



**ST. MARY'S UNIVERSITY
POSTGRADUATE STUDY
MBA PROGRAM**

**THE EFFECT OF MOTIVATIONAL PACKAGE ON THE
PERFORMANCE OF EMPLOYEES: THE CASE OF DASHEN BANK**

**BY
MEKDES NIGATU MORMETA**

JULY, 2024

ADDIS ABABA, ETHIOPIA

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OF EMPLOYEES: THE CASE OF DASHEN BANK**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY POSTGRADUATE PROGRAMS
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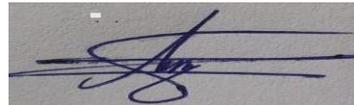
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Acronyms/Abbreviation

EP	Employee Performance
SG	Stock Grants
SI	Salary Increment
ANR	Assigning New Roles
CDO	Career Development Opportunities
MS	Management Style
P	Participation
WR	Workplace Recreation
MP	Motivational Package
HRM	Human Resource Management
DB	Dashen Bank Share Company

ABSTRACT

The purpose of this study was to investigate the effect of motivational package on employee's performance in Dashen Bank. Purely primary data sources were used in the study. The techniques used for sampling were stratified sampling. The 312 chosen respondents were asked to complete a Likert scale questionnaire that was created to gather important information. 287 of them were among the ones that were returned and examined. Explanatory research designs were used. Using SPSS, descriptive, correlation, and regression analyses were conducted. Multiple regressions result also indicated that all variables except Stock Grants had caused a statistically significant effect on employees' performance. In terms of the degree of correlation, Career Development Opportunity ($\beta=0.231$), Salary Increment ($\beta=0.346$), Management Style ($\beta=0.194$), Assigning New Roles ($\beta=0.134$), and Workplace Recreation ($\beta=0.428$) had positive correlations with employee performance. Besides, Participation had negative correlations with employee performance ($B = -0.164$). Based on the findings of the study, it is recommended that Dashen Bank emphasize the above-determining factors as they significantly affect employee performance by customers. It also demonstrated that 73.1% of the variation in employee performance can be explained by the independent variables used in the study.

Keywords: *Motivational package, employee performance, Workplace Recreation, Career Development Opportunity, and DB.*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Motivation plays an important role in the success of any organization. For Joseph (2015), motivation is the most important factor in any organization. All organizations face the problem of motivation, both in the public and in the private sector (Chintallo & Mahadeo, 2013). Hislop (2003) defined motivation as a type of force that compels employees to do things that result from satisfying individual needs to be inspired to complete and continue the task. The intricacy of factors that propel someone to work toward their goals and be more willing to utilize their abilities to accomplish organizational objectives is known as motivation. Mile (2004) asserts that motivation is a state that affects the arousal, direction, and maintenance of activity. Motivational factors may be activated as a result of the need to satisfy human wants.

According to Koontz et al. (1990), employee motivation is a crucial internal control tool and should be satisfied to attain advantages such as increased employee commitment, increased productivity, and efficiency. In a company, motivation stresses result-oriented management by establishing strategic goals and efficient communication channels. Motivational packages are a common tool used by businesses to boost workers' performance and motivation. All businesses use pay, promotion, bonuses, or other types of rewards to motivate and encourage high-level performance of employees (Reena et al, 2009). Competitive pay, bonuses, recognition programs, professional development opportunities, flexible work schedules, and other benefits are common components of these packages, which are designed to attract and keep exceptional workers. Creating and implementing motivating packages is essential to improving employee satisfaction and productivity, as well as creating a positive work environment.

Koontz et al. (1990) defined employee performance as the effectiveness and efficiency of workers in accomplishing the aims and objectives of the organization. It was also noted that absenteeism, report quality, and the timing of reporting for and leaving work might all be used to assess an employee's performance. Employee performance and the outcomes of their job in an organization or business are tightly correlated. The performance of employees increases when they are properly managed.

(Armstrong, 2009). When workers successfully and efficiently do tasks relevant to their jobs or meet organizational objectives, they are performing at a high level. Numerous academic works have extensively established that numerous factors in our intricate and diverse civilization can influence employees' performance (Buchanan and Huczynski, 2007).

The study aims to ascertain whether or not motivation affects employee performance, taking into account the variety of motivational approaches. To the extent that employee performance is influenced by motivation, this objective must be met by combining the right motivating techniques with strong management and leadership. Staff motivation is crucial to a company's ability to achieve a high level of satisfaction among its customers'' (Petcharak, 2004). There is growing interest in the field of human resource management regarding the relationship between incentive packages and employee performance. Motivational packages are a critical area of attention in organizations' ongoing efforts to improve employee motivation and productivity. The role of motivation in the work context has been studied to understand what drives employees to strive for excellence, or more precisely, what drives goal-directed voluntary actions' arousal, direction, and persistence (Mitchell and Linden, 2012).

Therefore, managers must comprehend employee motivation and how to effectively inspire people (Deci, 2013). A poorly motivated workforce was costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism, and a negative effect on colleagues' morale. Employee motivation affects productivity (Lee and Jobber 2014). In light of this, managers and leaders need to make an effort to guarantee that their staff members are inspired, which in turn leads to increased output. One of the most crucial elements in problems of organizational behavior management and human resources management (HRM) is motivation. Nelson (2013). Even if much research has been done on the concepts of motivational packages in different parts of the world, there is a lack of adequate literature in Ethiopian Banking industry in general & in Dashen Bank Share Company in particular. Clearly, there is insufficient literature that could help comprehend the effect between motivational packages and employee performance in the banking industry. This study investigated the effect of a motivational package on employee performance in the case of Dashen Bank Share Company.

1.2 Statement of the problem

Organizational performance in the modern, flexible, and competitive global economy is largely dependent on how well human capital is used and managed. Therefore, according to Bratton & Gold (2000), companies can only win a competitive advantage through forging and retaining competitive human resources in their organization for a long time. By using various financial and non-financial compensation systems, managers across all industries are attempting to implement novel HR practices to enhance workers' job performance (Mullins, 2010). The modern human resource phenomenon known as performance management is how companies attempt to maximize the potential of their workforce to meet organizational goals. The process of taking methodical action to enhance team, organizational, and individual performance by fusing it with financial and nonfinancial reward systems (Armstrong, 2010).

However, there are variations in how well workers accomplish their jobs within businesses' predetermined aims and objectives; some workers may have weak working tendencies, while others may have the maximum capability regardless of incentive. Thus, organizations had to comprehend the elements influencing workers' job performance, as this knowledge would enable them to make wise choices that would boost workers' output and the firm as a whole. Organizations can address these impediments that negatively impact employees' performance in particular and the overall organizational outcome in general by identifying the elements that influence employees' job performance (Armstrong, 2010).

The effect of motivation on worker performance has been studied domestically, internationally, and in other industries. Some studies were done outside of national borders. For example, Gyamfi (2015) studied the relationship between staff performance and motivation at a bank in Ghana. Gyamfi (2015) emphasizes the importance of creating a conducive work environment that fosters motivation among employees. This includes providing opportunities for professional growth, recognizing and rewarding achievements, and fostering a positive and supportive organizational culture. The study also examines the impact of leadership styles, communication strategies, and organizational policies on employee motivation and performance. Additional studies were carried out by Mohammed & Hanan (2018) on the impact of motivation on employee performance in the

case of a Palestinian commercial bank. The findings emphasize the significance of both intrinsic and extrinsic motivation in driving employee performance, intrinsic motivation, which refers to the internal drive and passion for the job, has a positive impact on employee performance. Additionally, extrinsic motivation, which includes external rewards and incentives, also contributes to enhanced employee performance. Further investigations conducted locally and within the same industry were conducted by Fikiru (2019) regarding the effect of motivational factors on workers' performance in the South Addis Ababa District of the Commercial Bank of Ethiopia. The researcher explores various motivational factors that influence the performance of employees in the banking sector. These factors may include job satisfaction, career advancement opportunities, recognition, rewards, and a positive work environment. Furthermore, (Yonatan, 2019), also examined the impact of motivation on employees' performance at the Development Bank of Ethiopia. Yonatan's study highlights the significance of motivation in driving employee performance and organizational success. By understanding and addressing the key motivational factors, organizations can create an environment that fosters employee engagement, productivity, and overall organizational effectiveness.

Furthermore, although several studies have been done on the relationship between employee performance and motivation, the existence of motivation varies from industry to industry or even company to company. Additionally, the researcher believes that employee motivation is a subjective concept, meaning that the same thing that motivates one worker to perform exceptionally well may not motivate others. The initial observation of the researcher indicates that Dashen Bank makes a substantial economic contribution to the country by paying taxes and generating a large number of job possibilities.

However, while employing Dashen Bank as a case study, empirical research is unable to fully examine how motivation affects an employee's performance. Furthermore, none of the studies have included non-clerical workers in their research on head office, nor have they examined variables like stock grants & workplace recreation of employees, which also affect the employees' job performance. These overlooked variables have the potential to cause problems, and empirical researchers indicate that they significantly and favorably affect employees' job performance. Thus, this study contributed to closing this gap and offering a solution to Dashen Bank's motivational problems.

1.3 Research Questions

The following fundamental research questions had served as the study's guidance to accomplish its goal.

1. What is the effect of stock grants on employee performance at Dashen Bank Share Company?
2. In what manner does participation affect the performance of employees in the case of Dashen Bank Share Company?
3. To what degree does workplace recreation of better performance affect the performance of employees in the case of Dashen Bank Share Company?
4. How does management style affect the performance of employees at Dashen Bank Share Company?
5. What is the effect of a salary increment on employee performance at Dashen Bank Share Company?
6. What is the effect of assigning new roles on employee performance at Dashen Bank Share Company?
7. What is the effect of career development opportunities on employee performance at Dashen Bank Share Company?

1.4 Objective of the Study

1.4.1 General objective

The general objective of the study was to assess the effect of motivational packages on the performance of employees in the case of Dashen Bank Share Company.

1.4.2 Specific objectives

The specific objectives of the study are the following: -

1. To examine the effect of the stock grants on employee performance in the case of Dashen Bank Share Company.
2. To analysis the effect of participation on the performance of employees in the case of Dashen Bank Share Company.

3. To assess the effect of workplace recreation of better performance on the performance of employees in the case of Dashen Bank Share Company.
4. To observe the effect of management style on employee performance in the case of Dashen Bank Share Company.
5. To analysis the effect of salary increments on employee performance in the case of Dashen Bank Share Company.
6. To examine the effect of assigning new roles on employee performance in the case of Dashen Bank Share Company.
7. To analysis the effect of career development opportunities on employee performance in the case of Dashen Bank Share Company.

1.5 Significant of the Study

The aim of the study is to investigate the effect of motivational incentives on worker performance at Dashen Bank Share Company. The findings from this study are expected to be valuable for individuals and organizations with similar objectives, providing insights into issues related to the subject under investigation. Specifically, the research may assist managers at Dashen Bank Share Company in comprehending how motivational incentives impact worker performance, thereby aiding in the development of effective motivational strategies. These strategies could be valuable for inspiring bank workers, and the research's conclusions may be beneficial to bank officials and HR managers. Additionally, the study had helped the bank determine which motivating packages were most crucial for enhancing employee performance and retention. Furthermore, the empirical analysis of the effect of motivational packages on employee performance is anticipated to contribute to the body of knowledge in this field and be beneficial to researchers. The research had also helped the researcher gain awareness of the practical difficulties related to the subject, align with theory, and develop a deeper understanding of how motivation theories would be utilized to manage human resources in the banking industry.

Ultimately, the research findings have the potential to enhance employee motivation and performance not only at Dashen Bank but also at other banks and enterprises in Ethiopia and abroad.

1.6 Scope of the Study

1.6.1 Conceptual Scope

This study is limited to exploring the effect of a motivational package (stock grants, salary increment, assigning new roles, career development opportunities, management style, participation, and workplace recreation) on the performance of employees at Dashen Bank. The study's independent factors include Non-Monterey motivational packages and Monterey motivational packages, whereas the dependent variable is employee performance.

