



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

**THE EFFECT OF MOTIVATION ON EMPLOYEE JOB
PERFORMANCE; IN THE CASE OF AWASH WINE, ADDIS ABEBA**

BY

REDIET LEMMA

JULY, 2024

ADDIS ABABA, ETHIOPIA

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ACRONYMS/ABBREVIATIONS

SPSS: Statistical package for social science

ANOVA: Analysis of variance

VIF: Variance inflation

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Abstract

The purpose of this study is to examine the effect of motivation on employee's job performance at Awash wine s.c coca and Mekanisa branch. The study considers six motivation factors of employee performance. These are Achievement, nature of work, Responsibility, feedback, peer pressure and recognition factors that motivate employees to increase their performance. The researcher used quantitative research approach, from this the researcher used both descriptive and explanatory research design to describe and explain the relationship between the independent variables (six motivation factors) with the dependent variable employee performance. From the total population 776 employees of Awash wine, the researcher selected only 688 professional employees from trainee junior officers to team director level were selected; the researcher not included the top level managers. From this the researcher used 252 employees as a sample respondent and 252 questioner are distributed from this 218 questioner were collected. Also the researcher used an inferential statistics (correlation and multiple regression) analyses to measure the effect of independent variable on the dependent variable. From this the Pearson correlation test conducted between Achievement, nature of work, Responsibility, feedback, peer pressure and recognition factors to the dependent variable of employee performance they are strong correlation. Also the multiple regression analysis result confirmed that, the linear combination of all the components of independent variable consider under the presented study was significantly contributed to the dependent variable which is employee performance. The ANOVA test result also confirmed that, the prediction power of motivation is found to be statistically significant. Therefore the researcher concludes that all six motivational variables have a positive and significant effect on employee job performance. Thus the Awash wine s.c should work all motivation factors and especially on those factors that the company not performs well

Key words: *Motivation, Employee. Performance, Intrinsic, Extrinsic, Achievement, Work, Responsibility, Feedback, Peer pressure, Recognition.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Even before the term "motivation" for live performances was coined thousands of years ago, the general public understood the need of motivating workers to complete organizational responsibilities. "Carrot and whip" method is one of the oldest methods for motivating staff members. The term comes from the councilors' intransigence, which allowed it to exert authority over the roots that governed it. Ensuring that work is more rewarding for employees and balancing their motivation with organizational goals are two of management's most crucial responsibilities. (Gifty Naa et al, 2021).

The internal or environmental influences that propel people to act or seek specific goals are referred to as motivation. Goal-oriented behaviors are initiated, guided, and sustained by this process. Your team's motivation, which is the degree of dedication, zeal, and inventiveness they bring to work each day, has a significant influence on every aspect of the business. (Aleksandra, 2022).

There is a strong correlation between an employee's performance and the outcomes of their work within a firm or organization. The outcomes of the work can include timeliness, quantity, and quality, but one of the most important aspects of employee growth in a business is performance review. In theory, an employee's performance review is a form of performance appraisal. (Kuswati, 2020) . Success and personal development are directly related to motivation. Motivated people are more likely to create and achieve goals and persevere through difficulties. This suggests that assessing staff performance and motivating them is crucial to achieving the objective of the company.

Motivation can be intrinsic or extrinsic, which means intrinsic motivation refers to interest value, personal reward, or satisfaction. Some employees satisfy themselves by completing their responsibilities without additional encouraging elements. Most employees are motivated by external factors such as rewards, recognition, or avoiding punishment. This type of motivation is called extrinsic motivation (Bontempi, 2019).

