & Judge (2017) define motivation as ‘the processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal’.

Jeffrey S. Nevid has defined the concept motivation in the following manner;

“The term motivation refers to factors that activate, direct, and sustain goal-directed behavior ... Motives are the ‘whys’ of behavior – the needs or wants that drive behavior and explain what we do. We don’t actually observe a motive; rather, we infer that one exists based on the behavior we observe.” (Nevid 2013).

In addition to the above stated definition, different scholars defined the word motivation in a different manner. Motivation can be defined as in a different manner depending on who we ask (young, cited in Tetteh 2017). The word motivation may have different connotation depending on the background and experience of a person who is going to define the term. A lay person in the street may define the motivation as a driving force or “it’s what makes us to do the things we do’ (Tetteh 2017). Accordingly, ‘motivation is the force within an individual that account for the level, direction and persistence of efforts expended at work’ (Tetteh 2017).

Motivation is purely an internal process that impact individuals to behave in a specific manner with the intent of accomplishing certain goal. Motivation by itself does not have tangible existence. However, we can observe its outward manifestation (Denhardt 2008). Motivation might have three part (Greenberg and Baron, cited in Tetteh 2017). The first aspect of motivation can be urging factor that related with the drive or energy which impact individuals’ behavior. When doing certain things alien with their interest, individuals will be attracted to towards that thing. The second aspect is relating with the choice people make and the way they

behave accordingly. The third aspect relates with maintenance of adopted behavior and to what extent people exhibit such behavior so as to achieve their goals (Greenberg and Baron, cited in Tetteh 2017).

Motivated employees are simply Faster and longer than de-motivated employees motivation is a critical consideration because Effective Job performance often requires a high level of both ability and motivation (Wesson,2011). Motivation is a human psychological characteristic that contributes to a person's degree of commitment. It includes the factors that cause, channel, and sustain human behavior in a particular committed direction. Motivating is the management process of influencing people's behavior based on this knowledge of'' what makes people tick'' (stoner, 2009).

2.2 Characteristics of motivation

According to shanks (2007) Motivation is characterized as follows.

Motivation is always internal to the person: it is essentially a psychological phenomenon in this regard. Burselton and sterner (2003) said that a motive is an inner state that energizes Activates or moves towards goals.

The motivation of a person is in totality and not impart Human. Behavior is caused by various needs. A worker works in a satisfactory because one needs money. Similarly. A thirsty man feels the water to conquer his thirst. The feeling of needs is continues processed the satisfaction of one- needs to the creation of a new need All needs are interrelated and motivation should be in totality.

Performance is the result of ability and motivation: -if an employee is highly qualified but is very poor it can be due to the absence of motivation. $Performance = Ability * Motivation$

Motivation can be positive or negative: positive motivation means the use of incentives may be financial and non-financial pay revision; confirmation of Job and the like are Positive motivations. Negative motivation refers to emphasizing penalties; demotion and termination from service are some of the examples of negative motion.

Frustrated person cannot be motivated: if a person does not have his basic needs satisfied, he might be frustrated, and mentally ill to some extent. Such a frustrated person cannot be motivated unless his basic needs are satisfied.

2.3. Types of motivation

According to gate wood (1995). Classified work pace motivation in to two ways these are:

- I. Intrinsic motivation: - it is derived from the content of job. It is motivation created by the worker itself in that what people do satisfy their need for achievement, recognition, responsibility and personal growth and development (gate wood, 1995).
- II. . Extrinsic motivation: - this is what is done for people to motivate them. Them it arises when management provides such as salary, job security, fringe benefits, opportunity for training, the extern to which workers feel management cares for their welfare, praise or promotion. Extrinsic motivators which are concerned with quality o working life are likely to have deeper and longer – term effect because they may be nurtured be the organization (ibid).

2.4 Theory of motivation

2.4.1 Hertz berg’s two factor theory

In the late 1950s’ Fredrick Hertzberg and his associates conducted study of the job attitudes of 200 engineers and accountants and developed the two-factor theory popularly known as motivational – hygiene theory and the detail is presented below.

Behalinget al (1968) elaborated that Herzberg asked the respondents to identify any “critical incidents” which had led to satisfaction or dissatisfaction on the job. If the first incident recalled concerned a satisfying experience, the respondents was then asked to relate one which had led to dissatisfaction. If the first incident had been dissatisfying, he was asked to recall a satisfying one, all of the incidents (a number or the interviewees came up with three or four during the course of the interview) were discussed and the respondents were asked to rate how strongly their feelings toward their jobs had been affected by each one. The various ideas which appeared in the transcripts of the interviews were then subject to a post hoc classification, from which 14 factors emerged:

1. Recognition
2. Achievement
3. Possibility of growth
4. Advancement
5. Salary
6. Interpersonal relations

7. Supervision-technical
8. Responsibility
9. Company policy and administration
10. Working conditions
11. Work itself
12. Factors in personal life
13. Status
14. Job security

These factors were used as the basis of several analyses of the responses, the most important of which, for the development of Herzberg's theory, concerned the relative frequency with which they appeared in incidents leading to satisfaction and in those leading to Dissatisfaction. achievement, recognition, the work itself, responsibility, opportunity for growth, and advancement-all things intrinsic to the job itself-were mentioned in a large proportion of the satisfying incidents, but in only a few of the dissatisfying ones. Company policy and administration, quality of supervision, salary, interpersonal relations with the supervisor, and working conditions-factors extrinsic to the work itself-appeared mostly in dissatisfying incidents. (Behaling, et al, 1968)

According to Herzberg (1967) as quoted in Ukaegbu (2000), intrinsic elements of the job are related to the actual content of work, such as recognition, achievement and responsibility. These were referred to as "motivational" factors and are significant elements in job satisfaction. By contrast, Herzberg described extrinsic factors as elements associated with the work environment, such as working conditions, salary, class size, staff assessment and supervisory practices, and benefits. These were referred to as Extrinsic or "hygiene" factors which are related to the job dissatisfaction. Herzberg concluded that satisfaction and dissatisfaction are not on the same continuum. As a result, he argued that motivational factors that can cause satisfaction or no satisfaction, while hygiene factors cause dissatisfaction when absent, and no dissatisfaction when present. (p.299). such theories are, of course, somewhat tenuously founded in Maslow's theory of a hierarchy of needs applied to work situations, with lower order needs requiring satisfaction before higher-level needs emerge and determine motivation.

1. Hygiene factor (maintenance factor)

Hygiene factors are called extrinsic factors such as interpersonal relation with supervisors, salary security, working conditions and status. They do not motivate the satisfaction although the result in job satisfaction thus, the absence of extrinsic factors causes dissatisfaction among the employees. They are called extrinsic factors because they are considered outside the work being performance such hygiene factors if not satisfied had an effect of reduced employee efficiency (plunked 2001).

According to plunkett and attner, (1986) hygiene factors are the primary causes of unhappiness on the job. They are extrinsic to the job-that is, they do not relate directly a person's work, to its real nature. These are part of a job's environment-it is context, not its content. When an employer fails to provide these factors in sufficient quality to its employee's, job dissatisfaction will be the result. When they are provided in the sufficient quality, they will not necessarily act as motivators-stimuli for growth and greater effort. They will only lead to workers to experience on job dissatisfaction. The factors include :(p.315)

- Salary-adequate wages, salaries and fringe benefits.
- Job security-company grievance procedures and seniority privileges.
- Working condition-adequate heat, light, ventilation, and hours of work.
- Status-privilege, job titles, and other symbols of rank and position.
- Company policies-the policy of the organization and the fairness in administrating those policies.
- Quality of technical supervision-whether or not the employees is able to receive answers for job related questions
- Quality of interpersonal relationships among peers, supervisors, and subordinates-social opportunities as well as the development of comfortable operating relationships.

2. Motivation factors

According to Herzberg, motivation factors are the primary cause of job satisfaction. They are intrinsic to a job and relate directly to the real nature of the work people perform in other words motivational factors relate to job content when an employer fails to provide motivation factors. Employees' experience, employees enjoy job satisfaction and provide high performance (plunked al, 2001). The same author discussed each factors as follows.

Achievement: The opportunity to accomplish something or contribute something of value conserve as source of job satisfaction.

Recognition: The wise manager let the employees know that their effort have been worthwhile and the management notes appreciates them.

Responsibility: The potential for acquiring new duties and responsibilities, either through job expansion or delegation, can be powerful motivation for some workers.

Advancement: the opportunity to improve ones' position as a result of job performance gives employees clear reason for high performance

The work itself: when task on opportunity for self - expression, personal satisfaction and meaning full challenge, employees is likely to undertake the tsk with enthusiasm

Possibility of growth: The opportunity to increase knowledge and personal likely to lead job satisfaction (motivation) results in good work performance.

2.5. Maslow' theory of human motivation

Abraham Maslow's hierarchy of needs classified the need of every human being into a hierarchy of five needs (Robbins & Judge 2017). Maslow's theory elucidates five different stages of human needs in hierarchical order from the most basic to the most complex ones (Nguyen 2017). There are needs unquestionably necessary to all human beings and nothing else matters without their existence. As a result, human needs can be considered as motivators (Nguyen 2017). According to this theory, any human being start from the lowest need (Skemp-Arlt & Toupenca, cited in Nguyen 2017) and exert his/her energy for satisfaction of that particular need and up on achievement of the need the next higher need come to the picture (Nguyen 2017). According to Maslow (1954), 'a person cannot move to the next level of needs without satisfying the previous level.'

Maslow's Hierarchy of Needs depicted as a pyramid shape the largest and elementary needs at the bottom and the highest need at the top of the pyramid (Steere, cited in Nguyen 2017). Those five needs in the pyramid from the bottom to top are; physiological, safety-security, social-belongingness, esteem and self-actualization. Lately, at the apex of the pyramid a sixth need has been proposed. However, the proposal yet not gets recognition (Robbins & Judge 2017).



Figure 1 Maslow's Hierarchy of Needs (Motivation theories n.d.)