1.6.2 Geographical Scope

The investigation had been restricted to the head office of Dashen Bank; no other banks or branches had been looked into. Among more than 30 private commercial banks in Ethiopia the reason why the researcher selected Dashen Bank is first, Dashen Bank was one of the leader private commercial banks up to four years ago but not now. Secondly, it's difficult to conduct research across all bank as it requires much time and money. Due to the sampling technique, data collection is restricted to departments in the Head Office. These departments comprise all staff members, including non-clerical and clerical personnel.

1.6.3 Methodological scope

Questionnaires of workers in particular departments had been used to obtain quantitative data. Data on employee motivation, performance, and the elements of motivating packages had all been gathered through questionnaires. For quantitative data, data analysis had included both descriptive (mean, median, standard deviation) and inferential (regression and correlation) statistics, and hypothesis testing had been used.

1.7 Definitions of Terms

The researcher had believed that the following phrases, which would be used often in various areas of this work, had a wide range of meanings. Despite their diversity, they nonetheless had needed to be defined operationally.

Clerical employees are employees with titles like JCSO, CSO, SCSO, assistant manager, manager, auditor, etc.

Non-clerical employees are employees who are security guards, cleaners, and messengers.

Motivation in the work context is defined as “an individual’s degree of willingness to exert a high level of effort to reach organizational goals” (Robin and Decenzo, 1995).

Employee performance is defined as “whether a person executes their job duties and responsibilities well”. (Ann & Jerry, 2009)

Career Development Opportunities are regarded as a motivator that offers the opportunity to satisfy the human-growth needs. Newly Promoted employees that are given higher responsibility work become highly motivated. Furthermore, motivation can be increased if employees are given support, recognition and resources in their new roles (Jurgensen, 1978).

Participation is when people in the same workplace are consulted on subjects that are related to their job. When lower level employees have the opportunity to influence managerial decisions it makes them feel part of the organization and promotes trust in them. Moreover, they feel that they are able and competent in their job (Gagné & Deci, 2005). In an organization where participation is supported, managers are known to have the necessary skills to look at things from an employee’s point of view and are capable of encouraging and promoting self- initiation (Gagné & Deci, 2005).

Salary Increment is an increase in an employee’s annual pay in the form of a percentage. An increase in financial aspects like payments, allowances, salaries and bonuses affect employee’s productivity positively as a result of a study which has been done by (Conrad, 2015), they have concluded that increasing of individual pay increases productivity rate from 9% to 17%. So, it is

obvious that when employees are motivated and satisfied, their performance increases so as productivity.

Stock grants occur when a company issues shares of its stock in exchange for non-cash consideration, typically the performance of services. By compensating with stocks, the employer aims to motivate employees to stay at the company and keep them invested in its ongoing success. Kedia and Mazumdar (2002) examined the effect of use of stock options, for both executives and non-executives, on the abnormal stock returns for 200 of the largest NASDAQ firms from 1995-1998. It was revealed that firms that grant stock options to retain key employees and to ease out the financial constraints have shown improvement in firm value and resulted in positive abnormal returns.

Management style defined by Yu & Yeh (2018) is “a preferred way of managing people in order to bind diverse operations and functions together, as well as to exercise control over employees, and is considered as a set of practices that has been adopted either by an individual, a department, or whole organization”.

Assigning new roles: Employee placement is the process of assigning a new employee to a position within his or her sphere of authority where the employee have a reasonable chance for success (Dessler, 2008). Kumar and Sharma (2001) define placement as the determination of the job to which an accepted candidate has to assign.

Workplace recreation programs are defined as activities that promote the health of staff in an organization (Mokaya and Gitari, 2012). These programs include annual family days, sports days, travel, gym membership, and sports facilities (Mak and Sockel, 2001). They also include wellness promotion programmers such as weight loss classes, hypertension and cancer screenings, substance management classes, self-help or counselling classes, and subsidized pharmacotherapy treatments (Wellness Proposal, 2006; Goetzel and Ozminkowski, 2008). These programs are designed to increase morale, motivate employees, and enhance their job satisfaction (Akmal et al., 2012).

1.8 Organization of the Paper

This research has five chapters. The first chapter of the paper deals with background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, definition of key terms and organization of the study. The second chapter covers the review of related literature written before, which reviews theoretical, empirical literature and conceptual framework on the key variables of the study. The third chapters discuss on the methodology of the research study. It includes research approaches and design, sources of data and methods of data collection, determining the target population sampling design, data analysis methods, reliability and validity and ethics. The fourth chapter presents the study's data presentation, analysis and interpretation. In the fifth and the last chapter includes summary of findings, conclusions and recommendations.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature Review

This literature review attempts to discuss the various literature related to working environment which has effect on employee performance. The discussion also identifies gaps left by other researchers of similar studies. However, this study attempts to fill those gaps so that the write-up can contribute to a new body of knowledge in the academic world. Through this review, literature is re-packaged and analyzed as a way of bringing new insights into the problem studying.

2.1.1 Definition of Motivation

Motivation in the work context is defined as ‘an individual’s degree of willingness to exert a high level of effort to reach organizational goals’ (Robin and Decenzo, 1995). Motivated staffs staying on the job long enough to attain their objectives.

Hislop (2003) defined motivation as a type of force that compels employees to do things that result from satisfying individual needs to be inspired to complete and continue the task. The intricacy of factors that propel someone to work toward their goals and be more willing to utilize their abilities to accomplish organizational objectives is known as motivation. Mile (2004) asserts that motivation is a state that affects the arousal, direction, and maintenance of activity. Motivational factors may be activated as a result of the need to satisfy human wants.

According to Koontz et al. (1990), employee motivation is a crucial internal control tool and should be satisfied to attain advantages such as increased employee commitment, increased productivity, and efficiency. William G Scott (2020) defines motivation is a process of stimulating people to action to accomplish desired goals.

2.1.2 Theories of Motivation

These theories were divided into two main categories by Mullins et al. (2006): process theories and need theories.

2.1.2.1 Process Theories of Motivation

Process theories of motivation focus on understanding the cognitive processes involved in making decisions, setting goals, and taking action within an organizational context. These theories seek to explain how motivation occurs and emphasize the internal thought processes and mental mechanisms that drive individual behavior. Examples of process theories include Expectancy Theory, Adams' Equity Theory, and Locke's Goal-Setting Theory. Each of these theories provides insights into how individuals perceive and respond to motivational factors in the workplace.

- Expectancy Theory: This theory had proposed that an individual's motivation to engage in a particular behavior was determined by their belief that the effort they put into the behavior would lead to a desired outcome.
- Goal-Setting Theory: According to this theory, setting specific and challenging goals can lead to higher performance and motivation.
- Self-Determination Theory: This theory focuses on the importance of intrinsic motivation and the satisfaction of basic psychological needs for autonomy, competence, and relatedness.

The researcher plan to incorporate expectancy theory into research due to its significance as a process theory of motivation that examines the connection between an individual's effort, performance, and the resulting outcomes.

2.1.2.2 Need Theories of Motivation

Need theories of motivation, such as Maslow's Hierarchy of Needs and Alderfer's ERG Theory, emphasize the importance of identifying and satisfying the fundamental needs of individuals in the workplace. These needs may include physiological, safety, social, esteem, and self-actualization needs. Need theories focus on understanding the hierarchical nature of human needs and how individuals prioritize and seek to fulfill these needs in their work environments. They provide a framework for understanding what drives individuals to perform and excel within organizations.

- Maslow's hierarchy of needs, proposed by Abraham Maslow in 1943, suggests that individuals must satisfy certain basic needs before they can progress to more complex needs. These needs are arranged in a hierarchical order, with the most basic needs at the bottom and the most complex needs at the top. The five levels of needs in Maslow's hierarchy are:

1. Physiological needs: These include basic survival needs such as food, water, air, sleep, and shelter.
 2. Safety needs: These include the need for security, protection, and stability.
 3. Love and belongingness needs: These include the need for social interaction, affection, and acceptance.
 4. Esteem needs: These include the need for self-respect, recognition, and status.
 5. Self-actualization needs: These include the need for personal growth, creativity, and fulfillment.
- Alderfer's ERG theory, proposed by Clayton Alderfer in 1969, is a modified version of Maslow's hierarchy of needs. Alderfer suggests that individuals have three core needs:
 1. Existence needs: These include the basic survival needs and safety needs from Maslow's hierarchy.
 2. Relatedness needs: These include the love and belongingness needs and esteem needs from Maslow's hierarchy.
 3. Growth needs: These include the self-actualization needs from Maslow's hierarchy.

Alderfer's theory differs from Maslow's in that it suggests that individuals can move between different levels of needs and that they do not necessarily need to satisfy lower-level needs before progressing to higher-level needs.

2.1.3 Employee Performance

Initially, an employee's performance is determined by their actions or inactions. Employee performance may be measured by their output's quantity, quality, timeliness, cooperation, and presence at work. Therefore, improved productivity, ease of use of new technology, and highly motivated staff are indicators of great employee performance. Performance as how good an organization performs on trying to achieve determine goals. Employee performance is defined as achievement or output in a yield of system in the form of service (Swanson, 1999). Even though there are a number of factors that may be affecting the employees' performance.

In reference to these, Herzberg (1959) claims that a worker is simply encouraged to stay in their position and perform poorly if they are less dissatisfied. Employee motivation definitely affects their

performance because it pushes them to put in long hours, be assiduous, flexible, and eager to finish the necessary duties. The caliber and motivation of an organization's human resource management practices determine the efficacy and standard of its operations. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, (Robbins, 2010).

Workers who had been content with their jobs had been more motivated to work toward achieving their goals and objectives, which had enhanced performance. Employee productivity had henceforth had a direct impact on organizational productivity and success. As a result, it might have been concluded that employee performance and motivation had been favorably associated. It should have been mentioned, though, that both financial and non-financial elements had influenced employee motivation, which had raised their level of performance. Since the research's findings had been inconsistent, it had been difficult to determine whether financial and non-financial elements had influenced motivation the most. Lack of motivation and demoralization had had a negative impact on employee performance. An employee who had been motivated and had a clear sense of purpose had worked hard to accomplish the goals and objectives of his or her firm. As a result, the development of the organization and its employees had been accomplished.

2.1.4 Factors of Motivational Package that Affect Employee Performance

The purpose of the study is to examine how motivational packages affect the performance of employees at Dashen Banks Head Office, since these packages have a significant influence on employee performance by connecting the needs (or goals) of the person or employee with those of the company. Businesses who had successfully encouraged their employees on a constant basis using various motivating factors had seen an increase in customer satisfaction, employee loyalty, and superior performance from their workforce.

2.1.4.1 Career Development Opportunities

Career Development Opportunities are regarded as a motivator that offers the opportunity to satisfy the human-growth needs. Newly Promoted employees that are given higher responsibility work become highly motivated. Furthermore, motivation can be increased if employees are given support, recognition and resources in their new roles (Jurgensen,1978). Employees look at career

advancement as their most important achievement and when it happens they feel highly satisfied (Turkyilmaz, et al., 2011). Providing career development opportunities can lead to a more motivated, skilled, and satisfied workforce, resulting in improved individual and organizational performance.

2.1.4.2 Participation

Participation is when people in the same workplace are consulted on subjects that are related to their job. When lower level employees have the opportunity to influence managerial decisions it makes them feel part of the organization and promotes trust in them. Moreover, they feel that they are able and competent in their job (Gagné & Deci, 2005). In an organization where participation is supported, managers are known to have the necessary skills to look at things from an employee's point of view and are capable of encouraging and promoting self- initiation (Gagné & Deci, 2005). Employee participation improves motivation, job satisfaction and performance by power sharing responsibility and similar to what Herzberg theory suggests, the intrinsic factor of responsibility increases job satisfaction and is linked to other factors like interpersonal relationships and recognition (Lai, 2011). Fostering a culture of participation can lead to a more engaged, creative, and collaborative workforce, resulting in improved individual and organizational performance.

2.1.4.3 Salary Increments

A salary increment is an increase in an employee's annual pay in the form of a percentage. An increase in financial aspects like payments, allowances, salaries and bonuses affect employee's productivity positively as a result of a study which has been done by (Conrad, 2015), they have concluded that increasing of individual pay increases productivity rate from 9% to 17%. So, it is obvious that when employees are motivated and satisfied, their performance increases so as productivity. Maicibi (2005) defined salary given to individuals for work done. He further identified the indicators of remuneration include: basic salary, wages, health schemes, pension schemes, transport allowances overtime allowance and responsibility allowances.