The Nigerian study attempted to address this in the African context by analyzing the impact of intrinsic and extrinsic motivating factors on employee commitment and performance in the Nigerian beverage industry. The findings indicated that there is a high correlation between employee commitment and performance and a variety of intrinsic, extrinsic, and social incentive elements. The findings also suggested that unfavorable employee actions could come from a lack of motivational incentives. (Sev Joseph Teryima, Alabar Terseer Timothy, Avanenge Faajir, Emakwu John and Ugba Vivien (Benue State University), 2016) According to David's (2022) study done in Tanzania, the majority of participants generally agreed that employee motivation influences job performance. Employees are more likely to be driven to give their best work when they believe that their efforts are respected and acknowledged. Acknowledgment can take many different forms, including verbal compliments, incentives, job advancements, or even small acts of kindness.

Good managers and supervisors sustain positive attitudes by treating staff members fairly and valuing them, as well as by creating a motivating work atmosphere. Resolving the issue of what inspires employees is essential to developing a successful incentive program (David, 2022). We can see from the discussion above how crucial motivation is to an employee's ability to execute their work and meet predetermined goals or objectives. Given this context, the study's goal is to investigate how employee motivation affects their job performance and what strategies for employee motivation help an organization achieve its objectives. The Ethiopian company Awash Wine S.C. serves as an example of this.

1.2 Statement of the Problem

Motivation is the most significant element for an organization to achieve its goals. It influences the employees to combine their duties and responsibilities and also develops their working capacity. According to Ana Uka and Ardita Prendi (2021), motivation affects both employee performance and company productivity. The more motivated employee is highly productive than those who are not motivated, which makes the workers more powerful to accomplish their duties and responsibilities. Employee motivation has been a topic of interest in previous studies for almost a century, dating back to the 1940s, when scientists were seeking answers to the question, "Why do workers work?" If a business organization is aware of what drives employees to work, it is easier to motivate them to be productive. (Ana Uka, Ardita Prendi, 2021)

As Engidaw (2021) mentions, an unmotivated employee is likely to put little effort into work tasks, produce work of lower quality, avoid the workplace, and even exit his or her job if allowed to do so. On the other hand, motivated employees are likely to willingly take on tasks, produce work of high quality, and be creative, persistent, and productive. Employee engagement is an individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes. This indicates that motivating employees is the core function of achieving the goals of the organization.

According to the majority of research findings (Ekundayo, 2018; Beyene, 2020; Stephen et al., 2016; Kuswati, 2020), motivation can be a more successful strategy for achieving organizational goals than competition. Any organization's ability to motivate its workforce is essential to its success since motivated workers are typically more productive and content with their jobs.

In Ethiopia, previous studies (such as Tilahun, 2019), Beyene, 2020), Motuma, 2022), and so on) have examined the effect of motivation on employee job performance in different sectors, but there is a gap in manufacturing sectors, and no studies are available in the manufacturing sector with this specific variables. There are time and specific variables different from other studies done in Ethiopia; most of the studies are like those indicated above. So the researcher will try to fill these gaps by assessing the effect of motivation on employee job performance in the case of Awash Wine S.C.

The study aims to assess and determine the effect of motivation on employee job performance, explore factors that influence motivation levels and their subsequent effect on employee performance, assess the relationship between employee performance incentives and motivation in driving employee output, and evaluate the effectiveness of current motivational strategies in enhancing overall employee performance. By defining the problem statement clearly, I, as a researcher, can focus on providing valuable insights into the complex dynamics of motivation and its effects on employee performance. It serves as a guide for the study, ensuring that the research objectives are aligned with addressing relevant challenges and contributing to the existing body of knowledge in this field. It is also used to make predictions effectively and efficiently and encourage the company to apply them.

1.3 Research Questions

The following are the leading questions of the study.

1. How Does the Employee Achievement influence Employee performance at Awash Wine S.C
2. What is the influence of the nature of work on employee job performance?
3. How does challenging responsibility influence employee job performance?
4. How does feedback on performance influence Employee performance?
5. What is the effect of Positive peer pressure on employee job performance?
6. What is the effect of Recognition on employee job performance?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of the study is to assess the Effect of Motivation on employee job performance the Case study of Awash Wine S.C, Addis Ababa).