According to Maslow upon satisfaction of the current need, the next need will come to the picture. Therefore, to motivate any individual, it is necessary to know the level of the hierarchy that the person currently exists and it is advisable to focus on that need and above that need (Robbins & Judge 2017). Maslow's theory has got an immense recognition specially among practicing managers. Because of the fact that, managers can easily understand the hierarchy and it is intuitively logical (Robbins & Judge 2017). However, the theory did not take into account cultural difference (Robbins & Judge 2017).

2.5.1. Expectancy theories

From a practical perspective, the executive, theory day that an employee will be motivated to exert a high level of effort when he or she believes that effort will lead to a bonus or salary increase. Or promotion: and that the rewards will satisfy the employee's personal goals (Ibid) The theory. Therefore, focus on the relationships these are:

- ❖ Effort- performance relationship (expectancy)

The probability perceived by the individual that exerting a given amount of effort will lead to performance. Employees are sometimes asked to do things for which they do not have the appropriate skills or training when that is the case, they will be less motivated to try hard because they already believe that they will not be able to accomplish the task expected of them (Ibid).

❖ Performance reward relationship (instrumentality)

The degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome, so one possible source of low employee motivation is the belief of the employee. That no matter how hard he or she works. The likelihood of one’s performance being recognized is low (Stephen et. Al.2001).

Rewards – personal goals relationship(valence)(Stephen, 2005) this rewards personal goals as the degree to which organizational rewards satisfy individual personal goals or needs and the attractiveness of those potential rewards for the individual.

Table 1:- steps to increase motivation. Using expectancy theory Adopted from (Stephen, 2000)

Expectancy theory relationship	What managers can do?
Effort – performance relationship (expectancy)	<ul style="list-style-type: none"> • Make sure that employees have the skills required to do the task assigned • Provide training • Assign reasonable tasks and goals
Performance–reward relationship (instrumentality)	<ul style="list-style-type: none"> • Be sure to observe and recognize the performance • Be sure to deliver the reward as promised
Rewards –personal goals relationship	<ul style="list-style-type: none"> • Determine from employees what kinds of rewards they value • Be sure that the reward given is things that are valued.

2.5.2. McClelland's theory of learned needs

Psychologist David McClelland popularized the idea of learning needs years ago through his research on three needs: achievement, power, and affiliation.

- Needs for affiliation – refers to a desire to seek approval from others, conform to their wishes and expectations, and avoid conflict and confrontation (Steven, 2006).
- Need for achievement – people with a strong need for achievement through their effort They prefer working alone rather than in s and they choose tasks with moderate risks High need for achievement people also

desire unambiguous feedback and recognition for their success. Money is a weak motivator, except when it provides feedback and recognition (Steven, 2006)

- Need for power –people with high power want to exercise control over others and are concerned about maintaining their leadership position (Steven, 2006).

2.5.3 Alderfer's ERG theory: Existence needs, Relatedness needs, and Growth needs

Alderfer's ERG theory comprises needs into three classes: existence, relatedness, and growth (Motivation theories n.d.). Alderfer's motivation theory is highly related to Maslow's hierarchy of needs. However, ERG theory classified human needs into three classes of needs.

- **Existence needs:** These include needs for basic material necessities. In short, it includes an individual's physiological and physical safety needs. (Motivation theories n.d.)

- **Relatedness needs:** Individuals need significant relationships (be with family, peers or superiors), love and belongingness, they strive toward reaching public fame and recognition. This class of needs contain Maslow's social needs and external component of esteem needs. (Motivation theories n.d.)

- **Growth needs:** The need for self-development, personal growth and advancement form together this class of needs. This class of needs contains Maslow's self-actualization needs and the intrinsic component of esteem needs. (Motivation theories n.d.)

Like the case of Maslow's theory, Alderfer firmly agreed that unsatisfied needs motivate individuals. Because needs are hierarchal in nature before satisfaction of higher order needs, needs at the lower order should be satisfied. According to Alderfer, up on their satisfaction needs at lower order become less important. However, higher-needs orders become more important even upon their satisfaction. Unlike the case of Maslow's theory, individuals might return back to a lower need (Motivation theories n.d.).

2.5.4 Adam's Equity Theory

Equity theory states individuals can be motivated if they get equitable treatment and acquire what they thought fair for their effort and cost .Equity theory states that 'individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities' (Robbins & Judge 2017). As per this theory, people compare and contrast their performance, cost and reward with other reference person. Consequently, after the comparison if that person belief his/her input-output ratio is inequitable in comparison with referent person, he/she might:

- *reduce his/her inputs, efforts, quantity or quality of his/her work*
- *try to increase his/her outputs (ask for better mark, or pay raising)*
- *adjust his/her perception of reference person or his/her outcomes or inputs (re-evaluate his/her or the reference person's effort or outcome)*
- *change the reference person*
- *quit the situation* (Motivation theories n.d.).

2.6 Intrinsic and Extrinsic Motivation

Intrinsic Motivation

Intrinsic motivation is defined as the motivation to engage in a behavior because of the inherent satisfaction of the activity rather than the desire for a reward or specific outcome. Intrinsic motivation emanates from a direct relationship between the employee and the work (George and Sabapathy, 2011). Ryan and Deci (2000) define intrinsic motivation in the following manner: “Intrinsic motivation is defined as the doing of an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or reward.” Intrinsic motivation has non-instrumental characteristics. When a person is intrinsically motivated, his/her action is not dependent upon the outcome separable from the behavior (Legault 2016).

Extrinsic Motivation

Extrinsic motivation is a motivation that is driven by external rewards. These can be tangible, such as money or grades, or intangible, such as praise or fame. Unlike intrinsic motivation, which arises from within the individual, extrinsic motivation is focused purely on outside rewards. Therefore, extrinsic motivation is highly related to ‘tangible’ rewards (George and Sabapathy, 2011). Salary, bonus, commission and benefits are a good expels of extrinsic motivation at the work place.

2.7. Organizational commitment

Organizational commitment is defined as the desire on the part of the employee to remain a member of the organization. Organizational commitment influences whether an employee stays a member of the organization or leaves to pursue another job Employees who are not committed to their organizational behavior are defined as an asset of actions that employee’s performance to avoid the work situation behaviors that may eventually in quitting the organization (esson. 2011)

2.7.1 Types of Commitment

According to Colquitt, 2011 there are three commitments

i. Affective commitment: - reflect some emotional reasons for staying with the current organization, including feelings about friendship, the atmosphere or culture of the company, and a sense of enjoyment when completing job duties AS desired to remain a member of an organization due to an emotional attachment to and involvement that organization (colquitt,2011)

ii. Continuance commitment: - defined as a desire to remain a member of an organization because of awareness of the cost associated with leaving it reflects some cost-based reason for staying including issues of salary, benefits, and promotions. The factor that increases continuance commitment is the total amount of investment employees have made in mastering their work roles at their organization (Wesson, 2011).

iii. Normative commitment: - defined as a desire to remain a member of an organization due to a feeling of obligation. Normative commitment reflects some obligation due to staying with the current organization sense that a duty is owed to a boss, colleague or the large company (Lupine, 2011)

2.7.2 Empirical Review

The relationship between motivation and organizational commitment has been extensively studied in various research contexts. The following sections discuss some of these studies, drawing on both international experiences and domestic contexts.

Bytyqi (2020) conducted a study titled "The Impact of Motivation on Organizational Commitment: An Empirical Study with Kosovars." The research explored the relationship between motivation and organizational commitment. Findings indicated that motivation positively influences organizational commitment, with regression analysis showing a positive effect of motivation on overall organizational commitment. The study concluded that there is a significant relationship between motivation and organizational commitment.

Al-Madi et al (2017) investigated the issue titled 'the Impact of Employee Motivation on Organizational Commitment'. The purpose of the research is to '*investigate the impact of motivating the front-line employees of retail stores in Jordan on the organizational commitment*' (Al-Madi et al 2017). The study

revealed that there is significant impact from employee motivation of front-line employees of retail stores in Jordan on organizational commitment (affective, normative and continuance) (Al-Madi et al 2017).

Ezenwakwelu (2017) investigated the "Determinants of Employee Motivation for Organizational Commitment." The study aimed to identify the dimensions of motivation affecting employee commitment, understand how salary and working conditions influence productivity, and determine the impact of responsibility and personal growth on employee commitment. The findings revealed that job design and autonomy are key dimensions of motivation for employee commitment, salary and working conditions have a long-term effect on productivity, and responsibility and personal growth significantly and positively influence employee commitment. Fentaw's study, "The Impact of Motivation in Fostering Organizational Commitment: The Case of Ethiopian Shipping and Logistics Service Enterprise," examined how motivational factors influence long-term employee commitment within the enterprise. The study concluded that there is a positive relationship between motivation and organizational commitment (Fentaw, 2018).

2.8 Conceptual Framework

Employees commitment to their organization cannot be achieved easily. Among other things, organization should have effective motivational strategies, in such case employees might be committed to their work as a result to their organization (Warsi et al. 2009). According Al-Madi et al (2017), commitment to the organization can be portrayed in different fashion:

- *An identification with the goals and values of the organization*
- *A desire to belong to the organization*
- *A willingness to display effort on behalf of the organization*

Some scholars found out a significant relationship between employees' motivation and organizational commitment (Mohsen et al. cited in Al-Madi et al 2017). According to Warsi et al. (2009), work motivation has a strong impact on organizational commitment. In addition, some literature in the area vividly notes the interrelatedness between organizational commitment and motivation (George and Sabapathy 2011).

As previously discussed, there is a relationship between work motivation and organizational commitment. Work motivation encompasses both intrinsic and extrinsic factors. This study specifically examines how these types of motivation impact organizational commitment, which includes affective, continuance, and normative dimensions.

In this research, motivation is treated as the independent variable, while organizational commitment is considered the dependent variable. The focus is on understanding how different types of employee motivation influence their levels of commitment to the organization.



Figure 1.2 Conceptual frameworks of the relationship Employee's Motivation and organizational Commitment

CHAPTER THREE

Research design and methods

As discussed in the above chapters about motivation and organizational commitment the research strives to examine the relationship between motivation and organizational commitment. To be more specific, the research has been commencing to study the effect of motivation on organizational commitment. Motivation can be categorized into intrinsic and extrinsic. As stated in the previous chapter, organizational commitment is also categorized into three dimensions namely Affective, Continuance and Normative organizational commitment. Accordingly, this research intends to study the influence of motivation toward organizational commitment.