2.1.4.4 Stock grant

A stock grant occurs when a company issues shares of its stock in exchange for non-cash consideration, typically the performance of services.

By compensating with stocks, the employer aims to motivate employees to stay at the company and keep them invested in its ongoing success. Kedia and Mazumdar (2002) examined the effect of use of stock options, for both executives and non-executives, on the abnormal stock returns for 200 of the largest NASDAQ firms from 1995-1998. Firms that grant stock options to retain key employees and to ease out financial constraints show improvement in firm value and result in positive abnormal returns.

2.1.4.5 Management style

Yu & Yeh (2018) defined management style as “a preferred way of managing people in order to bind diverse operations and functions together, as well as to exercise control over employees, and is considered as a set of practices that has been adopted either by an individual, a department, or whole organization”. The management style employed within an organization can significantly impact employee motivation, engagement, creativity, and overall performance. The effectiveness of a management style depends on the organizational culture, the nature of the work, and the preferences of the employees. Effective management styles that prioritize communication, feedback, and a positive work environment can contribute to improved employee performance and overall organizational success.

2.1.4.6 Assigning new roles

Employee placement is the process of assigning a new employee to a position within his or her sphere of authority where the employee have a reasonable chance for success (Dessler, 2008). Kumar and Sharma (2001) define placement as the determination of the job to which an accepted candidate has to assign. Assigning new roles can lead to a more skilled, motivated, and adaptable workforce, resulting in improved individual and organizational performance.

2.1.4.7 Workplace recreation

Workplace recreation programs are defined as activities that promote the health of staff in an organization (Mokaya and Gitari, 2012). These programs include annual family days, sports days, travel, gym membership, and sports facilities (Mak and Sockel, 2001). They also include wellness promotion programmers such as weight loss classes, hypertension and cancer screenings, substance management classes, self-help or counselling classes, and subsidized pharmacotherapy treatments (Wellness Proposal, 2006; Goetzel and Ozminkowski, 2008). These programs are designed to

increase morale, motivate employees, and enhance their job satisfaction (Akmal et al., 2012). Workplace recreation programs include annual family days, sports days, travel, gym membership, and sports facilities (Mak and Sockel, 2001).

2.2 Empirical Literature Review

Even if much research has been done on the concepts of motivational packages in different parts of the world, there is a lack of adequate literature in Ethiopian Banking industry in general & in Dashen Bank Share Company in particular.

Enenifa and Akintokunbo (2020) examined the association between workplace recreational programs and staff effectiveness among Deposit taking Banks in Yenogoa, Nigeria. The research employed a descriptive cross-sectional research design. The target population was 277 employees of nineteen (19) Deposit taking Banks from Bayelsa State where a sample of 164 was chosen courtesy of the Taro Yamane's sampling formula. The Findings demonstrated a significant association between workplace recreational programs and effectiveness of employees in Deposit taking Banks in Yegonia, Nigeria.

Tai (2001) examined the US firms during 1995-1999 and inferred that the convergence-of-interest hypothesis indicating the benefits arising from use of stock options are offset by the entrenchment hypothesis highlighting the costs associated with its use beyond the 1% threshold level. Further, Kedia and Mazumdar (2002) examined the effect of use of stock options, for both executives and non-executives, on the abnormal stock returns for 200 of the largest NASDAQ firms from 1995-1998. It was revealed that firms that grant stock options to retain key employees and to ease out the financial constraints have shown improvement in firm value and resulted in positive abnormal returns.

The study by Fikiru (2019), regarding the effect of motivational factors on workers' performance in the South Addis Ababa District of the Commercial Bank of Ethiopia. The researcher explores various motivational factors that influence the performance of employees in the banking sector. These factors may include job satisfaction, career advancement opportunities, recognition, rewards, and a positive work environment.

Yonatan (2019), examined the impact of motivation on employees' performance at the Development Bank of Ethiopia. Yonatan's study highlights the significance of motivation in driving employee performance and organizational success. By understanding and addressing the key motivational factors, organizations can create an environment that fosters employee engagement, productivity, and overall organizational effectiveness.

Belly Onanda (2015) conducted additional research on the impact of motivation on workers' performance at work. The study examined the effect of employee motivation on the performance of seven chosen Kenyan commercial banks in the coastal region. The study showed that the challenge still exists even though KCB is making various efforts to motivate its employees. Employees who are highly motivated consistently improve their performance by giving their all to meet organizational objectives. According to the researcher, bank management should keep up with issues relating to employee motivation if they want to keep and motivate their staff as well as maintain and grow their business.

The research paper titled "The Effect of Job Assignment on Employee Performance in Ethio Telecom" by Hagos Gebreigzabher Kahsay (2022) explores the impact of job assignment on employee performance within the context of Ethio Telecom, a telecommunications company in Ethiopia. The study delves into the influence of various job assignments, such as individual tasks, team projects, and leadership roles, on employee productivity, efficiency, and job satisfaction. Drawing on theories of job design, motivation, and organizational behavior, the paper analyzes the relationship between job assignment and employee performance. The findings suggest that job assignments that offer autonomy, variety, and opportunities for skill development and career advancement lead to enhanced employee performance. The paper concludes by recommending that organizations consider the alignment between job assignments and employee skills, interests, and career aspirations to optimize employee performance.

Dr. B Nagaraju & Pooja J. (2017) conducted research on Impact of Salary on Employee Performance. The paper investigates the relationship between salary and employee performance in the banking sector of Karnataka, India. The study uses data from both public and private sector banks to examine how salary affects employee motivation, job satisfaction, and overall performance. The findings suggest that salary has a significant positive impact on employee performance, with higher salaries

leading to increased motivation, job satisfaction, and performance. The paper contributes to the existing literature on the relationship between salary and employee performance by providing empirical evidence from the banking sector in India. The findings have implications for human resource management practices and suggest that organizations should consider salary as an important factor in motivating and retaining employees, and ultimately improving overall organizational performance.

The study by Mark & Nzulwa (2018) investigated the impact of career development programs on staff performance at the National Hospital Insurance Fund (NHIF) in Kenya. The study found that career development programs had a positive effect on staff performance at NHIF Kenya. Employees who participated in career development programs were more likely to be satisfied with their jobs, more committed to the organization, and more productive. The study also highlighted the importance of tailoring career development programs to the specific needs of employees, as programs focused on individual needs were found to be more effective. Overall, the findings suggest that career development programs can be an effective way to improve staff performance by enhancing employee satisfaction, commitment, and productivity.

The study by Mohamad S. Hammoud (2017) investigated the effectiveness of employee engagement in the workplace. By focusing on the importance of employee engagement and providing practical strategies for enhancing it within an organization. Hammoud defines employee engagement as the commitment of employees to their organization's goals and their motivation to contribute to its success. The paper explores various factors that influence employee engagement, including job satisfaction, employee recognition, empowerment, communication, and professional development opportunities. It emphasizes the significance of creating a positive work environment and fostering open communication channels to enhance employee engagement. Overall, the paper provides actionable insights for organizations to improve employee engagement and benefit from a motivated, productive, and loyal workforce.

Many researches shed light on the MP, highlighting some of the ways through which MP can be developed in the employees of an organization and exploring some of the ways of encouraging MP in the workplace. Therefore, this study tries to investigate the effects of motivational package on

employee's performance and contributes to understanding MP & its impact on employees' performance in a banking sector (Dashen Bank SC.).

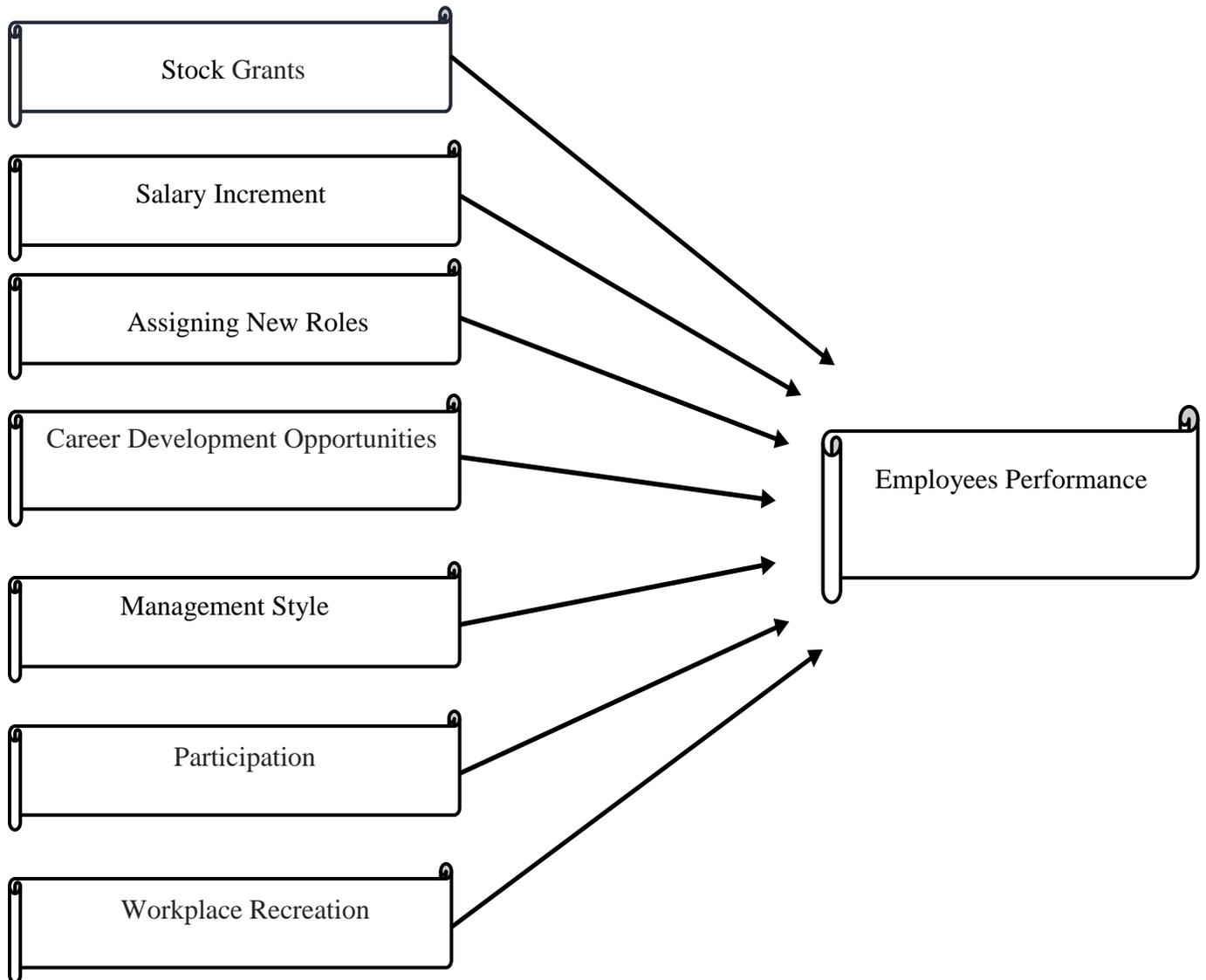
2.3 Conceptual Framework

As explained in the literature, motivational packages have significant impact on employee's performance. Motivational packages like stock grants, salary increment, assigning new roles, career development opportunities, management style, participation, and workplace recreation had been taken as independent variables, while employees' performance had been the dependent variable. Based on the overall review of related literatures and the theoretical framework, the following conceptual model had been developed by the researcher.

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INDEPENDENT VARIABLES

DEPENDENT VARIABLE



Source: Adopted from Turkeyilmaz, et al., 2011 , Tai (2001), Enenifa and Akintokunbo (2020) Hagos Gebreigzabher Kahsay (2022), Dr. B Nagaraju & Pooja J. (2017)

Figure 2-1: Conceptual Framework

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

Under this chapter, the researcher had presented an overview of the methodology that had been applied in the study, with detailed justification of the use and application of each selected methods and techniques. The chapter also described different procedures and processes employed to collect and analyze the data and explained the population. Data collection instruments that had been employed to gather data, with the explanation of why they had been considered as appropriate, had also been discussed. Likewise, procedures and techniques of data analysis also discussed in detail.