1.4.2 Specific Objectives

The following are the specific objectives of the study at Awash Wine S.C

1. To assess the Effect of Employee Achievement on employee job performance at Awash Wine S.C
2. To identify the effect of the Nature of work on employee job performance
3. To determine the effect of responsibility on employee job performance.
4. To examine the effect of feedback on performance on employee job performance.
5. To assess the effect of peer pressure on employee job performance
6. To determine the effect of Recognition on employee job performance

1.5 Significance of the Study

The significance of this study is that the organization understands how motivation influences their performance and can help maximize the return on that investment. It is important to contribute to the overall knowledge of human psychology. Enable the researcher to develop the concept of motivation. It will be used as a resource or reference for other research related to this topic, and finally, the study helps the researcher achieve practical fulfillment for a Master's Degree, hence imparting knowledge of motivational matters to employees in their working areas.

1.6 Scope of the Study

The scope of the study is the effect of motivation on employee job performance at Awash Wine S.C. It involves examining various factors such as time, variables, methodology, and geography. In terms of time, the study can be conducted over a specific period, such as a few months; it may not be more than eight months. The variables may be considered both dependent and independent variables. Dependent variables include measures of employee performance, such as productivity or job satisfaction. Independent variables might include motivational factors like extrinsic and intrinsic motivation. The study also provides quantitative methods. Also, geographically, the study can be conducted in the specific organization at Awash Wine S.C., Addis Ababa.

1.7 Definition of Keywords

Motivation: - It is the process of stimulating people to action to accomplish the goals. It is a process that initiates, guides and maintains goal-oriented behaviors (Cherry K. , 2023)

Employee: -is a worker hired by an employer to do a specific job and receive payment for their tasks (M.Heathfield, 2022)

Performance: - is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period (Kasmir, 2019:181)

Intrinsic Motivation: is defined as the motivation to engage in a behavior because of the inherent satisfaction of the activity rather than the desire for a reward or specific outcome (Cherry K. , 2023)

Extrinsic Motivation: is a motivation that is driven by external rewards. These can be tangible, such as money or grades, or intangible, such as praise or fame (Cherry K. , 2022)

Achievement Motivation: is simply the motivation or driving force towards the acquisition of required excellence in a particular task (Smritikana Roy, Prof. Birbal Saha, 2022)

Work: is a task to be done or output to achieve that it's how we spend our time and expend our mental and physical resources (John Hagel , Maggie Wooll, 2019).

Responsibility: refers to the obligation of employees to complete tasks and assignments assigned to them by their managers (Petit, 2023).

Feedback: The information on the gap between the actual level and the reference level (Ramaprasad, 1983)

Peer pressure: is the process by which members of the same social group influence other members to do things that they may be resistant to or might not otherwise choose to do (Hartney, 2024)

Recognition: The act of publicly acknowledging employees for who they are and what they do (Kinne, 2023)

1.8 Organization of the Study

The study had five chapters. The first chapter is the introductory part; it contains the background of the study, the definition of keywords, the statement of the problem, research questions, the objective of the study, the significance of the study, the scope of the study, and the organization of the study. The second chapter focused on the review of the literature. The third chapter includes the data collection instrument and analysis methods, the source of the data, the procedures of data collection, ethical considerations, and the validity and reliability of the analysis. Chapter Four comprises the findings and interpretations of the findings of the study. Chapter five summarizes the findings of the study and also makes conclusions and recommendations that contribute to solving the problem raised, as well as a recommendation for further study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter deals with some of the related literature that may have direct or indirect significance to the study. The relationship between employees' motivation and performance, motivation types, and theories are widely discussed topics in the literature. This chapter explores various studies conducted by different authors on the research topic. The reviewed literature helps in providing the right direction, laying the foundation for the proposed study, and enabling the provision of a general framework as well as a conceptual understanding of motivation and employee performance.