3.1 Research design and type

A research design is a conceptual structure within which research will be conducted; it shows the blueprint for the collection, measurement, and analysis of data. As such the design contains an outline of what research does from writing the research questions and its operational implications to the final analysis of data (Kothari, 2004). The research design is orchestrated in a way to examine the effect of motivation on organizational commitment. Most importantly, the research design has been crafted in a way to suits the central problem of the research.

Research can be categorized into exploratory, descriptive, and explanatory experimental (Akhtar 2016). Exploratory research strives to explore and generate new ideas and serve as a stepping stone to further research (Zikmund 2010). This type of research is well-suited in the case when few and no earlier research is found in the area (Akhtar 2016). Descriptive research involves either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena (Leedy & Ormond, 2010). 'It is used to identify and obtain information on the characteristics of a particular issue like community, group or people. In other words, we can say that this type of research describes social events, social structure, social situations, etc. Descriptive research answers the questions, what, who, where, how and when.' (Akhtar 2016). In the other spectrum explanatory research is mainly concerned with causes or 'why' factors about some phenomenon (Akhtar 2016). This research is crafted to study the correlation between two variables or the effect of one variable into the other through the help of quantitative data. In comparison with the above-stated research type, descriptive research can be effectively used to accurately portray the characteristics of a particular group and situation. In addition, the research strives to explain why

some variables affect the other variables. Hence, some aspect of the research falls under the explanatory research. Therefore, a descriptive research and explanatory research approach is appropriate for this study and has been used. In the coming pages, the research approach and type will be discussed.

3.2 Research approach

The common best research approaches are quantitative, qualitative and mixed research approaches. Quantitative research approaches often utilize surveys, either cross-sectional or longitudinal in nature, to collect data. These surveys typically employ self-administered, semi-structured questionnaires or structured interviews. The intent behind this data collection is to be able to generalize the findings from the sample to the broader population. (Babbie, 1990). A qualitative research approach uses strategies of inquiry including narratives, ethnographies, case studies, observations, and interviews, and the results are communicated subjectively through descriptions using words rather than numbers (Creswell, 2003, p.186-187). Moreover, Qualitative researchers tend to use open-ended questions so that participants can express their views. Under this method contact with the field of research may be based on interviews, observations, or analysis of documents and other artifacts. In addition, literature studies are performed to the extent required to develop sensitivity in observation and interpretation (Atkinson and Hamersley, 1994). In a mixed methods approach, the researcher bases their knowledge claims on pragmatic grounds. This means they take a practical, consequence-oriented, and problem-centered perspective, drawing from a pluralistic set of research methods and approaches.

It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand the research problem (Cresswell, 2009). The advantage of a quantitative research approach may be the limitations of a qualitative approach and vice versa. The mixed research approach is supposed to tap the limitations of quantitative and qualitative approaches, based on pragmatic knowledge claims (Sale et al, 2002). The goal for researchers using the mixed methods approach is to draw from the strengths and minimize the weaknesses of the quantitative and qualitative research approaches by combining them (Carrie, 2007). The research problem or question can be effectively investigated and answered by employing a quantitative research approach. Therefore, this research intends to study the correlation between two phenomena based on quantitative measurement through empirical assessments that involve numerical measurement and analysis approaches.

3.3 Sampling Techniques and Data collection

3.3.1 Population and Sampling Techniques

Abyssinia Bank has a presence in all over the country through its numerous branches. It is overwhelmingly difficult to make all the branches a target population of this research. The target population of this research is employees of Abyssinia Bank who work in various positions at branches located in Addis Ababa and at Head Office (HO). The branches were selected based on a high population (consisting of many employees). Clerical, professional, and managerial employees of the above-stated target populations were considered for the study. The rationale for selecting these employees as a target population was employees beyond non-clerical positions have to some extent experience on the issues of the research and the remoteness of accessing outlying branch employees and the cost of including all city branches. Concerning sampling techniques, Probability Simple Random sampling techniques were used.

Taking into account different factors like cost implication and time constraints sample of the target population was used. Accordingly, employees of the head office and selected branches (Main branch, Legehar, Megenagna Branch, Bole medhanialem Branch, Lamberet Meneharia Branch and Merkatomilitarytera Branch) were selected as the target population. The sample size for a total population of 614 was 242. Accordingly, 242 employees of the bank were selected as a representative sample of this study. The sample size was determined based on Yamane's formula (Yamane, 1967); with an error of 5% and with a confidence coefficient of 95% and the following equations applied, and the formula is presented below:

$$N = \frac{N}{1 + N(e)^2}$$
$$N = \frac{614}{1 + 614(0.05)^2}$$
$$= 242$$

Where, n= sample size N= the total size of the population e= acceptable sampling error, 95% confidence level with 5% precision. Accordingly, the sample is determined as follows

Table 2:- Study population and sample size

Branch	No of qualified employees	Proportion (%)	Sample size
Head Office	500	81	214
Megenagna Branch	27	4	11
Bole medhanialem Branch	29	5	12
Lamberet menecharia Branch	28	5	12
Merkatomilitarytera Branch	30	5	12
Total	614	100	242

3.3.2 Data Collection Method

The primary data for the study was collected through questionnaires with open-ended and close-ended questions to respondents. This method was chosen for their originality, relevance, accuracy, control, and up-to-date information they provide. The questionnaire is composed of three major parts. The first part of the questionnaire was the demographic profile of respondents; the second part incorporated the 24 questions. All items were rated by respondents on a five-point Likert scale. Each item was scaled from 1 statement “very low” to 5 with the statement “very high”. The questionnaires were distributed and collected by the researcher.

3.3.3 Data analysis

Once the questionnaire was collected and returned, the researcher coded and entered data into Epi data Version 4.6 and was exported to Statistical Package for the Social Sciences version 24 (SPSS-24) software for analysis. In light of the output of the SPSS version 24, the researcher conducted an interpretation of the data to ascertain their meaning. Descriptive statistics analysis methods such as percentage, mean, and standard deviation were employed. In addition, inferential statistics like correlation and regression methods have been utilized.

3.3.4 Reliability and Validity

Reliability, in quantitative research, refers to whether the result is replicable, the extent to which results are consistent over time and an accurate representation of the total population under study. If the results of a study can be reproduced under a similar methodology, then, the research instrument is considered to be reliable (Joppe, 2000). In this regard universally accepted sampling method was used to draw a representative sample of the population. Vague and confusing wordings were avoided not to mislead the employees on the time of filling the questionnaires. Cronbach's Alpha was used to assess the questionnaire's reliability, which tests internal accuracy and determines if objects on a scale measure the same construct. SPSS was used to calculate the index alpha, which calculated the average of observable objects as well as their correlation.

Table 3:- . Cronbach's Alpha analysis

Variables	Cronbach's Alpha	Items
Intrinsic Motivation	.708	7
Extrinsic Motivation	.679	5
Affective Organizational Commitment	.859	6
Continuance Organizational Commitment	.711	3
Normative Organizational Commitment	.862	3
Overall	0.7638	24

Normative organizational commitment has the highest efficiency $\alpha = 0.862$ followed by Affective organizational commitment ($\alpha = 0.859$), continuous organizational commitment $\alpha = 0.711$ intrinsic motivation $\alpha = 0.708$, and extrinsic organizational commitment $\alpha = 0.679$. This demonstrates that all five variables were stable when their reliability values met the prescribed criterion of 0.7, as Field (2009) contended. The reliability test results also showed that all five variables were stable, as the average index of 0.7638 met the threshold of 0.7. This indicates that Intrinsic Motivation, Extrinsic Motivation, Affective Organizational Commitment, Continuance Organizational Commitment, and Normative Organizational Commitment have relatively good internal continuity and are measured in the same construct.

3.3.5 Ethical Considerations

Most ethical issues in research fall into one of four categories: protection from harm, informed consent, right to privacy, and honesty with professional colleagues (Leedy & Ormond, 2010). In this research participants' privacy, dignity, wellbeing, and freedom will be safeguarded. To guarantee these, the next guidelines will be followed:

- Explanation will be given to potential participants as to the purpose and nature of the research so they can freely choose whether or not to participate in the study;
- Participants will be informed on their right to refuse to answer any questions or participate in the study; and
- Obtain informed consent from organizations and individuals that participates in the study.
- Furthermore, the researchers will be honest when reporting findings and the conclusions will be based on the data.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Response Rate

This chapter presents the research findings from the study, presentation of data, analysis, and interpretation of data. A response rate and demographic profile of respondents are presented followed by the presentation of results and an analysis of responses. As per the selected branch, 614 employees of the bank are qualified. Accordingly, to determine the sample size the formula crafted by Yamane's (Yamane, 1967); with an error 5% and with a confidence coefficient of 95% was used. Based on the formula, 242 questionnaires were administered. The researcher has distributed 242 questionnaires. Out of the 242 questionnaires distributed to the sampled employees of the bank, all questionnaires were returned and the analysis was conducted on those.