3.2 Descriptions of the Study Area

The study area of this research had been at one of the biggest private commercial banks, Dashen Bank Share Company. This study had aimed to target human resource management officers who had been responsible for employee performance management and the employees. Dashen Bank is selected due to its geographical location and the factors that employees encounter in attaining their jobs. Therefore, this study expects to get more useful information on the subject matter to cover a way for the management to overcome those challenges so as to enhance employees' performance by improving their motivational packages.

3.3 Research Design and Approach

3.3.1 Research Design

For the purpose of this study, an explanatory research design had been employed to explain the effect of the independent variable (motivational package dimension) on the dependent variable (employee performance). A research design had been the arrangement of conditions for the collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy of procedure (Kothari, 1990). It had also been a plan for study that provided a specification of procedures to be followed by the researcher in order to achieve the research objectives as well as test the hypothesis (McDaniel and Gates, 2006).

3.3.2 Research Approach

A Research approach is an instrument that researchers employ whilst they administer any form of inquiry or investigation (Walliman, 2011). A quantitative approach is explaining phenomena by collecting numerical data that are analyzed using mathematical/statistical methods. In order to achieve the research objective, a quantitative approach had been employed.

3.4 Population, Sample size and Sampling Techniques

3.4.1 Population of the Study

A population is any group of individuals that has one or more characteristics in common and that are of interest to the researcher (Creswell, 2005). Therefore, the target population of this study had included human resources officers, heads of departments, directors who managed human resources, and staff members. The total population size at Dashen Bank Share Company had been the permanent employees working at the headquarters, which had been 1424 and had not included outsource staffs.

3.4.2 Sample size and Sampling Techniques

3.4.2.1 Sample Size Determination

The main emphasis of this study had been to identify the effect of motivational packages on employee performance. The target population for this study had been all of Dashen Bank Share Company under study. Kothari (2004) had defined a sample as a small group of respondents drawn from a population about which a researcher was interested in getting information so as to arrive at a conclusion. This study had selected respondents who were responsible for employee performance management and employees themselves (staff members). The target population of this study had been the permanent employees of Dashen Bank Share Company in the headquarters located in Addis Ababa, which had included the employees working in different departments. According to the information obtained from the department of HR Operation & Partnership Management, the number of permanent employees working at the headquarters had been 1424. Hence, the target population of the study had been 1424. So, in order to determine the sample size easily and scientifically, the researcher had applied Yemane's (1967) formula method to determine the sample size. The reason behind the selection of this sample determination formula had been that it was simple and anyone

could be able to understand it simply. Therefore, the sample size had been calculated based on the formula, at +/- 5% level of precision.

Therefore;

$$n = \frac{N}{1 + N(e)^2}$$

Where: n signify the sample size

N signify the population under study

e signify the margin error (0.05)

$$n = \frac{1424}{1 + 1424(0.05)^2}$$

$$n = 312$$

3.4.2.2 Sampling Techniques

Probability sampling had typically been used in quantitative research. This had involved a selection of a representative sample from the population using a random procedure to ensure objectivity in selecting the sample. The findings from the sample data could then have been generalized to the population with a specified degree of accuracy (Hair et.al., 2020). Stratified sampling as explained by (Bryman A. and Emma B., 2011) had exhibited a proportional representation of the different departments in which employees worked, which had ensured that employees were accurately represented in terms of their departmental membership. Therefore, to provide adequate data for analyzing the various sub-populations of the organizations, the stratified sampling method had been used. This had been because stratified sampling produced samples that were more representative of the population. The target population had been divided into three different sub-populations (strata) on the basis of their position. After dividing the population into strata, sample elements had been drawn proportionally from each stratum using proportional allocation formula .

Table 3-1 Population and sample of the study

Position	Population(N)	Stratified sample(n)
Management	437	95
Clerical	850	187
Non – Clerical	137	30
Total	1424	312

Source: Internal report of Head office

3.5 Data Types & Sources

In this study, primary data had been used as the methods of data collection. Primary data had been collected for the first time, such as through questionnaires (Kothari 2004). With regard to sources of data, this study had collected data from primary sources. The primary data had been collected from bank employees using a structured questionnaire to obtain firsthand information on the specific research questions. This research study had used primary data as the principal source of information, and individual employees of the bank had been considered as the unit of analysis.

3.6 Data Collection Instruments

The main emphasis of this research had been to examine the effect of motivational packages on employee performance at Dashen Bank Share Company. The principal source of data for this study had been primary. Primary source of data refers to information obtained first hand by the researcher on the variable of interest for specific purpose of study (Sekaram, 2003). The primary source of data for this research had been collected from all clerical and non-clerical head office workers of Dashen Bank Share Company via a self-administered questionnaire.

3.7 Data Analysis Methods

The primary data gathered from the questionnaire had been analyzed using both descriptive and inferential statistics. Descriptive statistics had used mean, frequency, standard deviation, and percentage to describe the demographic characteristics of the respondents and employees' responses towards motivational packages and employees' performance, as well as to see the distributions of

data. The data analysis through inferential statistics had been conducted using correlation and regression analysis. The correlation analysis had been used to infer and quantify the relationship between continuous variables of motivational packages and employee performance (between independent and dependent variables, respectively). Pearson correlation had been used to determine the degree of relationships between the variables, and regression analysis had been used to determine the predictability (contribution) of the independent variables to the dependent variable.

Multiple linear regression analysis models had been used to determine how much influence stock grants, salary increment, assigning new roles, career development opportunities, management style, participation and workplace recreation had on employee performance. The multiple linear regression model specification had been as follows:

The multiple linear regression model had been specified as follows:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + e$$

Where:

Y_i the dependent variable (employee performance) (EP).

X_1 represent Stock Grants (SG)

X_2 represent Salary Increment (SI)

X_3 represent Assigning New Roles (ANR)

X_4 represent Career Development Opportunities (CDO)

X_5 represent Management Style (MS)

X_6 represent Participation (P)

X_7 represent Workplace Recreation (WR)

β_0 the y-intercept term or constant term (coefficient of the model).

e represent the error term.

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6,$ and β_7 the regression coefficients associated with each component.

3.8 Reliability and Validity

3.8.1 Reliability Test

Reliability statistics, particularly Cronbach's Alpha, are essential for assessing the internal consistency of a set of scale or test items. Cronbach's Alpha values range from 0 to 1, with higher values indicating greater internal consistency and reliability of the items. Commonly accepted thresholds for Cronbach's Alpha are as follows: values above 0.9 are considered excellent, values between 0.8 and 0.9 are deemed good, values between 0.7 and 0.8 are acceptable, values between 0.6 and 0.7 are questionable, values between 0.5 and 0.6 are poor, and values below 0.5 are unacceptable (George & Mallery, 2003)¹. These thresholds help in evaluating the reliability of constructs in research.

Table 3-2: Reliability Statistics

Variables	Cronbach's Alpha	No. Items
Career Development Opportunity	0.886	5
Participation	0.719	5
Salary Increment	0.890	6
Management Style	0.811	6
Stock Grants	0.874	5
Assigning New Roles	0.919	5
Workplace Recreation	0.879	6
Employee Performance	0.914	6
Overall Reliability	0.957	44

Source: Own Design and SPSS Output

Employee Performance and Assigning New Roles both demonstrate excellent reliability, with Cronbach's Alpha values of 0.914 and 0.919 respectively. These high levels of internal consistency

suggest that the items within these scales are highly reliable in measuring the concepts of employee performance and assigning new roles.

Career Development Opportunity, Salary Increment, Management Style, Stock Grants, and Workplace Recreation all fall within the good reliability range. Career Development Opportunity has a Cronbach's Alpha value of 0.886, indicating that the items are consistently measuring career development opportunities. Salary Increment's Alpha value of 0.89 suggests reliable measurement of salary increments. Management Style, with an Alpha of 0.811, shows reliable measurement of this construct. Stock Grants and Workplace Recreation have Alpha values of 0.874 and 0.879 respectively, indicating that the items are consistently measuring these constructs.

Participation falls within the acceptable reliability range with a Cronbach's Alpha value of 0.719. While the internal consistency is adequate, this suggests that there may be some room for improvement in how the items measure participation.

The overall reliability of the 44 items across all constructs is excellent, with a Cronbach's Alpha value of 0.957. This very high level of internal consistency indicates that the entire set of items is highly reliable in measuring the overall constructs.

3.8.2 Validity Test

Validity had referred to the extent to which the concept one wished to measure had actually been measured by a particular scale or index. According to Kothari (2004), validity had aimed at establishing the results which had been linked with the condition. It had been concerned with the extent that the scale accurately represented the construct of interest. In order to assure the validity of the measurement instrument of the study, it had been conducted based on the literally accepted conceptual framework that had clearly indicated the theoretical construct and had been associated with the measurements valid to evaluate the effects of motivational packages (independent variables) on employee performance (dependent variable). Where possible, this had been supported and consideration had been given to practical things. So that a pre-questionnaire had been distributed to the managers of banking industry experts to check the validity of questions to further the data collection process. As per the comments and the discussion with banking industry experts, the questions prepared for the primary data collection for the research objective had been found valid

by the researcher. Further, these instruments or variables of motivational packages and employee performance had been tested by previous studies for content validation.

3.9 Ethical Consideration

Christians (2000) suggests that in the field of research ethics, it is crucial to inform participants about the topic of the research, obtain informed consent, respect privacy and confidentiality, and ensure accuracy. Ethical considerations are important in both natural and social sciences research. Additionally, Mugenda (2008) underlines that participation of the respondents should be in voluntary bases and they have right not to give response without researcher obligation. Therefore, the researcher had been contacted and had received informed consent from the respondents, and the respondents had not been forced to take part in the study. Thus, the principle of volunteerism had been practiced all through the data collection method. Furthermore, the respondents had been informed that the information obtained was only for academic purpose and would remain confidential.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This study was carried out in the Head Office of DB, and its goal was to examine how motivational packages affected employee performance. Analyses of data gathered from surveys that used questionnaires to collect data were produced. In this chapter, the outcomes and the methodology used were discussed. In addition to this background data of the respondents was also presented. Last but not least, the statistical methods of analysis were covered, including a descriptive analysis, correlation analysis, and regression analysis using Statistical Package for the Social Sciences (SPSS).

4.2 Response Rate

The researcher prepared and distributed 312 questionnaires in total, and 287 were returned, yielding a 92% response rate. 8% of the remaining questionnaires were not returned. The researcher used a structured questionnaire that respondents could easily complete and made strict follow-up with the respondents while filling the questionnaires, which is what led to the high response rate that was observed.

Table 4-1: Response Rate of Questionnaires

Items	Total	Percentage
Questionnaires distributed	312	100%
Collected questionnaires	287	92%
Not returned questionnaires	25	8%
Usable questionnaires	287	92%

Source: Own Survey (2024)

4.3 Descriptive Characteristics of Respondents

Demographic characteristics including gender, job position, service year, age, educational status, and response towards all variable summarized using frequencies and percentages.

Table 4-2: Descriptive Characteristics of Respondents

Gender	Frequency	Percent (%)
Male	145	50.5
Female	142	49.5
Total	287	100
Job Position	Frequency	Percent (%)
Managerial	80	26.5
Clerical	179	62.4
Non- Clerical	28	11.1
Total	287	100
Service Year	Frequency	Percent (%)
Less than 5 years	49	17.1
6-10 years	103	35.9
11-15years	87	30.3
More than 15	48	16.7
Total	287	100
Age Category	Frequency	Percent (%)
20-30	59	20.6
31-40	144	50.2
41-50	60	20.9
50-60	24	8.4
Total	287	100
Educational status	Frequency	Percent (%)
10 ⁺	10	3.5
Diploma	14	4.9
First degree	193	67.2
Second degree	70	24.4
Total	287	100

Source: Own Survey (2024)

The gender backgrounds of the study's respondents are shown in Table 4-2. According to the survey, out of 287 samples of respondents, 145 (50.5%) were male and 142 (49.5%) were female. It is obvious that the majority of respondents were male.