2.2 Theoretical Literature Review

2.2.1. Definition and Concepts of Motivation

Motivation refers to the reasons behind an individual's actions. People are driven to behave or pursue particular objectives by both internal and external forces. Goal-oriented behaviors are initiated, guided, and sustained by this process. Aspects that guide and sustain goal-directed behavior are also included in motivation. These motivations are rarely, but readily apparent. As a result, we frequently have to extrapolate from observable behaviors the motivations behind people's actions. (Cherry K. , 2023)

Different scholars define motivation in the same way; some of them define it as the force that stimulates, controls, and maintains behavior inside and outside the individual. Daft & Noe (2001). James and Stoner (2009) suggested that motivation can be seen as the psychological characteristics of a person that contribute to their determination to achieve a goal. It contains several elements that cause, control, and maintain specific human behavior. He added that motivation is one of many components that influence the level of efficiency and effectiveness of the organization. Beach (2005) defined motivation as a person's willingness to expend energy to achieve set goals. Motivation is believed to refer to an individual's passion for specific

tendencies or behaviors. He also stated that a person's goals, needs, and desires can influence, control, and regulate his attitude. Motivation is a complex force in building and maintaining a person who enjoys being in an organization. It is more than talking to a person and coming up with reasons to start (Gifty et al, 2021).

The concept of motivation can be expressed within the equation as "Performance = Motivation x Ability." This shows that ability supported by motivation leads to good performance and is more productive with efficiency and effectiveness to achieve the organization's goal. In another way, motivation can be defined as the process of decision-making through which an individual chooses desired outcomes and sets in motion the behaviors appropriate to acquiring them (Islam, 1999).

2.2.2. Types of Motivation

There are two major types of motivation; intrinsic motivation and extrinsic motivation. We will see the definition and concepts of both types of motivation.

2.2.2.1 Intrinsic Motivation

Intrinsic motivation refers to doing something with internal interest and not being concerned with external reward or recognition. They accomplish their tasks or actions by enjoying the activities themselves (Bontempi, 2019). Richard M. Ryan and Edward L. Deci (2000) Defined intrinsic motivation as the doing of an activity for its inherent satisfaction rather than for some separable consequence. When an individual is motivated intrinsically, he is going to act for the fun or challenge entailed rather than external materials, force, or rewards.

A person who is intrinsically motivated can be worked with on multiple problems because he enjoys his work and is committed to finding the solution to the problems. The challenges become a pleasure for him after solving the problems. This is an intrinsic motivation in that the working interest is driven internally by itself rather than external forces. (Irum Shahzadi, Ayesha Javed, Syed Shahzaib Pirzada, Shagufta Nasreen and Farida Khanam, 2014).

2.2.2.2. Extrinsic Motivation

Extrinsic motivation is an activity that is done to attain some separable outcome. When both extrinsic and intrinsic motivations contract, the activity can be done simply for the enjoyment of the activity by itself rather than its instrumental value (Richard M. Ryan and Edward L. Deci,

2000). Sometimes it is helpful to promote action for behaviors that are not intrinsically interesting, like obeying traffic laws (Legault, 2016).

“Not all extrinsic motivation is the same. Some forms of extrinsic motivations are felt more self-endorsed and self-concordant than others. Extrinsic motivation is a broad class of motivations that range in the extent to which they are autonomous that is the extent to which they stem from an internal perceived locus of causality and sense of personal volition.” (Legault, 2016)

2.2.3 Difference between Intrinsic and Extrinsic Motivation

According to Richard M. Ryan and Edward L. Deci (2000), both types of motivation are different instrumentally. We can observe internal and external motivations. Intrinsic motivation is sometimes used as a synonym for internal motivation, and extrinsic motivation is used as a synonym for external motivation. The other one is the conceptual difference between intrinsic and extrinsic motivation. Intrinsic activities are fun and challenging, and extrinsic activities are activities to get some external rewards. Employees may not stay motivated by external factors for very long. Although it gradually shifts, internal factors such as the caliber of work have a lasting impact on employee performance. (Beqiri, 2019)