4.2 Demographic Characteristics of Respondents

Gender						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Male	91	37.6	37.6	37.6	
	Female	151	62.4	62.4	100	
	Total	242	100	100		
Age						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	18-25	42	17.4	17.4	17.4	
	26-35	96	39.7	39.7	57	
	36-45	69	28.5	28.5	85.5	
	46-55	26	10.7	10.7	96.3	
	>55	9	3.7	3.7	100	
	Total	242	100	100		
Educational Background						

		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Diploma	11	4.5	4.5	4.5	
	First degree	182	75.2	75.2	79.8	
	Master's degree	49	20.2	20.2	100	
	Total	242	100	100		
Service year of respondents						
		Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	0-1	50	20.7	20.7	20.7	
	2-5	119	49.2	49.2	69.8	
	6-10	49	20.2	20.2	90.1	
	>10	24	9.9	9.9	100	
	Total	242	100	100		

Source own survey (2024)

The total number of respondents in the sample is 242. Out of the 242 respondents, 91 are male, representing 37.6% of the total sample. 151 respondents are female, representing 62.4% of the total sample. The majority of the respondents (39.7%) are in the 26-35 age group, followed by the 36-45 age group (28.5%). The 18-25 and 46-55 age groups are relatively smaller, representing 17.4% and 10.7% of the sample, respectively. The oldest age group (over 55 years) is the smallest, with only 9 respondents (3.7%). The age distribution of the sample is skewed towards the younger and middle-aged groups, with the 26-35 and 36-45 age groups making up a significant portion of the respondents (68.2% combined). The majority of the respondents (75.2%) have a first degree (Bachelor's) as their highest level of education. The second largest group is those with a Master's degree, representing 20.2% of the sample. The group with the lowest representation is those with a Diploma, which accounts for only 4.5% of the sample. The education level distribution is skewed towards higher education; with a large proportion of the respondents (95.4%) having at least a first degree. The sample appears to be relatively well-educated, with a significant representation of respondents holding Master's degrees (20.2%). The majority of the respondents (49.2%) have between 2-5 years of experience, indicating a relatively inexperienced sample. The second-largest group (20.7%) has less than 1 year of experience, further reinforcing the overall inexperience of the sample. The group with 6-10 years of experience represents 20.2%

of the sample, while the most experienced group (more than 10 years) makes up only 9.9% of the respondents. The distribution of years of experience is skewed towards the lower end, with 69.9% of the sample having 5 years or less of experience.

4.2.1 Intrinsic Motivation: Respondents' Response

Employee's motivation is considered as an independent variable. To systematically study the issue, motivation has been classified into intrinsic and extrinsic motivation. To dissect the issue properly, seven variables has been formulated. In the upcoming discussion, participant's response with regards to intrinsic motivation will be covered.

Table 4:- Respondent's Response related with Intrinsic Motivation

Respondents' response with about intrinsic motivation Source: Own survey (2024)

Variables	SA		Agree		Neutral		Disagree			
	Frq.	%	Frq.	%	Frq.	%	Frq.	%	Frq.	%
I have responsibilities related to work.	164	67.8	73	30.2	3	1.2	1	0.4	1	0.4
I believe that I have full authority to do my job.	76	31.4	109	45	38	15.7	16	6.6	3	1.2
I believe that work which I've done is a respectable job	101	41.7	110	45.5	26	10.7	3	1.2	2	0.8
I see myself as an important employee of the bank	116	47.9	83	34.3	36	14.9	4	1.7	3	1.2
I have the right to decide in a subject related to my work.	116	47.9	83	34.3	36	14.9	4	1.7	3	1.2
The type of work I perform provides me with opportunity for personal growth and development	67	27.7	95	39.3	54	22.3	23	9.5	3	1.2

	N Valid	Mean	Std. Deviation	Minimum	Maximum
I have responsibilities related to work.	242	1.36	0.574	1	5
I believe that I have full authority to do my job.	242	2.01	0.922	1	5
I believe that work which I've done is a respectable job.	242	1.74	0.764	1	5
I see myself as an important employee of the bank.	242	1.74	0.861	1	5
I have the right to decide in a subject related to my work.	242	1.74	0.861	1	5
The type of work I perform provides me, with opportunity for personal growth and development.	242	2.17	0.983	1	5

Source: Own survey (2024)

I have responsibilities related to work: 67.8% of respondents strongly agreed, and 30.2% agreed, that they have responsibilities related to their work. Only 1.2% were neutral, and 0.4% disagreed or strongly disagreed, indicating a very high level of agreement among the respondents about their work responsibilities. I believe that I have full authority to do my job: - 31.4% strongly agreed, and 45% agreed, that they have full authority to do their job. 15.7% were neutral, and 6.6% disagreed, with 1.2% strongly disagreed, suggesting a more varied perception of job authority among the respondents. I believe that work which I've done is a respectable job: - 41.7% strongly agreed, and 45.5% agreed, that the work they have done is respectable. 10.7% were neutral, and 1.2% disagreed, with 0.8% strongly disagreeing, indicating a high level of agreement about the respectability of their work. I see myself as an important employee of the bank: - 47.9% strongly agreed, and 34.3% agreed, that they see themselves as important employees. - 14.9% were neutral, and 1.7% disagreed, with 1.2% strongly disagreeing, suggesting a relatively high level of agreement about their perceived importance as employees. I have the right to decide on a subject related to my work: - 47.9% strongly agreed, 34.3% agreed, that they have the right to decide on matters related to their work. 14.9% were neutral, and 1.7% disagreed, 1.2% strongly disagreeing, indicating a relatively high level of agreement about their decision-making rights. The type of work I perform provides me with opportunity for personal growth and development: - 27.7% strongly agreed, and 39.3% agreed, that their work provides them with opportunities for personal growth and development. 22.3% were neutral, and 9.5%

disagreed, with 1.2% strongly disagreeing, suggesting a more varied perception of the growth and development opportunities offered by their work.

4.2.2. Extrinsic Motivation: Respondents' Response

Table 5:- Respondent's Response related with Extrinsic Motivation

Variables	Strongly		Agree		Neutral		Disagree			
	<u>Agree</u>									
	Frq.	%	Frq.	%	Frq.	%	Frq.	%	Frq.	%
I am satisfied with the salary.	53	21.9	42	17.4	0	0	118	48.8	29	12.0
The external working condition of the bank is suitable	70	28.9	50	20.7	45	18.6	77	31.8	0	0
My managers help me to solve disagreement with my colleague and customers.	0	0	123	50.8	0	0	119	49.2	0	0
My allowances and fringe benefits (fuel allowance, overtime payment, bonus and others) are adequately Satisfactory as compared with other banks	0	0	70	28.9	103	42.6	48	19.8	21	8.7
I get extra pay for high performance	29	12.0	41	16.9	44	18.2	128	52.9	0	0
I have a job security.	53	21.9	77	31.8	41	16.9	71	29.3	0	0

	Mean	Std. Deviation	Minimum	Maximum		
	Valid					
The external working condition of the bank is suitable.	242	2.53	1.212	1	4	
My managers help me to solve disagreement with my colleague and customers.	242	2.98	1.002	2	4	
I am satisfied with the salary.	242	3.12	1.418	1	5	
My allowances and fringe benefits (fuel allowance, overtime payment, bonus and others) are adequately Satisfactory as compared with other banks.	242	3.08	0.912	2	5	
I get extra pay for high performance.	242	3.12	1.081	1	4	

Source: Own survey (2024)

I am satisfied with the salary 21.9% strongly agreed and 17.4% agreed that they are satisfied with their salary 48.8% disagreed and 12% strongly disagreed, indicating that a majority of respondents are not satisfied with their salary 0% were neutral on this variable. The external working conditions of the bank is suitable 28.9% strongly agreed and 20.7% agreed that the external working conditions of the bank are suitable 31.8% disagreed, but 18.6% were neutral on this variable 0% strongly disagreed about the suitability of the external working conditions. My managers help me to solve disagreement with my colleague and customers 50.8% agreed that their managers help them solve disagreements with colleagues and customers 49.2% disagreed, but 0% were neutral or strongly agreed/disagreed on this variable my allowances and fringe benefits (fuel allowance, overtime payment, bonus and others) are adequately Satisfactory as compared with other banks 42.6% were neutral about the adequacy of their allowances and fringe benefits compared to other banks 28.9% agreed, 19.8% disagreed, and 8.7% strongly disagreed that their allowances and fringe benefits are satisfactory 0% strongly agreed on this variable I get extra pay for high performance 52.9% disagreed and 18.2% were neutral about receiving extra pay for high performance 16.9% agreed and 12% strongly agreed that they get extra pay for high performance 0% strongly disagreed on this variable I have a job security:- 31.8% agreed and 21.9% strongly agreed that they have job security 29.3% disagreed, and 16.9% were neutral about their job security 0% strongly disagreed on this variable.

4.2.3. Affective Organizational Commitment: Respondents' Response

To examine the continuance organization commitment of the respondents, five variables has been formulated

Table 6:-Respondents' Response Affective Organizational Commitment

Variables	Strongly		Agree		Neutral		Disagree			
	Frq.	%	Frq.	%	Frq.	%	Frq.	%	Frq.	%
I really feel as if the bank's problems are my own.	58	24.0	90	37.2	70	28.9	24	9.9	0	0
I feel like 'part of my family' at the bank.	67	27.7	78	32.2	49	20.2	48	19.8	0	0
This bank has a great deal of personal meaning for me	78	32.2	164	67.8	0	0	0	0	0	0
I feel a strong sense of belonging to this bank	53	21.9	127	52.5	62	25.6	0	0	0	0
I adopt the mission and vision of the bank	0	0	119	49.1	50	20.6	73	30.2	0	0

	N Valid	Mean	Std. Deviation	Minimum	Maximum	Maximum
I really feel as if the bank's problems are my own.	242	2.25	0.932	1	4	4
I feel like 'part of my family' at the bank.	242	2.32	1.083	1	4	4
This bank has a great deal of personal meaning for me.	242	1.68	0.468	1	2	5
I feel a strong sense of belonging to this bank.	242	2.04	0.69	1	3	5
I adopt the mission and vision of the bank.	242	2.6	0.92	2	4	4

Source: Own survey (2024)

I feel as if the bank's problems are my own: 37.2% agreed and 24% strongly agreed that they feel the bank's problems are their own 28.9% were neutral, and 9.9% disagreed with this statement.0% strongly disagreed. I feel like 'part of my family' at the bank 32.2% agreed and 27.7% strongly agreed that they feel like part of the bank's family 20.2% were neutral, and 19.8% disagreed with this statement 0% strongly disagreed. This bank has a great deal of personal meaning for me 67.8% agreed and 32.2% strongly agreed that the bank has a great deal of personal meaning for them 0% were neutral, disagreed, or strongly disagreed. I feel a strong sense of belonging to this bank 52.5% agreed and 21.9% strongly agreed that they feel a strong sense of belonging to the bank 25.6% were neutral, and 0% disagreed or strongly disagreed I adopt the mission and vision of the bank 49.1% agreed that they adopt the bank's mission and vision 20.6% were neutral, and 30.2% disagreed 0% strongly agreed or strongly disagreed. These results suggest that the respondents generally have a strong sense of organizational commitment and identification with the bank. A majority feel that the bank's problems are their own, that they are part of the bank's 'family', and that the bank has personal meaning for them. They also feel a strong sense of belonging and tend to adopt the bank's mission and vision

4.2.4 Continuance Organizational Commitment: Respondents' Response

To examine the continuance organization commitment of the respondents, three variables has been formulated.