A complete look at the job titles held by DB employees revealed three different positions: managerial, clerical and non-clerical. 26.5% of respondents to the study were in managerial positions, 62.4% of respondents to the study were in clerical positions & 11.1% of respondents to the study were in non-clerical positions. This finding indicates that the majority of respondents to the study were in clerical positions.

17.1% of the respondents have less than five years to five years working experience in the bank and 35.9% of them have experience ranging from 6-10 years, 30.3% of the respondents have work experience of 11- 15 years, 16.7% of the respondents have more than 15 years working experience in the bank. According to this table 4-2, employees of the sector are largely dominated by workers who have been working in the office ranging from 6-10 years.

The survey's respondents were given a choice to indicate which age group they fell under. Out of the 287 respondents who were targeted, 59 (20.6%) were between the ages of 20 and 30, 144 (50.2%) were between the ages of 31 and 40, 60 (20.9%) were between the ages of 41 and 50, and the remaining 24 (8.4%) were between the ages of 50 and 60. Therefore 50.2% of respondents are between age of 31 and 40 this means that the DB having young and energetic people and they are ready to serve for long period of time if there is a provision of adequate motivational packages.

As the table below plainly demonstrates, those with a 10⁺ certificate have the lowest percentage of respondents (3.5%), followed by those with a diploma (4.9%). The majority (67.2%) of people are first degree holders, followed by second degree holders (24.4%). This finding indicates that the majority of DB workers hold first degrees, which would enable the bank to offer outstanding customer service.

4.4 Descriptive Statistics of the Variables

In this thorough analysis the researcher wants to investigate how far the employees perceived those factors using statistical tools like number, mean and standard deviation. The mean value represents the average of all employees' response on certain dimensions while, standard deviation shows how diverse the responses of the respondents are that means if the standard deviation shows smaller number, it indicates that the response of the respondents shows close opinions and when the

standard deviation is high, it indicates the response of the respondents shows high variation (Zaidatol & Bagheri, 2009).

The computed summary of descriptive statistics for independent (Career Development Opportunity, Participation, Salary Increment, Management Style, Stock Grants, Assigning New Roles & Workplace Recreation) variable and dependent (employment performance) variable that were included in the questionnaire were indicate in this part. The mean and standard deviation of variable collection from the respondents were discussed.

Mean Score	Description
<3.39	low
3.40-3.79	Moderate
>3.80	High

Table 4-3: Results of Descriptive Statistics

Variables	Mean	Std. Deviation	N
Employee Performance	4.4547	.82129	287
Career Development Opportunity	4.4857	.84027	287
Participation	3.8829	.63792	287
Salary Increment	3.6922	.73150	287
Management Style	4.4570	.75009	287
Stock Grants	3.9401	.60698	287
Assigning New Roles	4.4683	.80266	287
Workplace Recreation	3.8769	.59372	287

Source: Survey SPSS output

From the result of table 4.3 depicted the overall arithmetic mean and standard deviation of dependent and independent variable as responded by the respondents. The finding of this study indicates that most of employees were highly agreed with career development opportunity with cumulative mean value 4.4857 and .84027 standard deviation, participation with cumulative mean value 3.8829 and .63792 standard deviation, management style with cumulative mean value 4.4570 and .75009 standard deviation, stock grants with cumulative mean value 3.9401 and .60698 standard deviation, assigning new roles with cumulative mean value 4.4683 and .80266 standard deviation, workplace recreation with cumulative mean value 3.8769 and .59372 standard deviation. This indicate that, Dashen Bank should focus on career development, employee participation, management style, stock grants, new roles, and workplace recreation to maintain a competent workforce and improve employee performance.

On the other hand, salary increment cumulative mean value 3.6922 and .73150 standard deviation. This implies that Dashen bank needs to give much attention for salary increment.

4.5 Correlation Analysis

The Pearson Correlation coefficient was used to determine whether there is a correlation between the variables and the degree of linear association. The degree and direction of the linear relationship between the two variables are shown by this coefficient. A two-tailed Pearson correlation analysis was employed to examine the correlation. At 2-tailed significance levels of 0.01, the correlation is significant. The Somekh and Lewin (2005) criterion for measuring the degree of a correlation was utilized as a guide when interpreting the correlation's findings.

Table 4-4: Rules of Thumb about Pearson Correlation Coefficient Size

Coefficient range	Strength of association
$\pm r$ - between 0.67 and 0.99	strong relationship
$\pm r$ - between 0.34 and 0.66	moderate relationship
$\pm r < 0.33$	weak relationship

Source: Somekh and Lewin (2005)

Table 4-5: Correlation between Motivation Package and Employee Performance

Correlations									
		Career Development Opportunity	Participation	Salary Increment	Management Style	Stock Grants	Assigning New Roles	Workplace Recreation	Employee Performance
Career Development Opportunity	Pearson Correlation	1							
	Sig. (2-tailed)	0							
	N	287							
Participation	Pearson Correlation	.723**	1						
	Sig. (2-tailed)	0	0						
	N	287	287						
Salary Increment	Pearson Correlation	.518**	.368**	1					
	Sig. (2-tailed)	0	0	0					
	N	287	287	287					
Management Style	Pearson Correlation	.484**	.260**	.348**	1				
	Sig. (2-tailed)	0	0	0	0				
	N	287	287	287	287				
Stock Grants	Pearson Correlation	.600**	.619**	.509**	.321**	1			
	Sig. (2-tailed)	0	0	0	0	0			
	N	287	287	287	287	287			
Assigning New Roles	Pearson Correlation	.810**	.721**	.352**	.472**	.649**	1		
	Sig. (2-tailed)	0	0	0	0	0	0		
	N	287	287	287	287	287	287		
Workplace Recreation	Pearson Correlation	.688**	.697**	.464**	.414**	.649**	.704**	1	
	Sig. (2-tailed)	0	0	0	0	0	0	0	
	N	287	287	287	287	287	287	287	
Employee Performance	Pearson Correlation	.728**	.533**	.651**	.566**	.594**	.661**	.712**	1
	Sig. (2-tailed)	0	0	0	0	0	0	0	0
	N	287	287	287	287	287	287	287	287

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

Source: Own Survey, 2024

Interpretation of Correlation Results

The correlation results reveal various levels of relationships between constructs, categorized as strong, moderate, or weak based on the provided rules of thumb.

Strong Relationships (± 0.67 to ± 0.99)

Career Development Opportunity shows a strong relationship with Participation ($r = .723$), Assigning New Roles ($r = .810$), Workplace Recreation ($r = .688$), and Employee Performance ($r = .728$). This suggests that improvements in career development opportunities are strongly associated with higher participation, more effective assigning of new roles, better workplace recreation, and enhanced employee performance.

Participation also has a strong relationship with Assigning New Roles ($r = .721$) and Workplace Recreation ($r = .697$). This indicates that higher levels of participation are strongly linked to more effective role assignments and better workplace recreation activities.

Assigning New Roles has a strong relationship with Workplace Recreation ($r = .704$) and Employee Performance ($r = .661$). This suggests that effective role assignments are strongly associated with better workplace recreation and improved employee performance.

Moderate Relationships (± 0.34 to ± 0.66)

Career Development Opportunity shows a moderate relationship with Salary Increment ($r = .518$), Management Style ($r = .484$), and Stock Grants ($r = .600$). This indicates that better career development opportunities are moderately associated with higher salary increments, improved management styles, and better stock grants.

Participation shows a moderate relationship with Salary Increment ($r = .368$), Management Style ($r = .260$), Stock Grants ($r = .619$), and Employee Performance ($r = .533$). This suggests that participation is moderately linked to salary increments, management style, stock grants, and employee performance.

Salary Increment shows a moderate relationship with Management Style ($r = .348$), Stock Grants ($r = .509$), Assigning New Roles ($r = .352$), Workplace Recreation ($r = .464$), and Employee Performance ($r = .651$). This indicates that salary increments are moderately associated with these constructs.

Management Style shows a moderate relationship with Stock Grants ($r = .321$), Assigning New Roles ($r = .472$), Workplace Recreation ($r = .414$), and Employee Performance ($r = .566$). This suggests that management style is moderately linked to stock grants, role assignments, workplace recreation, and employee performance.

Stock Grants show a moderate relationship with Assigning New Roles ($r = .649$), Workplace Recreation ($r = .649$), and Employee Performance ($r = .594$). This indicates that stock grants are moderately associated with these constructs.

Weak Relationships (± 0.33 and below)

There are no relationships in this dataset that fall below ± 0.33 , indicating that all the relationships between the constructs range from moderate to strong.

Overall, the strongest relationships observed are between Career Development Opportunity and Assigning New Roles ($r = .810$), indicating a very strong connection between these two constructs. Most constructs have moderate to strong relationships, reflecting significant interdependencies among career development opportunities, participation, salary increments, management styles, stock grants, role assignments, workplace recreation, and employee performance. The consistency in these relationships indicates a coherent strategy in the bank's approach to enhancing employee motivation and performance through various HR practices.

4.6 Assumptions of Regression Analysis

Regression analysis is a statistical approach for looking at how different variables relate to one another. Data on the underlying variables of the causal variables and the variable they impact are gathered by researchers to determine the causal influence of one variable on another. Researchers typically evaluate the —statistical significance‖ of the estimated relationships, namely, the degree of confidence that the true relationship is close to the estimated relationship (Malhotra, 2007).

Multiple regression analysis was conducted to examine the effect of motivation package on employees' performance. The significance level of 0.05 was used with a 95% confidence interval.

4.6.1 Tests for Regression Analysis

The realization of specific assumptions is necessary for multiple regressions. The following assumptions were therefore verified before regression analysis was used. Testing the data for conformance to the underlying multivariate techniques and statistical assumptions is a significant problem. Considering that it deals with the fundamental assumptions that underlie the techniques' statistical inferences and conclusions. Robustness is a concept that describes how some techniques are less affected by assumptions being broken, but in all case meetings, some assumptions are essential to a successful analysis. The most crucial prerequisites that must be met before starting a regression analysis are as tested below.

i. Normality Test

The assumption of linearity is that there is a straight-line relationship between two variables (where one or both variables can be combinations of several variables, (Hair et al., 1998). Histograms can reveal crucial details about the distribution's shape. It is regarded as a normal distribution if the majority of the scores are clustered in the continuum's midsection and there is a progressive, symmetric decline in frequency on either side of the center score.

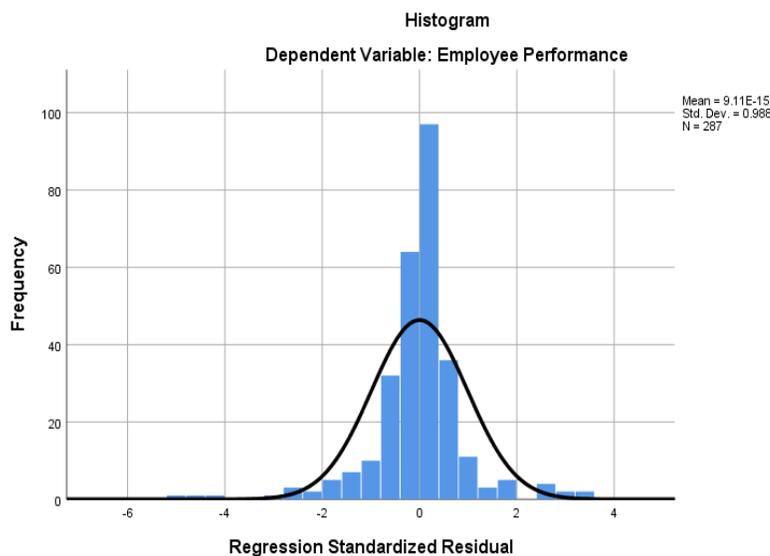


Figure 4-1: Normality Test

Source: Own Survey, 2024

Although no distribution can be regarded as "perfect," because the majority of the scores are clustered in the continuum's center and the histogram is bell-shaped, it is regarded as a normal distribution.

ii. Multicollinearity

Results of the Study's Tests When there is an excessively high correlation between two or more predictors in a regression model, multicollinearity occurs. Only multiple regressions are affected by multicollinearity because they use more than two predictors. When at least one predictor is a perfect linear combination of the others, perfect collinearity exists. A method for detecting multicollinearity, according to various statistical books, is to look at the correlation matrix of all the predictor variables.