2.2.4. Importance of Motivation

There are several benefits of motivation; according to Schooley (2024), motivation is important for high performance to achieve organizational goals. Highly motivated employees are more productive and have better performance than unmotivated employees if an employee feels motivated to complete a specific task, they are also likely to feel more engaged while completing the task. Motivation is important to be more creative and innovative. Motivated employees are trying to develop something new and generate additional ways to make the working conditions simple and easier, which helps the employees to be better problem solvers and achieve higher levels of innovation and creativity. Motivation is also important to improve management and employee relationships. Good managers build strong relationships with their employees by motivating them. In addition to this motivation, it is important to create a good company culture, decrease absenteeism and turnover among employees, and provide better customer service. This all leads the organization to be more productive, effective, and efficient.

2.2.5. Concept of Employee Performance

The quality and quantity of work completed by an employee in the course of performing his duties under the responsibilities assigned to him determine employee performance.. Performance is the sum of a person's activities that produce results according to their knowledge and abilities. In an organizational context, the collective outcome of each employee's talent, effort, and abilities is what makes the organization productive and helps it reach its objective. The success of the company is greatly influenced by employee performance, which also raises total productivity and profitability. Organizations can discover areas for improvement in employee performance and provide employees with training and support by doing this. (Sri Langgeng et al, 2019).

2.2.6. The Effect of Motivation on Employee Job Performance

Employee performance is positively impacted by motivation. It aids in performance improvement in both public and commercial companies. The empirical findings demonstrate that performance is directly impacted by motivation. This illustrates how motivation and output are related. (Kuswati, 2020)

2.2.7. Factors and Effect of Motivation on employee job performance

2.2.7.1. Factors and Effects of Intrinsic Motivation

Achievement: achievement motivation refers to the level of one's motivation to engage in achievement behaviors, based on the interaction of such parameters as the need for achievement, the expectancy of success, and the incentive value of success (Harter & Connell, 1984). Employees who use achievement motivation are more likely to overcome obstacles in the work process and they are also motivated to do better to avoid failure (Jeremy, 2018).

Achievement motivation enables an individual's interest in better working, effectively organizing the workplace, solving work-related problems, increasing work amount and job quality, and competing for better choices. In other words, it manifests itself in an interest in doing better and more effective work than ever. Individuals try to create better ways of working for him/her or for other co-workers to be successful (Ghahraman et al, 2017). The success of an

organization has a direct relationship with the performance of its employees. Achievement motivation plays an important role in employee performance and in achieving organizational goals (Imam et al., 2023); they provide the relation between motivation, employee performance, and organizational achievement. They said that "the high or low job performance of employees determines the high or low performance of the company. A company with high job performance needs to maintain and even enhance the performance of its employees to meet the demands of the existing job market. Achievement motivation from each employee is necessary to align with the company's goals." This indicates employees motivated by achieving the goal are inspired to accomplish the target objectives effectively and efficiently.

H1: Achievement has a positive and significant effect on employees' job performance

Nature of Work: Work motivation is considered "a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration (Vo et al., 2022)" (CH, 2024). Motivation at work comes from the relationship between the employee and the environment around them, such as culture, society, and the work institution. It depends on personal behavior and upbringing. If the employee feels that the job is compatible with his character, the employee will be motivated by the work he is doing and will achieve success. (Or Shkoler and Takuma Kimura, 2020)

H2: Nature of Work has a positive and significant effect on employees' job performance.

Responsibility: - Refers to being accountable for our actions. Responsibility is doing something, a duty, or a task that is required or expected to be done because it is morally right or legally required. Responsible employees guide the organization to achieve its objectives, make the employee, generate good performance, and contribute to recording good results. (Armstrong, 2016). Les Brown once said, "If you take responsibility for yourself, you will develop a hunger to accomplish your dreams." Jason Armstrong attempts to minimize responsibility in a similar way. To rephrase this idea, employees feel trusted and appreciated by their company when they are given a sense of responsibility. Their incentive to perform well is heightened by this. Employees are more likely to take the initiative, be proactive, and strive for excellence when they feel ownership over their tasks and projects. An employee's sense of pride in their work and

sense of accomplishment can be increased when they have responsibility. It gives them a sense of purpose and direction, which further fuels their motivation.