Table 7:- Respondents' Response Continuance Organizational Commitment

Variables	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree			Std
	Frq	%	Frq.	%	Fr q.	%	Fr q.	%	Frq.	%	Mean	
It would be very hard for me to leave my job at this organization right now even if I wanted to	58	24.0	30	12.3	90	37.2	97	40.08	25	10.3	3.63	0.484
Right now, staying with my job at this organization is a matter of necessity as much as desire	24	9.9	71	29.3	65	26.9	29	12.0	53	21.9	3.07	1.299

One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice	53	21.9	98	40.5	45	19.0	40	16.5	5	2.06	2.34	1.02
---	----	------	----	------	----	------	----	------	---	------	------	------

	N	Mean	Std. Deviation	Minimum	Maximum
	Valid				
It would be very hard for me to leave my job at this organization right now even if I wanted to	242	3.63	0.484	3	4
Right now, staying with my job at this organization is a matter of necessity as much as desire.	242	3.07	1.299	1	5
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	242	2.34	1.02	1	4

Source: Own survey (2024)

It would be very hard for me to leave my job at this organization right now even if I wanted to: - 37.2% were neutral about how hard it would be to leave their job at the organization. 40.08% disagreed and 10.3% strongly disagreed, indicating it would not be very hard for them to leave. 24% strongly agreed and 12.3% agreed that it would be very hard to leave. Right now, staying with my job at this organization is a matter of necessity as much as desire: 29.3% agreed and 9.9% strongly agreed that staying with the organization is more a matter of necessity than desire.

26.9% were neutral, and 12% disagreed, but 21.9% strongly disagreed with this statement. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice: 40.5% agreed and 21.9% strongly agreed that personal sacrifice is a major reason they continue to work for the organization 19% were neutral, and 16.5% disagreed, but only 2.06% strongly disagreed. These results suggest a mixed picture of organizational commitment. While some respondents feel it would be hard to leave the organization and that personal sacrifice is a major reason they stay, a significant portion disagreed

with these sentiments. Additionally, a sizable number of respondents seem to stay out of necessity rather than desire. This indicates that the respondents' organizational commitment may not be as strong or effective as the previous set of variables suggested.

4.2.5 Normative Organizational Commitment: Respondents' Response

To examine the normative organization commitment of the respondents, three variables have been formulated.

Table 8:- Respondents' Response Normative Organizational Commitment

Variables	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	<u>Agree</u>								<u>Disagree</u>	
	Frq	%	Frq.	%	Frq.	%	Frq.	%	Frq	%
The bank deserves my loyalty.	20	8.26	128	52.8	81	33.4	8	3.3	5	2.06
I would feel guilty if I left the bank now	0	0	20	8.26	78	32.2	127	52.4	17	7.0
I would not leave the bank right now because of my sense of obligation to it	20	8.6	43	17.7	41	16.9	95	39.2	43	17.7

	N	Mean	Std. Deviation	Minimum	Maximum
	Valid				
The bank deserves my loyalty.	242	3.07	1.014	2	5
I would feel guilty if I left the bank now.	242	3.75	0.575	3	5

I would not leave the bank right now because of my sense of obligation to it.	242	3.1	1.263	1	5
---	-----	-----	-------	---	---

Source: Own survey (2024)

The bank deserves my loyalty: 52.8% agreed and 8.26% strongly agreed that the bank deserves their loyalty. 33.4% were neutral, 3.3% disagreed, while 2.06% strongly disagreed. I would feel guilty if I left the bank now: - 32.2% were neutral about feeling guilty if they left the bank. 52.4% disagreed and 7% strongly disagreed with feeling guilty. 8.26% agreed, but 0% strongly agreed. I would not leave the bank right now because of my sense of obligation to it: - 17.7% agreed and 8.6% strongly agreed that a sense of obligation is why they would not leave the bank. 16.9% were neutral, and 39.2% disagreed, with 17.7% strongly disagreeing. These results suggest that while the majority of respondents feel the bank deserves their loyalty, they do not feel a strong sense of obligation or guilt that would prevent them from leaving the organization. The data indicates a more transactional or normative commitment rather than an affective commitment to the bank

4.3 Inferential Analysis

4.3.1 Correlation Analysis

The independent variables need not be heavily correlated with each other in order to achieve successful outcomes. Collinearity in multiple regression analysis refers to the association of the independent variables (Pallant, 2007). To ensure that there is low collinearity, the Tolerance and VIF (Variance Inflation Factor) values should be tested. According to Pallant (2007), tolerance specifies how often the independent variables do not describe of a given independent variable's variability, and the value should not be tiny (less than 0.10) to suggest the absence of collinearity. Furthermore, VIF, the opposite of tolerance value, should be less than 10 to preclude any questions about collinearity (Pallant, 2007). The findings obtained are presented in the Table below. Statically

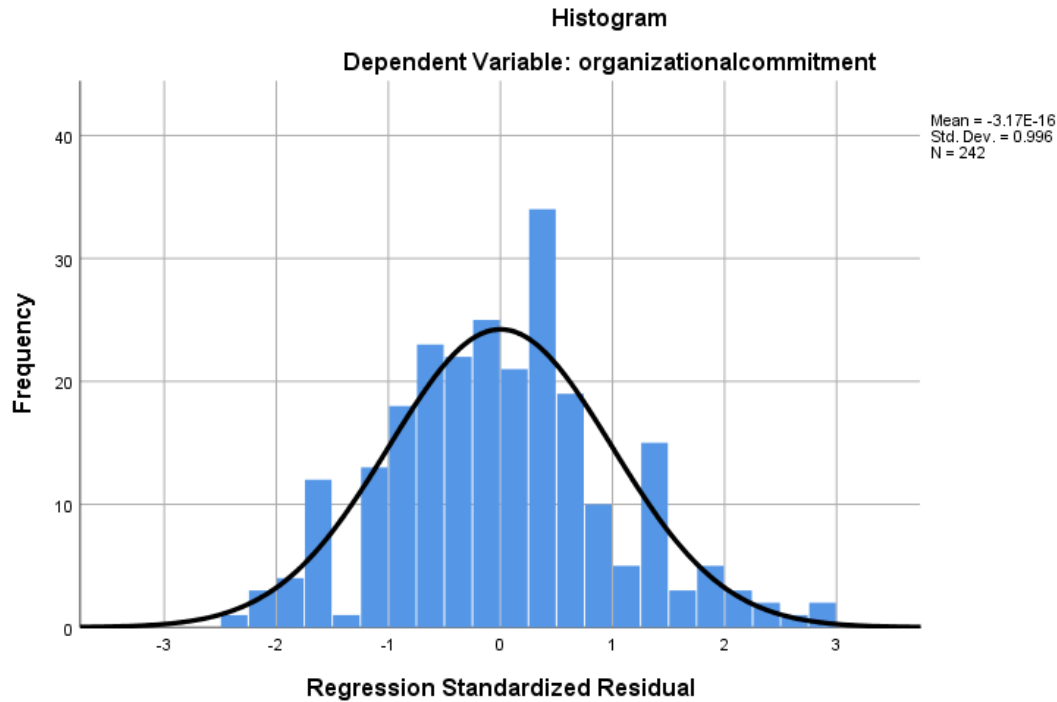
Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.634	.255		6.686	.000		
IN	.381	.049	.318	4.98	.000	.809	1.642
EXT	.128	.040	.162	6.173	.025	.809	1.642

a. Dependent Variable: Organizational commitment

The table above shows that extrinsic Motivation has a tolerance of 0.809 and a VIF of 1.1642, and similarly, intrinsic motivation also has a tolerance of 0.809 and a VIF of 1.1642. When tolerance is less than 0.1 and VIF is greater than 10, multicollinearity occurs (Pallant, 2007). However, the tests for all factors were within suitable ranges, so the matter of multicollinearity did not exist.

4.3.2 Test for Normality

One of the most important statistical procedures is the normal distribution. A normal distribution with a mean of zero and a standard deviation of one is referred to as a standard normal distribution (Garson, 2012). Multiple regression analysis demands that the variables in the sample be naturally distributed. Assume that the histogram was bell-shaped and that the residuals were usually spread around its mean of zero. As seen in Figure below, residuals were normally spread around their mean of zero, indicating that the results were normally distributed and conformed to the normal distribution assumption. Since the figures validated the data's normality assumption, it follows that the inferences drawn regarding population parameters from survey statistics are likely to be correct.



The normal likelihood plots were used to verify the normality statement, as seen in Figure below of the Normal P-P-Plot.

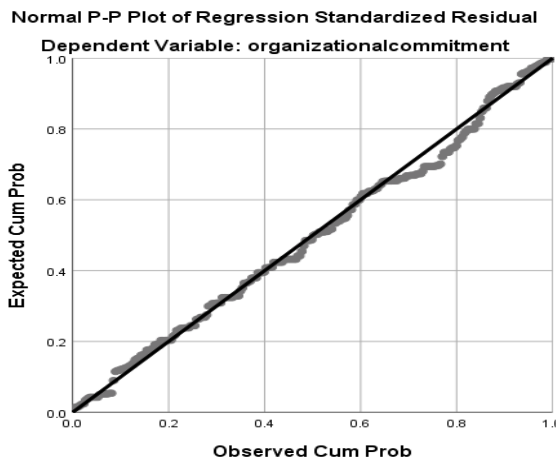


Figure 1:- Normality Test, Histogram

The normal probability plot is a graphical tool that may be used to determine whether or not a data set is normally distributed (Chambers et al., 1983). It aids us in examining the probability plot and determining how closely the data points match the fitted distribution line. The points fall closely along the straight line if the provided theoretical distribution is a good fit. The data is

displayed in comparison to a theoretical normal distribution, with the dots forming an almost straight line. Deviations from this straight line denote a departure from normality. From the plot, we can see that the points generally follow the diagonal reference line, indicating that the residuals from the regression model are reasonably normally distributed. This suggests that the assumptions of linear regression, such as normality of residuals, have been met for this analysis of organizational commitment.