Another approach is to use SPSS to create a collinearity diagnostic, one of which is the variance inflating factor (VIF). If a predictor has a strong linear relationship with another predictor or predictors, it is indicated by the VIF. Although there are no hard and fast rules about what value of the VIF should raise red flags, (Gujarati, 2004) suggests that a value of less than 10 is a good value and that there is no multicollinearity in the regression model if the average VIF is greater than 1.

Table 4-6: Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Career Development Opportunity	.245	4.077
Participation	.346	2.891
Salary Increment	.594	1.683
Management Style	.681	1.469
Stock Grants	.438	2.282
Assigning New Roles	.244	4.097
Workplace Recreation	.371	2.698
a. Dependent Variable: EP		

Source: Own Survey, 2024

The variance inflation factors (VIFs) for the independent variables used in the regression equation in this study are greater than 1 and less than 10, as shown in Table 4-6. Values above 0.1 and below 1 in tolerance statistics are cause for concern. Given that the tolerance statistics values for all predictors in the regression model for this study are greater than 0.1 and lower than 1, as shown in tables 4–6, no multicollinearity is seen in this model.

iii. Homoscedasticity Test

It is determined that there is a homoscedasticity if the scatter plot doesn't show a specific pattern. The spots appear to be diffused and to lack a specific pattern, as seen in figure 4-2. Thus, it may be said that the regression model passed the homoscedasticity assumption.

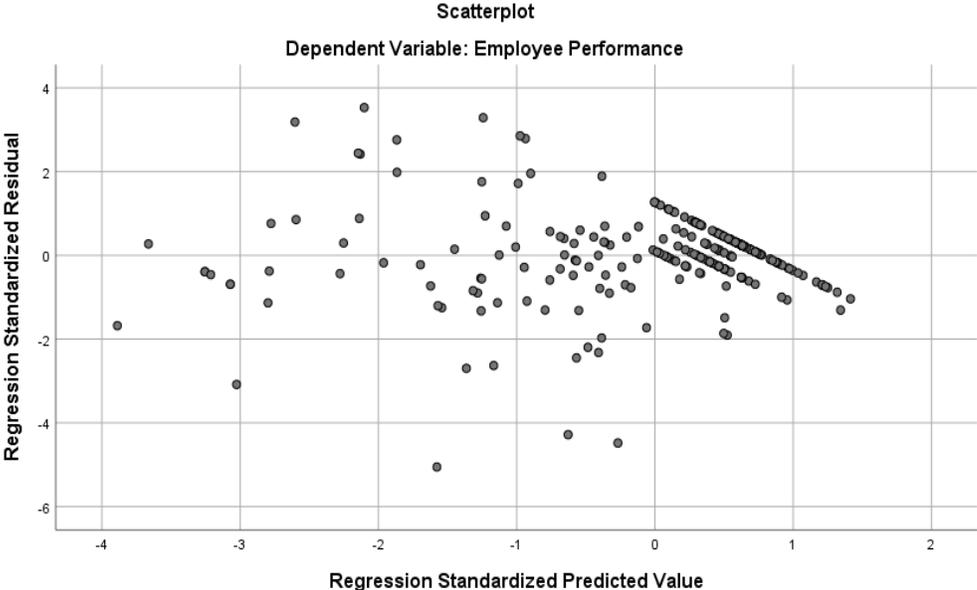


Figure 4-2: Homoscedasticity Test

Source: Own Survey, 2024

iv. Residuals Independence Test

Table 4-7: Residuals Independence Test

Model	Durbin-Watson
1	1.849

Source: Own Survey, 2024

The Durbin Watson statistic can be used to verify or refute this assumption. According to Field (2009), this assumption, which states that regression errors are independent, is more likely to be true if the Durbin-Watson statistic is close to 2 and falls between 1.5 and 2. Values below 1 and above 3 are problematic and could invalidate our analysis. This study's Durbin-Watson statistic test result of 1.849 shows that the assumption of error independence is satisfied.

v. Linearity Test

Employee performance is assumed to be linearly related to the motivational packages; meaning the dependent variable employee performance is assumed to be impacted with changes the independent variables. We can assess the assumption that the residuals are normally distributed by producing a normal probability plot (sometimes called P-P plot). For this plot, the ordered values of the standardized residuals are plotted against the expected values from the standard normal distribution. If the residuals are normally distributed, they should lie, approximately, on the diagonal. As we can see from the graph below, we can say the residuals are normally distributed because the residuals lie approximately on the diagonal. The plot that shows the linear relationship of each independent variable with the dependent one is shown below.

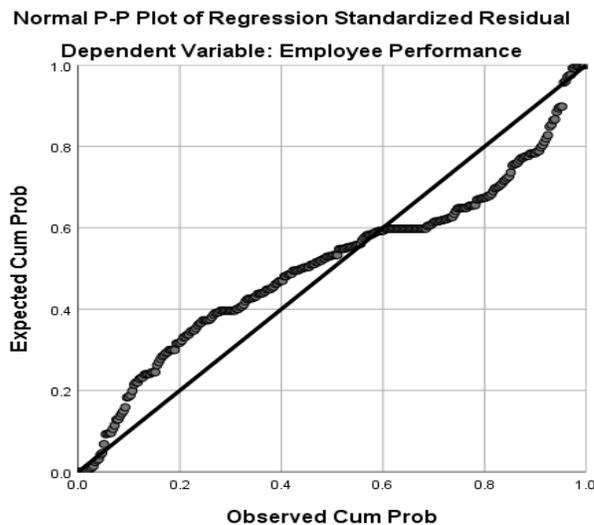


Figure 4-3: Linearity Test Result of the study

Source: Own Survey, 2024

4.7 Regression Analysis

To investigate how independent variables, predict the dependent variable, regression analysis is used. The regression results for the relationship between motivational package and the dependent variable, employees' performance, are shown in Table 4-8.

Table 4-8: Regression Model Summary

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.731	.724	.43126
a. Predictors: (Constant), Workplace Recreation, Salary Increment, Participation, Stock Grants, Assigning New Roles, Management Style, Career Development Opportunity.				
b. Dependent Variable: Employee Performance				

Source: Own Survey, 2024

The Pearson correlation coefficient, which is shown in Table 4-8 above, describes the strength and direction of the linear relationship between two or more variables. The R value in this instance is

0.855, indicating a significant and positive relationship between the independent and dependent variables.

R square calculates a model's goodness of fit or its capacity for explanation. In simple terms, it shows what proportion of the dependent variable's overall variation is explained by the independent variables. The R square is 0.731. The seven motivational variables can thus account for 73% of the variation in employee performance, with the remaining variation (27%) being explained by other factors.

Table 4-9: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	141.020	7	20.146	108.317	.000 ^b
	Residual	51.891	279	.186		
	Total	192.911	286			
a. Dependent Variable: EP						
b. Predictors: (Constant), Workplace Recreation, Salary Increment, Participation, Stock Grants, Assigning New Roles, Management Style, Career Development Opportunity						

Source: Own Survey, 2024

The overall significance of the model is assessed using the ANOVA (F-statistic). Rather than assessing each individual coefficient as the beta value is intended to do, it evaluates the statistical significance of the entire regression equation. The researcher would have felt more confidence that the model had a strong explanatory power and that the variables included in the model together had a meaningful effect on the dependent variable if the F-statistics value had been higher. The value of the F-statistics is 108.317 and is significant since the threshold of significance is .000, which is less than 5% ($p < 0.05$), according to the ANOVA table 4-9. It shows that there is a substantial correlation between the performance of the employees and the independent variables (Workplace Recreation, Salary Increment, Participation, Stock Grants, Assigning New Roles, Management Style, Career Development Opportunity). This implies that the model is good as p value is less than 0.05.

Table 4-10: Regression of motivational package variables on employee performance

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B.	Std. Error	Beta		
1	(Constant)	-.515	.214		-2.412	.016
	Career Development Opportunity	.231	.061	.236	3.765	.000
	Participation	-.164	.068	-.128	-2.418	.016
	Salary Increment	.346	.045	.308	7.648	.000
	Management Style	.194	.041	.178	4.720	.000
	Stock Grants	.043	.063	.032	.675	.500
	Assigning New Roles	.134	.064	.131	2.091	.037
	Workplace Recreation	.428	.071	.309	6.067	.000
a. Dependent Variable: EP						

Source: Own Survey, 2024

The impacts of the motivational package, which is the independent variable, on employee performance were calculated using the regression model specification. The following multiple linear regression model was employed by the researcher to investigate how a motivating package affected employee performance:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + e$$

$$EP = -.515 + (0.231 * CDO) + (-0.164 * P) + (0.346 * SI) + (0.194 * MS) + (0.134 * ANR) + (0.428 * WR) + .214$$

The contribution of a single independent variable while all other variables are held constant is represented by the beta value of a regression, which can be standardized or unstandardized. The contribution of each independent variable to the dependent variable is specified using the unstandardized beta value, and the contribution of each independent variable to the dependent variable is compared using the standardized beta value.

We can easily compare the relative contributions of each of the several variables using the beta value under the standardized coefficients in table 4-10. The contribution increases as the beta value rises.

The above Table shows the contribution of each independent variable to the dependent variable.

Accordingly, the variable which has high standardized (β) coefficient and less value of significance level ($p < 0.05$) has strong effect on dependent variable (Pallant, 2005). As shown in Table 4-10 above, Career Development Opportunity ($\beta=0.231$, sig.=0.000), Participation ($\beta= -0.164$, sig=0.016), Salary Increment ($\beta=0.346$, sig=0.000), Management Style ($\beta= 0.194$, sig=0.000), Stock Grants ($\beta=0.043$, sig=0.500), Assigning New Roles ($\beta= 0.134$, sig=0.037), and Workplace Recreation ($\beta=0.428$, sig=0.000) were statistically significant that affects employees' performance. The relative importance of the significant predictors is determined by looking at the standardized coefficients. In this study, workplace recreation, have the highest standardized coefficient ($\beta=0.428$) and p value of 0.000 followed by salary increment with a coefficient of ($\beta=0.346$) and p value of 0.000. Thus, workplace recreation was found out to be the best predictor.

4.8 Hypothesis Testing

The impact of each independent variable on employee performance is examined using the significant value based on Table 4-10 above. We can draw the conclusion that motivational package variables have a significant impact on employees' performance or that the independent variable has a significant impact on the dependent variable if the significance value is less than the p-value. Table 4-10's findings revealed that for all seven independent variables, the significant value was less than the significance level value (0.05). To determine whether or not a hypothesis is accepted, hypothesis testing uses standardized coefficients beta and P-value.

H1: Stock grant have a positive and significant effect on employee performance.

Result: Stock grant have positive and insignificant effect on employee performance with a beta value (beta = 0.043, sig= 0.500), at 95% confidence level ($P < 0.05$) as the results of multiple regressions presented in table 4-10 above showed. Therefore, the researcher can reject the null

hypothesis and accept the alternative hypothesis that stock grant has insignificant effect on employee performance

H2: Salary Increment have a positive and significant effect on employee performance.

Result: Salary Increment have positive and significant effect on employee performance with a beta value (beta = 0.346 sig=.000), at 95% confidence level ($P < 0.05$) as the results of multiple regressions presented in table 4-10 above showed. Therefore, the researcher can accept the null hypothesis.

H3: Assigning New Roles positively and significantly affect employee performance.

Result: Assigning New Roles have positively and significantly affect employee performance with a beta value (beta = 0.134, sig=.037), at 95% confidence level ($P < 0.05$) as the results of multiple regressions presented in table 4-10 above showed. Therefore, the researcher can accept the null hypothesis.

H4: Career Development Opportunities have a positive and significant effect on employee performance.

Result: Career Development Opportunities have positive and significant effect on employee performance with a beta value (beta = 0.231, sig=.000), at 95% confidence level ($P < 0.05$) as the results of multiple regressions presented in table 4-10 above showed. Therefore, the researcher can accept the null hypothesis.

H5: Management Style positively and significantly affect employee performance.