According to Goldberg (2014), a crucial component of an employee's work performance is responsibility. People make up organizations, and when individuals accept responsibility for their deeds and behaviors, tasks are completed on schedule and correctly. Individuals with high levels of responsibility are receptive. To put it another way, they are able to react to people and circumstances better. This entails the worker accepting responsibility for their work, making sure it is finished on time and effectively, and making an effort to meet company objectives.

H3: Responsibility has a positive and significant effect on employees' job performance.

2.2.7.2. Factors and Effect of Extrinsic Motivation

Feedback: It can be extrinsic or intrinsic; if it comes from the external body, it is categorized as extrinsic, and if it comes from internally, it is categorized as intrinsic. In general terms, 'feedback' is defined as the information provided about past performance. According to Ochieng (2022), individuals are significantly motivated to achieve a greater level of performance when there is a gap between what they want to achieve and the feedback they receive. From his study, he suggests that feedback has a positive effect on employee job performance.

H4: Feedback has a positive and significant effect on employees' job performance.

Peer Pressure: is the influence of friends on each other and inducing changes in mental and emotional behavior by people in the same group, age, background, and social status (Winfield, 2010). It can be a positive or negative influence; both can lead to good performance. It depends on the individual, which means that some may take an opportunity to make themselves self-inspire for more effort, while others may take a fight to decline their effort. Peer pressure is a powerful tool to motivate an employee to have a good performance. It is a strong motivating force when peer performance is good. This leads an employee to try to do equal to the co-worker's performance or try to do more than the co-worker's performance. (suresh, 2019).

H5: Peer Pressure has a positive and significant effect on employees' job performance.

Recognition: is strong motivational tool that enriches employees' energies towards the accomplishment of organizational goals and it also has a positive relationship with employee performance. Recognition can be formal or informal. Formal recognition refers to a structured

recognition program within defined objective, process, and criteria linked to rewarding and recognizing individuals, teams, or departments. Informal recognition primarily focuses on performance achievement that may occur monthly, or quarterly. It includes low-cost rewards like refreshments, gift cards, and certificates (Journal of Education and Practice, 2016)

Employee recognition is the acknowledgment of a job well done. It's about showing employees that, as their manager, you notice and appreciate their efforts and work (Geoff, 2018). An organization can achieve its objective through motivated employee performance; managers use financial and non-financial motivated ways to increase the working ability of employees. Non-financial motivation like recognitions, like giving recognition for their contribution is effective to increase employee performance and achieve the organizational goal (Abena and Dorcas, 2016).

There are two types of recognition stated by Abeba and Dorcas (2016), formal and informal recognition. Formal recognition is a well-defined and structured program that consists of clear objectives, processes, and criteria for recognizing individuals, teams, or departments for their contribution that expected or more-than-expected performance. Formal recognition involves recognition who have worked long years at the organization. The other type is informal recognition. It is not structured, it may occur day to day, monthly, or quarterly, and the primary focus is on the current performance or contribution of an individual, team, or department. It may include low-cost awards, refreshments, gift cards, and certificates.

H6: Recognition has a positive and significant effect on employees' job performance.

2.2.8. Theory of Motivation

Motivation theories refer to the study of the development of inspiration to achieve certain aims at a professional or personal level. It helps to identify the process of learning and understanding an individual's motivation to achieve a particular goal. It is widely applicable in management to identify the factors inspiring employees. There are different motivational theories; some of these are Maslow's theory of hierarchical needs, McClelland's theory of needs, incentive theory, Herzberg's two-factor theory, Vroom's expectancy theory, McGregor's theories x and y, and Alderfer's ERG Theory.