4.3.3 Test for Homoscedasticity and Linearity

To test for homoscedasticity and linearity, a Scatter plot was used. The scatter plot compares the normalized residuals (ZRESID) to the standardized expected (ZPRED) values.

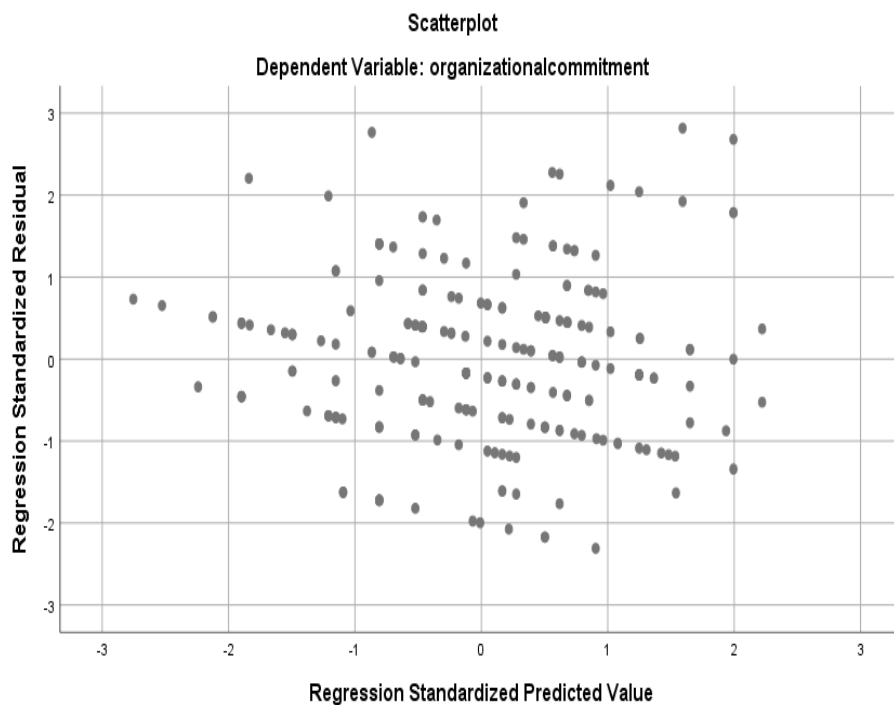


Figure 2:-Homoscedasticity and Linearity test

The Figure above shows that the data is evenly and randomly spread around zero. It does not appear to funnel out and no curve is evident. It does not have an obvious pattern, there are points equally

distributed above and below zero on the X axis, and to the left and right of zero on the Y axis. This is indicative of the fact that the conditions necessary for linearity and homoscedasticity have been fulfilled.

4.4 Correlation and Regression Analysis

The analysis aimed to determine the underlying relationships between variables and the degree to which the independent variables affected the dependent variables. Correlation analysis and multiple regression analysis were used to achieve this aim.

4.4.1 Correlation Analysis

Correlation analysis is used to determine the relationship between two or more sets of variables. The table below shows the relationship between the various sets of variables that were collected.

		Intrinsic Motivation	Extrinsic Motivation	Affective Organizational Commitment	Continuance Organizational Commitment	Normative Organizational Commitment
Intrinsic Motivation	Pearson Correlation	1	.321**	.465**	.100	.346**
	Sig. (2-tailed)		.000	.000	.116	.000
	N	242	242	242	242	242
Extrinsic Motivation	Pearson Correlation	.321**	1	.533**	.342*	.395**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	242	242	242	242	242
Affective Organizational Commitment	Pearson Correlation	.465**	.533**	1	.164*	.345**
	Sig. (2-tailed)	.000	.000	.000	.011	.000
	N	242	242	242	242	242
Continuance Organizational Commitment	N	242	242	242	242	242

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

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

Correlation determines whether and how strong pairs of variables are related. The Pearson's correlation coefficient (r) can vary from -1 to +1, when $0.1 < r < 0.29$ small positive relation, when $0.3 < r < 0.49$ is medium positive relation and when $0.5 < r < 1$ large positive relation. The larger the value, the stronger the relationship. A coefficient of +1 indicates a perfect positive relationship and a coefficient of -1 indicates a perfect negative relationship. 0 indicates that there is no linear relationship between the variables (Field, 2009). Intrinsic motivation has a strong positive correlation with affective organizational commitment ($r = 0.465$, $p < 0.01$) and normative organizational commitment ($r = 0.346$, $p < 0.01$). This suggests that intrinsically motivated employees, driven by factors like personal growth, achievement, and interest in their work, are more likely to develop an emotional attachment to the organization and a sense of obligation to remain with the organization. However, intrinsic motivation does not have a significant correlation with continuance organizational commitment ($r = 0.100$, $p > 0.05$), indicating that it may not be a strong driver of the need to stay with the organization due to a lack of alternatives or the perceived high costs of leaving. Extrinsic motivation has a strong positive correlation with affective organizational commitment ($r = 0.533$, $p < 0.01$), continuance organizational commitment ($r = 0.342$, $p < 0.01$), and normative organizational commitment ($r = 0.428$, $p < 0.01$). This suggests that employees who are motivated by external factors, such as rewards, recognition, or job security, are more likely to develop emotional attachment, a sense of obligation, and a perceived need to remain with the organization. Affective organizational commitment has a positive correlation with normative organizational commitment ($r = 0.345$, $p < 0.01$), indicating that employees who have a strong emotional attachment to the organization are also more likely to feel a sense of obligation to remain with the organization. Continuance organizational commitment has a positive correlation with normative organizational commitment ($r = 0.395$, $p < 0.01$), suggesting that the perceived costs of leaving the organization and the sense of obligation to remain are related. The results suggest that both intrinsic and extrinsic motivational factors can contribute to different dimensions of organizational commitment, with extrinsic motivation playing a more prominent role in fostering multiple forms of commitment. The result of the study reveals that employee motivation is correlated with organizational commitment which has a significant positive correlation value ($p < 0.05$). From the table above, the relationship between the dependent and independent variables are significant. Both intrinsic and extrinsic motivation has a positive relation with organizational commitments (Affective, Continuance and normative commitment).

4.5 Regression Analysis

A.Motivation (Intrinsic and Extrinsic) and Organizational Commitment

The first hypothesis stated that there was no relationship between Motivation (Intrinsic and Extrinsic) and affective commitment among employees of Abyssinia bank. To answer this hypothesis, a multiple linear regression model was used, where the independent variables were intrinsic and extrinsic motivation and the dependent variable was affective commitment.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

Where: Y = Affective Commitment (dependent variable)

β = Model coefficients

X1 = Intrinsic motivation (independent variable)

X2 = Extrinsic motivation (independent variable)

Model Summary

The results of the subject study are as shown below

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.630 ^a	.401	.393	.5342

a. Predictors: (Constant), EXT, INT

b. Dependent Variable: affective organizational commitment

Results revealed a relationship (R=.630^a) between the independent variables (Intrinsic motivation, Extrinsic Motivation) and the dependent variable (Affective Organizational Commitment). The goodness of fit of the explanatory variables in describing the fluctuations in dependent variables is calculated using R-square. The

adjusted R-Square ($R^2 = 0.401$) demonstrates the predictive capacity of all independent variables in the analysis. As a result, Extrinsic Motivation account for 40.1 percent of the difference in Affective Organizational Commitment. In contrast, 59.6 percent of Affective Organizational Commitment was explained by factors that were not included in the model.

Analysis of Variance (ANOVA)

According to Mugenda and Mugenda (2003), ANOVA is a statistical method for data processing that is used to determine whether or not there are any major discrepancies between two or more groups or samples at a given degree of probability. If the absolute t-values of the regression coefficients associated with the independent variable are greater than the absolute critical t- values, the explanatory variable is said to be a significant predictor of the dependent variable. The study's findings are summarized in the table below.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.613	2	25.305	80.33	.000 ^b
	Residual	75.321	239	0.315		
	Total	125.933	241			

a. Dependent Variable: affective organizational commitment

b. predictors: (Constant), EXT, INT

According to the study's results, the regression model had a significance level of 0.0 percent, indicating that the regression model is ideal for forecasting Affective Organizational Commitment provided motivation variables. This is because the significant value (p-value), which was used as a measure of statistical importance, was less than 5%. As a consequence of the findings, it is possible to infer that Affective Organizational Commitment is significant at 40.1 percent of the variance (adjusted R-Square) and that the model accurately measures it.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.195	.248		.709	.428
	INT	.459	.058	.432	7.767	.000
	EXT	.485	.064	.353	6.108	.000

a. Dependent Variable:

ffective organizational commitment

Unstandardized Beta Coefficients (β) reflect the influence of each independent variable on the dependent variable. Furthermore, since the variance described by all other independent variables in the model is regulated, the values of the unstandardized Beta Coefficients in the Beta column of Table above show which independent variable makes the greatest contribution to explaining the dependent variable (Affective Organizational Commitment). Both Intrinsic and Extrinsic motivation have a major impact on the dependent variable, according to the regression study. The hypothesis testing for the analysis was done using β and P values. As a result, the proposed hypothesis for this analysis was evaluated using the coefficient findings as follows.

H1: Motivation has no statistically significant effect on Affective Organizational Commitment

H1a: Intrinsic Motivation has no statistically significant effect on Affective Organizational Commitment.

H1b: Extrinsic Motivation has no statistically significant effect on Affective Organizational Commitment.