Result: Management Style have positively and significantly affect employee performance with a beta value (beta =0.194, sig=.000), at 95% confidence level ($P < 0.05$) as the results of multiple regressions presented in table 4-10 above showed. Therefore, the researcher can accept the null hypothesis.

H6: Participation have a positive and significant effect on employee performance.

Result: Participation have negative and significant effect on employee performance with a beta value (beta = -0.164, sig=.016), at 95% confidence level (P < 0.05) as the results of multiple regressions presented in Table 4-10 above showed. Therefore, the researcher can accept the null hypothesis

H7: Workplace Recreation positively and significantly affects employee performance.

Result: Workplace Recreation positively and significantly affect employee performance with a beta value (beta = 0.428, sig=.000), at a 95% confidence level (P < 0.05) as the results of multiple regressions presented in Table 4-10 above showed. Therefore, the researcher can accept the null hypothesis.

Table 4. 11 Summary Correlation Testing

Hypothesis Results	Decision	Reason
There is an insignificant positive relationship between stock grants and employees' performance.	Reject	$\beta = 0.043$, P = 0.500
There is a positive significant relationship between salary increments and employees' performance.	Accepted	$\beta = 0.346$, P = 0.000
Assigning New Roles has a significant positive effect on employees' performance.	Accepted	$\beta = 0.134$, P = 0.037
Career Development Opportunities have a significant positive effect on employee performance	Accepted	$\beta = 0.231$, P = 0.000
Management Style has a significant positive effect on employee performance.	Accepted	$\beta = 0.194$, P = 0.000
Participation has significant negative effect on employee performance	Accepted	$\beta = -0.164$, P = 0.016
Workplace Recreation has significant positive effect on employee performance.	Accepted	$\beta = 0.428$, P = 0.000

Source: Own survey, 2024

4.9 Discussions of the Result

The regression analysis reveals several significant predictors of Employee Performance. Among the independent variables, Career Development Opportunity ($\beta = 0.236$, $p < 0.001$), Salary Increment ($\beta = 0.308$, $p < 0.001$), Management Style ($\beta = 0.178$, $p < 0.001$), Assigning New Roles ($\beta = 0.131$, $p = 0.037$), and Workplace Recreation ($\beta = 0.309$, $p < 0.001$) show significant positive relationships with Employee Performance. These findings align with previous empirical studies highlighting the importance of these factors in enhancing employee performance. However, Participation ($\beta = -0.164$, $p = 0.016$), shows significant but negative relationships with Employee Performance.

Career Development Opportunity emerges as a significant predictor of Employee Performance, with a positive standardized coefficient ($\beta = 0.236$, $p < 0.001$). This result is consistent with previous research emphasizing the role of career development opportunities in motivating employees and improving their performance (Tett & Burnett, 2003).

Similarly, Salary Increment shows a significant positive relationship with Employee Performance ($\beta = 0.308$, $p < 0.001$), supporting the findings of various studies indicating that fair and competitive compensation positively influences employee motivation and performance (Milkovich & Newman, 2008).

Management Style also emerges as a significant predictor of Employee Performance ($\beta = 0.178$, $p < 0.001$), indicating that supportive and effective leadership practices contribute to better employee performance. This finding corroborates previous research highlighting the impact of leadership on employee outcomes (Avolio et al., 2009).

Assigning New Roles shows a marginally significant positive relationship with Employee Performance ($\beta = 0.131$, $p = 0.037$), suggesting that providing employees with new challenges and responsibilities can positively impact their performance. While this finding is consistent with some studies (Parker & Collins, 2010), further research may be needed to explore this relationship in more depth.

Workplace Recreation also emerges as a significant predictor of Employee Performance ($\beta = 0.309$, $p < 0.001$), indicating that providing recreational activities in the workplace positively influences

employee performance. This finding is in line with previous research highlighting the role of workplace amenities in enhancing employee satisfaction and productivity (Jimenez et al., 2017).

However, Stock Grants did not show a significant relationship with Employee Performance ($\beta = 0.032$, $p = 0.5$). This finding may contradict some previous studies suggesting that equity-based compensation can positively impact employee motivation and performance (O'Reilly & Main, 2010). Further investigation into the specific contexts and mechanisms through which stock grants influence employee performance may be warranted.

In summary, the results of this study provide support for the importance of career development opportunities, salary increments, management style, assigning new roles, and workplace recreation in enhancing employee performance. These findings are consistent with existing literature on HR practices and employee outcomes, highlighting the relevance of these factors in organizational performance management.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Major Findings

The study examined the effect of employee motivation on employee performance, focusing on predictors such as Career Development Opportunities, Participation, Salary Increment, Management Style, Stock Grants, Assigning New Roles, and Workplace Recreation.

- The descriptive statistics revealed positive perceptions among employees regarding various motivational factors. For instance, employees reported high satisfaction with career development opportunities, workplace recreation, and management style. Mean scores indicated favorable perceptions across most constructs, suggesting a positive organizational climate.
- Moreover, the correlation analysis highlighted strong and moderate relationships among the studied constructs. Significant positive correlations were found between career development opportunities, salary increments, management style, assigning new roles, workplace recreation, and employee performance. However, Participation showed a negative but significant correlation with employee performance, suggesting a nuanced relationship that warrants further exploration.
- The regression analysis identified several significant predictors of employee performance. Career Development Opportunities, Salary Increment, Management Style, Assigning New Roles, and Workplace Recreation emerged as significant positive predictors, indicating their importance in enhancing employee performance. Despite its negative effect, Participation's significance underscores the need for organizations to address potential barriers to employee engagement and participation.

In summary, the study provides valuable insights into the factors influencing employee motivation and performance. By emphasizing the importance of specific motivational factors identified through descriptive statistics, correlation analysis, and regression analysis, organizations can tailor their HR practices to foster a motivated workforce and ultimately improve organizational performance.

5.2 Conclusion

In exploring the intricate dynamics between employee motivation and performance, this study uncovered valuable insights that offer meaningful implications for organizational management and HR practices.

The findings suggest a workplace culture that fosters employee engagement and commitment, evident from the positive perceptions among employees regarding various motivational factors. These perceptions hint at an organizational climate conducive to nurturing talent and fostering productivity.

Moreover, the observed relationships among the studied constructs underscore the interconnectedness of motivational factors and employee performance. These correlations hint at the importance of holistic approaches to employee motivation, where various factors synergistically contribute to enhanced performance outcomes.

Furthermore, the identification of specific predictors that significantly influence employee performance provides actionable insights for organizational leaders. By prioritizing initiatives such as career development opportunities, fair compensation practices, supportive management styles, and opportunities for participation and recreation, organizations can empower their workforce and drive performance excellence.

In conclusion, this study emphasizes the critical role of employee motivation in organizational success. By cultivating a work environment that prioritizes employee well-being and growth, organizations can unlock the full potential of their workforce, driving sustained performance and competitive advantage in today's dynamic business landscape. The negative effect of participation highlights the need for organizations to address barriers to employee engagement, ensuring that all motivational factors contribute positively to performance outcomes.

5.3 Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations.

- **Enhance Career Development Opportunities:** Invest in structured career development programs, including training, mentorship, and opportunities for advancement. Provide clear pathways for career progression and encourage employees to pursue continuous learning and skill development.
- **Improve Participation Practices:** Identify and address barriers to employee participation, such as communication gaps, perceived lack of influence, or resistance to change. Foster a culture of inclusivity by soliciting input from employees at all levels and involving them in decision-making processes.
- **Implement Fair and Competitive Compensation Practices:** Regularly review and adjust salary structures to ensure they remain competitive within the industry. Consider incorporating performance-based incentives and rewards to recognize and motivate high-performing employees.
- **Foster Supportive Management Styles:** Train managers to adopt coaching and mentoring approaches that empower employees and foster trust and collaboration. Provide opportunities for leadership development to equip managers with the skills needed to effectively support and motivate their teams.
- **Optimize Role Assignments:** Ensure that role assignments align with employees' skills, interests, and career aspirations. Provide opportunities for employees to take on new challenges and responsibilities that stretch their capabilities and contribute to their professional growth.
- **Enhance Workplace Recreation Facilities and Activities:** Invest in workplace amenities and recreational activities that promote employee well-being and work-life balance. Create opportunities for social interaction and team-building through organized events, clubs, or wellness programs.

- **Continuously Evaluate and Adjust HR Practices:** Regularly solicit feedback from employees through surveys, focus groups, or one-on-one meetings to gauge satisfaction levels and identify areas for improvement. Use data-driven insights to inform HR decision-making and refine strategies to better meet employee needs and drive performance.

5.4 Suggestion for Further Research

- Since there are many elements besides motivation that affect employees' performance, the study proposes that future research investigate additional unexplored variables.
- The study also proposes that future research do comparative analysis of the impact of employee motivation on performance by integrating more banks.
- The other thing is that future research should use other motivational factors not included in this thesis could be added to the strategy taken in this thesis because the R Square is 73.1% which means that there are 26.9% additional unexplored variables.
- The current study only looked at quantitative data, thus future approaches should also incorporate qualitative research to better understand the problem being studied.

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APPENDIX I

QUESTIONNAIRE ST. MARY'S UNIVERSITY POSTGRADUATE STUDIES MBA PROGRAM

THE EFFECT OF MOTIVATIONAL PACKAGE ON THE PERFORMANCE OF EMPLOYEES: THE CASE OF DASHEN BANK

Dear respondent, I am a student at St. Mary's University. The purpose of this questionnaire is to look at the effect of motivation on employees' performance for the fulfillment of a Master of Business Administration. I would be very grateful if you could take a few minutes to complete this questionnaire. Your feedback is very important and I promise to keep the confidentiality of your input. Kindly answer the following questions by writing a brief answer statement or encircling them as applicable. Thank you in advance for your assistance.

PART I: GENERAL INFORMATION

Please put a tick “√” inside the box

1. Age Category

20-30 31-40 41-50 51-60 Above 60

2. Gender

Male Female

3. Service year

≤ 5 years 6-10 years 11-15 years >15 years

4. Educational status

Diploma First-degree Second-degree Ph.D.

5. Position

Managerial Clerical Non – Clerical

PART II: The following questions are presented on a five-point Likert scale.

If the item strongly matches your response tick on column 5 (strongly agree), if you moderately agree on the idea tike on column 4 (agree) if you can't make up your mind on the point tike on column 3 (neutral) if you don't agree with the idea tike on column 2 (disagree) and if you completely disagree with the point take on column 1 (strongly disagree). Please put a tick ___√ “inside the box with which you agree.

What is your opinion on the following questions	Rating Scale				
Career Development Opportunities	1	2	3	4	5
1. I feel satisfied since I've been given a chance.					
2. This opportunity makes me feel proud of my profession					
3. I feel chances in the workflow my leaders have established.					
4. I am sure about my professional growth and career development					
5. I am satisfied with the bank's overall career development opportunities.					
Participation	1	2	3	4	5
1. Participation boosts my self-confidence level.					
2. Participation minimizes employee work-related dissatisfaction.					
3. Participation enabled me to gain experience in my field and prepared me for the next step.					
4. I will get a chance to be promoted because of my participation.					
5. The use of participation helps in determining which position is best for performing tasks efficiently and effectively for employees.					
Salary Increments	1	2	3	4	5
1. The bank's pay structure is fair.					
2. My current income enables me to fully focus on my work by meeting my basic needs.					
3. The periodic salary increment enhances my customer service to be more delightful.					
4. The basic salary I receive is reasonable in comparison to what other banks are paying.					
5. The housing, fuel, and telephone allowances I receive are near or similar to those of other banks' allowances.					
6. I am satisfied with the annual profit bonuses provided by the bank to encourage its employees.					