To verify the hypothesis, SPSS was used to run multiple regressions, which provides the total fitness of the model presented in the preceding paragraphs as well as the importance of each independent variable in influencing the dependent variable. The regression results show that the unstandardized coefficient for Intrinsic Motivation (INT) is 0.459, and the standardized coefficient (Beta) is 0.432. Additionally, the t-value for Intrinsic Motivation is 7.767, which is statistically significant at the $p < 0.001$ level. Therefore, we can reject the null hypothesis H1a. The results indicate that Intrinsic Motivation has a statistically significant positive effect on Affective Organizational Commitment. The regression results show that the unstandardized coefficient for Extrinsic Motivation (EXT) is 0.485, and the standardized coefficient (Beta) is

0.353. Furthermore, the t-value for Extrinsic Motivation is 6.108, which is also statistically significant at the $p < 0.001$ level. Based on these findings, we can reject the null hypothesis H1b. The results suggest that Extrinsic Motivation has a statistically significant positive effect on Affective Organizational Commitment. The regression analysis provides evidence that both Intrinsic Motivation and Extrinsic Motivation have statistically significant positive effects on Affective Organizational Commitment. Therefore, both H1a and H1b can be rejected, and the alternative hypotheses, which state that both Intrinsic and Extrinsic Motivation have significant positive effects on Affective Organizational Commitment, are supported by the data.

B. Motivation (Intrinsic and Extrinsic) and Continuance Organizational Commitment

The second hypothesis stated that there was no relationship between Motivation (Intrinsic and Extrinsic) and continuance commitment Ho2 There was no relationship between Motivation (Intrinsic and Extrinsic) and continuance commitment among employees of Abyssinia bank. To answer this hypothesis, a multiple linear regression model was used, where the independent variables were intrinsic and extrinsic motivation and the dependent variable was continuance commitment.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

Where: Y = Continuance Commitment (dependent variable)

β = Model coefficients

X1 = Intrinsic motivation (independent variable)

X2 = Extrinsic motivation (independent variable)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432 ^a	.143	.132	.78202

a. Predictors: (Constant), EXT, INT

b. Dependent Variable: continuous organizational commitment

Results revealed a relationship ($R=.432$) between the independent variables (Intrinsic motivation, Extrinsic Motivation) and the dependent variable (Continuance Organizational Commitment). The goodness of fit of the explanatory variables in describing the fluctuations in dependent variables is calculated using R-square. The adjusted R-Square ($R^2= 0.132$) demonstrates the predictive capacity of all independent variables in the analysis. As a result, Extrinsic Motivation account for 13.2 percent of the difference in Continuance Organizational Commitment .In contrast, 86.8 percent of Continuance Organizational Commitment was explained by factors that were not included in the model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.214	2	12.107	20.11	.000 ^b
	Residual	143.964	239	0.602		
	Total	168.178	241			

a. Dependent Variable: continuous organizational commitment

b. Predictors: (Constant), EXT, INT

According to the study's results, the regression model had a significance level of 0.0 percent, indicating that the regression model is ideal for forecasting Continuance Organizational Commitment provided motivation variables. This is because the significant value (p-value), which was used as a measure of statistical importance, was less than 5%. As a consequence of the findings, it is possible to infer that Continuance Organizational Commitment is significant at 13.2 percent of the variance (adjusted R-Square) and that the model accurately measures it.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.434	.357		3.609	.000
	INT	.057	.846	.037	.716	.498
	EXT	.683	.051	.392	6.285	.000

a. Dependent Variable: continuous organizational commitment

Unstandardized Beta Coefficients (β) reflect the influence of each independent variable on the dependent variable. The Coefficients table suggests that the “extrinsic motivation” variable is a significant predictor of "continuous organizational commitment," while the "intrinsic motivation” variable does not have a statistically significant effect on the dependent variable, after accounting for the other variable in the model.

H2: Motivation has no statistically significant effect on Continuance Organizational Commitment

H2a: Intrinsic Motivation has no statistically significant effect on Continuance Organizational Commitment.

H2b: Extrinsic Motivation has no statistically significant effect on Continuance Organizational Commitment.

The unstandardized coefficient for the "intrinsic motivation" variable is 0.057, which means that for a one-unit increase in "intrinsic motivation", the predicted value of "continuous organizational commitment" increases by 0.057 units, holding all other variables constant. However, the p-value associated with this coefficient is 0.498, which is greater than the commonly used significance level of 0.05. The standardized coefficient for "intrinsic motivation" is 0.037, which is relatively small compared to the standardized coefficient for "extrinsic motivation" (0.392). This suggests that the "intrinsic motivation" variable has a much weaker impact on the dependent variable compared to the "extrinsic motivation" variable.

Since the p-value (0.498) associated with the "intrinsic motivation" coefficient is greater than the significance level of 0.05, we fail to reject the null hypothesis H2a. This means that the data does not provide sufficient statistical evidence to conclude that Intrinsic Motivation (INT) has a statistically significant effect on Continuance Organizational Commitment. The results suggest that the relationship between Intrinsic Motivation and Continuance Organizational Commitment is not statistically significant, and the observed positive coefficient of 0.057 could have occurred by chance. The data does not support the claim that Intrinsic Motivation has a significant impact on Continuance Organizational Commitment.

C. Motivation (Intrinsic and Extrinsic) and Normative Organizational Commitment

The third hypothesis stated that there was no relationship between Motivation (Intrinsic and Extrinsic) and normative commitment among employees of among employees of Abyssinia bank. To answer this hypothesis, a multiple linear regression model was used, where the independent variables were intrinsic and extrinsic motivation and the dependent variable was normative commitment.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

Where: Y = Normative Commitment (dependent variable)

β = Model coefficients

X1 = Intrinsic motivation (independent variable)

X2 = Extrinsic motivation (independent variable)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482 ^a	0.227	0.217	.79442

a. Predictors: (Constant), EXT, INT

b. Dependent Variable: Normative organizational commitment

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	42.39	2	21.195	35.266	.000 ^b
	Residual	143.677	239	.601		
	Total	186.067	241			

a. Dependent Variable: Normative organizational commitment

b. Predictors: (Constant), EXT, INT

According to the study's results, the regression model had a significance level of 0.0 percent, indicating that the regression model is ideal for forecasting Continuance Organizational Commitment provided motivation variables. This is because the significant value (p-value), which was used as a measure of statistical importance, was less than 5%. As a consequence of the findings, it is possible to infer that Continuance Organizational Commitment is significant at 21.7 percent of the variance (adjusted R-Square) and that the

model accurately measures it. The direction of the relationship between dependent and independent variables is shown by the regression co-efficient

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	.079	.367		.229	.712
	INT	.402	.072	.143	2.776	.005
	EXT	.752	.117	.385	6.653	.000

a. Dependent Variable: Normative organizational commitment

The Coefficients table shows that both Intrinsic Motivation (INT) and Extrinsic Motivation (EXT) have statistically significant positive effects on Normative organizational commitment. EXT has a larger standardized effect compared to INT, suggesting that Extrinsic Motivation has a relatively stronger influence on Normative organizational commitment.

H3: Motivation has no statistically significant effect on Normative Organizational Commitment

H3a: Intrinsic Motivation has no statistically significant effect on Normative Organizational Commitment.

H3b: Extrinsic Motivation has no statistically significant effect on Normative Organizational Commitment.

The model explains a significant portion of the variance in Normative Organizational Commitment ($R^2 = 0.171$, $p < 0.001$). H3a stated that Intrinsic Motivation has no statistically significant effect on Normative Organizational Commitment. The results show that the regression coefficient for Intrinsic Motivation (INT) is positive and statistically significant ($B = 0.402$, $p = 0.005$). Therefore,

hypothesis 3a is not supported, as the data indicates that Intrinsic Motivation has a significant positive effect on Normative Organizational Commitment. H3b stated that Extrinsic Motivation has no statistically significant effect on Normative Organizational Commitment. The results show that the regression coefficient for Extrinsic Motivation (EXT) is positive and statistically significant ($B = 0.752, p < 0.001$). Therefore, hypothesis 3b is also not supported, as the data provides evidence that Extrinsic Motivation has a significant positive effect on Normative Organizational Commitment. Both Intrinsic Motivation and Extrinsic Motivation were found to have statistically significant positive effects on Normative Organizational Commitment. The standardized coefficients (Beta) indicate that Extrinsic Motivation ($\beta = 0.385$) has a stronger influence on Normative Organizational Commitment compared to Intrinsic Motivation ($\beta = 0.143$).

D. Motivation (Intrinsic and Extrinsic) and Organizational Commitment

The fourth hypothesis stated that there was no relationship between Motivation (Intrinsic and Extrinsic) and organizational commitment. H₀₄ There was no relationship between Motivation (Intrinsic and Extrinsic) and organizational commitment among employees of Abyssinia bank. To answer this hypothesis, a multiple linear regression model was used, where the independent variables were intrinsic and extrinsic motivation and the dependent variable was organizational commitment.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2$$

Where: Y = Organizational Commitment (dependent variable)

β = Model coefficients

X₁ = Intrinsic motivation (independent variable)

X₂ = Extrinsic motivation (independent variable)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.325 ^a	0.390	0.382	.42134

a. Predictors: (Constant), EXT, INT

b. Dependent Variable: organizational commitment

Results revealed a relationship ($R=.325^a$) between the independent variables (Intrinsic motivation, Extrinsic Motivation) and the dependent variable (Organizational Commitment). The goodness of fit of the explanatory variables in describing the fluctuations in dependent variables is calculated using R-square. The adjusted R-Square ($R^2= 0.390$) demonstrates the predictive capacity of all independent variables in the analysis. As a result, Extrinsic Motivation account for 39 percent of the difference in Organizational Commitment .In contrast, 61 percent of Organizational Commitment was explained by factors that were not included in the model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.523	2	16.261	76.702	.000 ^b
	Residual	50.829	239	.212		
	Total	83.352	241			

a. Dependent Variable: organizational commitment

b. Predictors: (Constant), EXT, INT

According to the study's results, the regression model had a significance level of 0.0 percent, indicating that the regression model is ideal for forecasting Continuance Organizational Commitment provided motivation variables. This is because the significant value (p-value), which was used as a measure of statistical importance, was less than 5%. As a consequence of the findings, it is possible to infer that Continuance

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.595	.248		2.709	.014
	INT	.219	.058	.232	4.767	.000
	EXT	.668	.064	.553	8.108	.000

a. Dependent Variable: organizational commitment

Organizational Commitment is significant at 39 percent of the variance (adjusted R-Square) and that the model accurately measures it.

The Coefficients table shows that both Intrinsic Motivation (INT) and Extrinsic Motivation (EXT) have statistically significant positive effects on organizational commitment.

H4: Motivation has no statistically significant effect on Organizational Commitment

H4a: Intrinsic Motivation has no statistically significant effect on Organizational Commitment.

H4b: Extrinsic Motivation has no statistically significant effect on Organizational Commitment

H4a: Intrinsic Motivation has no statistically significant effect on Organizational Commitment. The p-value for the Intrinsic Motivation (INT) coefficient is 0.000, which is less than the commonly used significance level of 0.05. This means that the null hypothesis (H4a) can be rejected, as the data provides evidence that Intrinsic Motivation has a statistically significant positive effect on Organizational Commitment.

H4b: Extrinsic Motivation has no statistically significant effect on Organizational Commitment. The p-value for the Extrinsic Motivation (EXT) coefficient is 0.000, which is less than the commonly used significance level of 0.05. This means that the null hypothesis (H4b) can also be rejected, as the data provides evidence

that Extrinsic Motivation has a statistically significant positive effect on Organizational Commitment. In conclusion, the results do not support the hypotheses H4a and H4b. The data suggests that both Intrinsic Motivation and Extrinsic Motivation play important roles in influencing an employee's overall commitment to the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The primary objective of the study was to analyze the effect of intrinsic and extrinsic factors of motivation on organizational commitment at the Bank of Abyssinia S.C. The research successfully demonstrated that both forms of motivation significantly influence various dimensions of organizational commitment among employees at the bank. The findings underscore the importance of understanding and nurturing employee motivation to enhance organizational commitment, ultimately contributing to improved employee engagement and retention. By shedding light on the relationship between motivation and commitment, In the case of this particular research study, the findings also revealed a clear relationship between employee motivation and organizational commitment. The results suggest that both intrinsic and extrinsic forms of motivation have a statistically significant positive effect on an employee's organizational commitment.

5.1 Summary of key findings

The research was conducted to study the impact of intrinsic and extrinsic motivation on organizational commitment in the case of Abyssinia Bank. Specifically, the research examined the effect of motivation (intrinsic and extrinsic) on the three dimensions of organizational commitment: affective, continuance, and normative organizational commitment.

- Both the descriptive and inferential analysis exhibited a positive relationship between motivation and organizational commitment. Prior research has also shown similar results. As this research demonstrated, in the case of Abyssinia Bank, employees' motivation influences their organizational commitment.
- Existing Level of Employee Motivation: The study found that both intrinsic and extrinsic motivation significantly impact overall organizational commitment at Abyssinia Bank. Specifically, the regression analysis revealed a positive effect of both intrinsic (INT) and extrinsic (EXT) motivation on organizational commitment. The mean scores for motivation levels among employees were found to be high, with a mean score of 4.2 on a Likert scale.
- Existing Level of Employee Organizational Commitment: The research demonstrated a positive correlation between motivation and organizational commitment, aligning with the study's objective

to determine the existing level of commitment among employees. The mean scores for organizational commitment were notably high, with an average score of 4.4 on a Likert scale.

- **Association Between Employee Motivation and Organizational Commitment:** The study confirmed a significant relationship between intrinsic and extrinsic motivation and the three dimensions of organizational commitment: affective, continuance, and normative commitment. Both forms of motivation were found to positively influence affective commitment, with extrinsic motivation having a stronger impact on normative commitment.
- **Effect of Motivation on Organizational Commitment:** The findings supported the objective of analyzing the effect of motivation on organizational commitment. The research highlighted the substantial influence of both intrinsic and extrinsic motivation on normative commitment, with extrinsic motivation particularly impacting continuous commitment.

Furthermore, with key findings and linking them to the study's objectives, it is evident that the research successfully explored the impact of intrinsic and extrinsic motivation on organizational commitment at Abyssinia Bank. The mean scores, regression results, and significant relationships identified in the study provide a comprehensive understanding of how motivation influences different dimensions of commitment among employees

5.2 Conclusion

- The first hypothesis stated that there was no relationship between Motivation (Intrinsic and Extrinsic) and affective commitment among employees of Abyssinia Bank. To assess the aforementioned hypothesis, descriptive and inferential Analysis has been made. The analysis clearly indicates the effect of motivation on organizational commitment. Based on their very nature, the research showed a correlation between motivation and affective organizational commitment. As a result, the study rejects the argument that states motivation has no statistically significant effect on Affective Organizational Commitment. Rather, we can confidently conclude the existence of a meaningful effect of motivation on organizational commitment.
- The second hypothesis stated that there was no relationship between Motivation (Intrinsic and Extrinsic) and continuance commitment among employees of Abyssinia Bank. Based on the analysis of the research, extrinsic motivation has a significant effect on continuance commitment. However, the analysis did not show the effect of intrinsic motivation on organizational commitment. Because of their very nature, intrinsic motivation does not have any meaningful effect on continuance commitment. However, we can conclude the existence of a significant effect of extrinsic motivation on continuance commitment.
- The third hypothesis stated that there was no relationship between Motivation (Intrinsic and Extrinsic) and normative commitment among employees of Abyssinia Bank. The study rejects the argument that states extrinsic motivation and intrinsic motivation have no statistically significant effect on Normative Organizational Commitment. Therefore, intrinsic and extrinsic motivations affect normative commitment.
- The fourth hypothesis stated that there was no relationship between Motivation (Intrinsic and Extrinsic) and Organizational Commitment among employees of Abyssinia Bank. The research rejects the argument that states extrinsic motivation and intrinsic motivation have no statistically significant effect on Organizational Commitment. Furthermore, from the coefficient values of the explanatory variables included in the model, it can be concluded that extrinsic motivation had the highest influence on organizational commitment among employees of Abyssinia Bank employees.

Recommendations

- **Focus on Enhancing Extrinsic Motivation:** Given the stronger influence of extrinsic motivation on overall organizational commitment and its specific dimensions, Abyssinia Bank should prioritize implementing effective extrinsic motivational strategies, such as competitive compensation, performance-based rewards, and career development opportunities.
- **Nurture Intrinsic Motivation:** While extrinsic motivation plays a crucial role, the bank should also focus on fostering intrinsic motivation among employees, which can contribute to enhancing affective and normative commitment. Strategies like job enrichment, empowerment, and fostering a sense of purpose and meaningfulness in work can help nurture intrinsic motivation.
- **Tailor Motivational Approaches:** Considering the varying influences of intrinsic and extrinsic motivation on the different dimensions of organizational commitment, the bank should adopt a multi-faceted approach and tailor its motivational strategies to address the specific needs and preferences of different employee groups.
- **Continuous Monitoring and Adjustment:** The bank should regularly monitor and evaluate the effectiveness of its motivational initiatives and organizational commitment levels, and make necessary adjustments to ensure alignment with the evolving needs and expectations of its workforce.
- **By implementing these recommendations,** Abyssinia Bank can leverage the power of both intrinsic and extrinsic motivation to enhance overall organizational commitment and foster a more engaged and loyal workforce.

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ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

Questionnaire to be filled by Staff of Abyssinia bank

Dear Respondents, first I would like to express my sincere thankfulness in advance for your precious time, genuine and quick responses.

This questionnaire is designed to collect information about the effect of employees' motivation toward organizational commitment. The information will be used as primary data for the research I am conducting as a partial fulfillment of my Master's Degree in Business Administration (MBA) at St. Mary's University. I also want to guarantee you that this research is authorized by St Mary's University and it will only have an academic purpose and your responses will be kept confidential.

General Instructions

- There is no need of writing your name.
- In all cases where answer options are available, please tick (√) in the appropriate box.

Section I: Background Information

1. Gender: Male Female

2. Which of the following age categories describes you?

Below 25 25-35 36-45 46-55 Above 55

3. Educational Qualification:

Technical school graduate College Diploma

BA/ BSc Degree Master's Degree

4. How long have you been working in the organization?

0-1 2-5 6-10 >10

5. What is your current position (job) in the bank? _

6 In which department are you currently working? _

Section II: Questions related to employees' motivation and organizational commitment

Please put √ on the table based on your level of agreement with each statement and the alternatives given ranging from 1 up to 5. Where:

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

Q.No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
Questions related to Intrinsic motivation						
1	I have responsibilities related to work.					
2	My colleagues appreciate me for what I did for my work.					
3	I believe that I have full authority to do my job.					
4	I believe that work which I've done is a respectable job.					
5	I see myself as an important employee of the bank.					
6	I have the right to decide in a subject related to my work.					
7	The type of work I perform provides me, with opportunity for personal growth and development.					
Questions related to extrinsic motivation.						
1	The external working condition of the bank is suitable.					
2	My managers help me to solve disagreement with my colleague and customers.					
3	I am satisfied with the salary.					2

4	My allowances and fringe benefits (fuel allowance, overtime payment, , bonus and others) are adequately Satisfactory as compared with other banks.					
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5	I get extra pay for high performance.					
6	I have a job security.					
7	I have a harmonious relation with mycolleagues.					

Questions related to Affective Organizational Commitment

1	I really feel as if the bank’s problems are my own.					
2	I feel like ‘part of my family’ at the bank.					
3	This bank has a great deal of personal meaning for me.					
4	I feel a strong sense of belonging to this bank.					
5	I adopt the mission and vision of the bank.					

Questions related to Continuance Organizational Commitment

1	It would be very hard for me to leave my job at this organization right now even if I wanted to.					
2	Too much of my life would be disrupted if I leave the bank.					
3	Right now, staying with my job at this organization is a matter of necessity as much as desire.					
4	I believe I have too few options to consider leaving this bank.					

5	One of the few negative consequences of leaving my job at this bank would be the scarcity of available alternative elsewhere.					
6	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.					

Questions related to Normative Organizational Commitment

1	Even if it were to my advantage, I do not feel it would be right to leave.					
2	The bank deserves my loyalty.					
3	I would feel guilty if I left the bank now.					
4	I would not leave the bank right now because of my sense of obligation to it.					
5	I owe a great deal to the bank.					

Thanks for your corporation!!