Management Style	1	2	3	4	5
1. My leader makes others feel good to be around him					
2. My superiors don't just issue orders; they also work with and through us.					
3. My superiors urge the staff at my bank to grow personally					
4. My leaders appreciate my accomplishments and my efforts.					
5. My supervisor aids me in discovering the purpose of my employment					
6. The staff is encouraged by my superiors to approach old problems in innovative and different ways.					
Stock Grants	1	2	3	4	5
1. I am satisfied with the bank's overall stock grants provided.					
2. Stock grants can be a powerful tool for enhancing motivation and driving performance.					
3. I am confident in understanding the terms and conditions related to stock grants.					
4. I would recommend stock grants as a valuable benefit to my colleagues.					
5. Stock grants are significant in retaining employees within the bank.					
Assigning New Roles	1	2	3	4	5
1. I am confident in my ability to take on this new role.					
2. I believe this new role aligns perfectly with my skills and expertise					
3. I am highly motivated to succeed in this new role.					
4. I believe this new role fits well within the overall team dynamics					
5. I feel fully prepared to handle the responsibilities of this new role.					
Workplace Recreation	1	2	3	4	5
1. There is a workplace recreation package that motivates me to be loyal and committed.					
2. I am very satisfied with the current workplace recreation facilities.					
3. I feel that workplace recreation activities positively impact my well-being.					
4. I am very lucky to participate in workplace recreation events organized by the company.					
5. I believe workplace recreation is very important for fostering team bonding and collaboration.					
6. I find the communication about workplace recreation events within the organization to be very effective.					

Employee Performance	1	2	3	4	5
1. I complete the work in a timely and effective manner.					
2. I perform high-quality work.					
3. I complete tasks in a satisfactory manner					
4. I am willing to perform all my duties in the bank.					
5. I leave the office late to do more work for the bank.					
6. In general, the Bank's motivating techniques improved my dedication, expertise, effectiveness, and overall performance.					

Thank you for your cooperation!

APPENDIX II

**መጠይቅ
ቅጠተ ማርያም ዩኒቨርሲቲ
የድህረ-ምረቃ ጥናቶች
ማስተር ኦፍ ቢዝነስ ፕሮግራም**

የማበረታቻ ፓኬጅ በሠራተኞች አፈጻጸም ላይ ያለው ተጽእኖ፡ በዳሽን ባንክ

ውድ ምላሽ ሰጪ፣ እኔ የቅድስት ማርያም ዩኒቨርሲቲ ተማሪ ነኝ። የዚህ መጠይቅ አላማ ማስተር ኦፍ ቢዝነስ አስተዳደርን ለማሟላት በሰራተኞች አፈጻጸም ላይ ያለውን ተነሳሽነት መመልከት ነው። ይህን መጠይቅ ለመሙላት ጥቂት ደቂቃዎችን ብትወስድ በጣም አመስግኝ ነኝ። የእርስዎ አስተያየት በጣም አስፈላጊ ነው እና የግብአትዎን ሚስጥራዊነት ለመጠበቅ ቃል እገባለሁ። በደግነት የሚከተሉትን ጥያቄዎች አጭር የመልስ መግለጫ በመጻፍ ወይም እንደ አስፈላጊነቱ በመክበብ ይመልሱ። ለእርዳታዎ አስቀድሜ አመሰግናለሁ።

ክፍል አንድ፡ አጠቃላይ መረጃ

እባክትን ✓ የሚለውን ምልክት በሳጥኑ ውስጥ ያስገቡ

1. የዕድሜ ምድብ

20-30 31-40 41-50 50-60 ከ60 በላይ

2. ጾታ

ወንድ ሴት

3. የአገልግሎት ዓመት

≤ 5 አመት ከ6-10 አመት 11-15 አመት >15 አመት

4. የትምህርት ደረጃ

10ኛ እና ከዚያ በላይ ዲፕሎማ የመጀመሪያ ዲግሪ ማስተርስ

5. የስራ መደብ

ማናጂሬዎል ክስሪካል ነን ክስሪካል

ክፍል ሁለት፡ የሚከተሉት ጥያቄዎች በአምስት ነጥብ ላይክርት ሚዛን ቀርቦዋል።

ነጥቡ ከምላሽዎ ጋር በጥብቅ የሚዛመድ ከሆነ በአምድ 5 ላይ (በጠንካራ ሁኔታ ተስማምተዋል) ፣ በአምድ 4 ላይ ባለው ሀሳብ ላይ በመጠኑ ከተስማሙ (ተስማሙ) በአምድ 3 ላይ ባለው ነጥብ ላይ ሀሳብዎን መወሰን ካልቻሉ (ገለልተኛ) ከሆነ በአምድ 2 ላይ ባለው ሀሳብ አይስማሙም (አልስማማም) እና በነጥቡ ሙሉ በሙሉ ካልተስማሙ በአምድ 1 ላይ ይውሰዱ (በጽኑ አልስማማም)። እባክዎ በተስማሙበት ሳጥን ውስጥ ፣፣√፣፣ ምልክት ያድርጉ።

በሚከተሉት ጥያቄዎች ላይ የእርስዎ አስተያየት ምንድን ነው	የደረጃ አሰጣጥ ልኬት				
	1	2	3	4	5
የሙያ እድገት እድሎች					
1. እድል ከተሰጠኝ ጀምሮ ደስታ ይሰማኛል።					
2. ይህ እድል በሙያዬ እንድደሰት አድርጎኛል።					
3. መሪዎቼ ባዋቀሩት የስራ ሂደት እድላኛነት ይሰማኛል።					
4. ስለ ሙያዊ እድገቴ እና ስለ ስራ እድገቴ እርግጠኛ ነኝ።					
5. በባንኩ አጠቃላይ የሥራ ዕድገት እና እድሎች ደስተኛ ነኝ።					
ተሳትፎ	1	2	3	4	5
1. ተሳትፎ በራስ የመተማመን ስሜቴን ይጨምራል።					
2. ተሳትፎ የሰራተኛውን ከስራ ጋር የተያያዘ አለመርካትን ይቀንሳል።					
3. ተሳትፎ በመስኩ ልምድ እንድወስድ አስችሎኛል እና ለቀጣዩ እርምጃ አዘጋጅቶኛል።					
4. በእኔ ተሳትፎ ምክንያት የማደግ እድል አገኛለሁ።					
5. የተሳትፎ አጠቃቀም ለሰራተኞች ስራዎችን በብቃት ለማከናወን የትኛው ቦታ የተሻለ እንደሆነ ለመወሰን ይረዳል።					

የአክሲዮን ስጦታዎች	1	2	3	4	5
1. በባንኩ አጠቃላይ የአክሲዮን ስጦታዎች ደስተኛ ነኝ።					
2. የአክሲዮን ስጦታዎች የስራ ተነሳሽነትን እና አፈፃፀምን ያበረታታሉ።					
3. ከአክሲዮን ድጎማዎች ጋር የተያያዙ ውሎችን እና ሁኔታዎችን እረዳለሁ።					
4. ለሥራ ባልደረቦቼ እንደ ጠቃሚ ጥቅም የአክሲዮን ድጎማዎችን እመክራለሁ።					
5. የአክሲዮን ድጎማዎች ሰራተኞችን በባንክ ውስጥ በማቆየት ረገድ ከፍተኛ ጠቀሜታ አላቸው።					
አዳዲስ ስራዎችን መመደብ	1	2	3	4	5
1. የተመደብኩበትን አዳዲስ ስራ ለመወጣት ባለኝ አቅም ሁሉ እጥራለሁ።					
2. የምመደብበት አዳዲስ ስራ ከችሎታዬ እና ከዕውቀቴ ጋር በትክክል ይጣጣማል ብዬ አምናለሁ።					
3. በተመደብኩበት አዳዲስ ስራ ውስጥ ስኬታማ ለመሆን ከፍተኛ ፍላጎት አለኝ።					
4. የተመደብኩበት አዳዲስ ስራ በቡድን አጠቃላይ እንቅስቃሴ ውስጥ ጥሩ ሁኔታ እንደሚኖረው አምናለሁ።					
5. የምመደብበትን አዳዲስ ስራ ኃላፊዎች ለመወጣት ሙሉ ዝግጁነት ይሰማኛል።					
የስራ ቦታ መዝናኛ	1	2	3	4	5
1. ታማኝ እንደሆን እና ለስራዬ ቁርጠኛ እንደሆን የሚገፋፋኝ የስራ ቦታ መዝናኛ ፓኬጅ አለ።					
2. አሁን ባለው የሥራ ቦታ መዝናኛ በጣም ደስተኛ ነኝ።					
3. በሥራ ቦታ የመዝናኛ እንቅስቃሴዎች መሳተፍ በጤንነቴ ላይ አዎንታዊ ተጽእኖ ይኖረዋል ብዬ አምናለሁ።					
4. በኩባንያው በተዘጋጁ የስራ ቦታ መዝናኛ ዝግጅቶች ላይ በመሳተፍ በጣም እድለኛ ነኝ።					
5. የቡድን ትስስርን እና ትብብርን ለማሳደግ የስራ ቦታ መዝናኛ በጣም አስፈላጊ ነው ብዬ አምናለሁ።					
6. በድርጅቱ ውስጥ በሥራ ቦታ መዝናኛ ዝግጅቶች ላይ ያለው ግንኙነት በጣም ውጤታማ ሆኖ አግኝቼዋለሁ።					

የሰራተኛ አፈፃፀም	1	2	3	4	5
1. የባንኩ ማበረታቻ አሰራር ስራውን በወቅቱ እና ውጤታማ በሆነ መንገድ እንዲጠናቅቅ አስችሎኛል።					
2. ባንኩ ባደረገው የማበረታቻ አሰራር ምክንያት ከፍተኛ ጥራት ያለው ሥራ አከናውናለሁ					
3. የባንኩ ማበረታቻ አሰራር ምክንያት ሥራዎችን በአጥጋቢ ሁኔታ አጠናቅቃለሁ።					
4. ባንኩ ባገለገለው የማበረታቻ አሰራር ምክንያት በባንክ ውስጥ ሁሉንም ተግባሮቼን ለመፈፀም ፈቃደኛ ነኝ					
5. ባንኩ ባገለገለው የማበረታቻ አሰራር ምክንያት ለባንኩ ተጨማሪ ስራ ለመስራት ዘግይቼ ከቢሮ እወጣለሁ።					
6. በአጠቃላይ የባንኩ የማበረታቻ ቴክኒኮች ቁርጠኝነቴን፣ ሙያዬን፣ ውጤታማነቴን እና አጠቃላይ አፈጻጸሜን አሻሽለዋል።					

የደመወዝ ጭማሪዎች	1	2	3	4	5
1. የባንኩ የክፍያ መዋቅር ፍትሃዊ ነው።					
2. አሁን ያለኝ ገቢ መሰረታዊ ፍላጎቶቼን በማሟላት ስራዬ ላይ ሙሉ በሙሉ እንዳተኩር ይረዳኛል።					
3. ወቅታዊ የደመወዝ ጭማሪ የደንበኛ አገልግሎቴን የበለጠ አስደሳች እንዲሆን ያደርገዋል።					
4. የምቀበለው መሰረታዊ ደመወዝ ከሌሎች ባንኮች ከሚከፍሉት ጋር ሲነጻጸር ምክንያታዊ ነው።					
5. የማገኘው የመኖሪያ ቤት፣ የነዳጅ እና የስልክ አበል ከሌሎች ባንኮች አበል ጋር የሚቀራረብ ወይም ተመሳሳይ ነው።					
6. ባንኩ ሰራተኞቹን ለማበረታታት በሚያቀርበው ዓመታዊ በትርፍ ጉርሻ ደስተኛ ነኝ።					
የአስተዳደር ዘዴ	1	2	3	4	5
1. መሪዬ ሌሎች ከእሱ ጋር በመሆናቸው ጥሩ ስሜት እንዲሰማቸው ያደርጋል።					
2. አለቆቼ ትዕዛዝ ብቻ አይሰጡም? ከእኛ ጋር በጋራ ይሰራሉ።					
3. አለቆቼ በባንኩ ያሉ ሰራተኞች በግላቸው እንዲያድጉ ያበረታታሉ።					

4. መሪዎች ስኬቶችን እና ጥረቶችን ያደንቃሉ።					
5. የሥራዎን ዓላማ እንዳውቅ ተቆጣጣሪዬ ይረዳኛል።					
6. ሰራተኞቹ የቆዩ ችግሮችን በአዲስ እና በተለያዩ መንገዶች እንዲቀርቡ በአለቆቼ ይበረታታሉ።					

ለትብብርዎ እናመሰግናለን!