2.2.8.1. Maslow's Theory of Hierarchical Needs

Maslow identifies the need of an individual with the hierarchical pyramid, he believes that any individual cannot focus on complex requirements until their basic requirements have not been fulfilled. Maslow argued that survival needs must be satisfied before an individual can satisfy the higher needs. He categorizes the human needs into five stages.

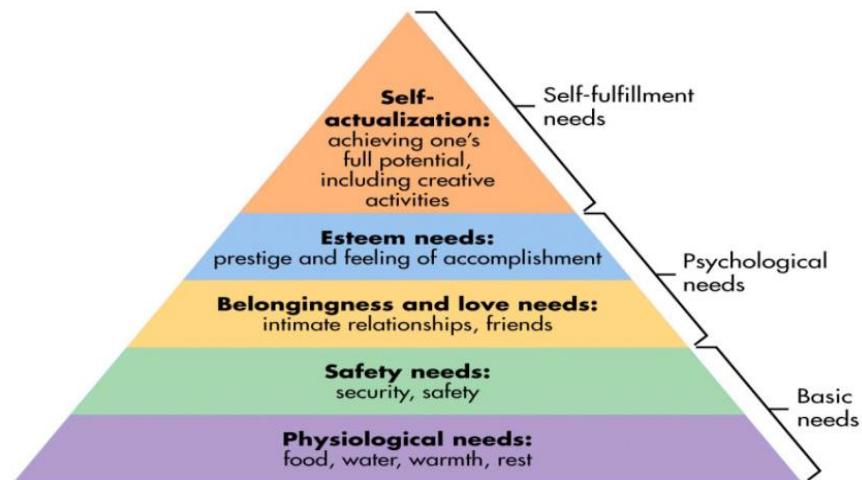


Figure 1: Maslow's Hierarchical Pyramid. (Source: Saul, 2018)

The hierarchical pyramid indicates how Maslow believes that the needs of humans are hierarchical; they are developed step by step; not one need is a necessity at any time. If one need is filled, then another needs. It is different from level to level (Karin, 2022).

Physiological Needs: The biological conditions necessary for human life It is about necessities for daily living, like clothing, food, and shelter. If basic needs are not met, the human body cannot operate at its best. The bottom level of the hierarchy of needs since they come first in the hierarchy. These requirements cannot be put off indefinitely (willingham, 2023). Employees are not motivated by other requirements if their basic physiological needs are not met until and until they are met to the necessary degree.

Safety Requirements: It refers to an individual feeling of being secure and protected. Protection from deprivation, employment security, health, property, and other factors those are included in safety requirements. Safety needs come after physiological needs. After fulfilling their

physiological needs, they lose the potential for motivation and leave for safety needs (ANJANABEN J. TRIVEDI and AMIT MEHTA, 2019).

Social Needs: refers to a human emotional need for social interaction. Everyone aspires to connect, affiliate, and become a part of groups and communities by associating with individuals and organizations. This is seen as a person's fundamental social requirement. An individual needs to communicate with others, receive affection from them, and have friends once their safety needs have been met. These wants are ranked third in Maslow's hierarchy of needs (ANJANABEN J. TRIVEDI and AMIT MEHTA, 2019).

Self-esteem Needs: People seek respect and recognition because it increases their self-esteem and gives them confidence in their abilities. It can be promoted by giving positive feedback and recognizing the accomplishments of the staff members. The universal human need to feel appreciated and accepted by others is portrayed by self-esteem. Maslow stated that genuine self-esteem comes after the need for respect or reputation, which is more crucial for kids and teenagers (ANJANABEN J. TRIVEDI and AMIT MEHTA, 2019)

Self-actualization Needs: The ultimate stage of Maslow's theory involves preparing a person to have intricate, long-term goals. Employees are motivated by the need to do duties successfully, further their education, and pursue personal growth. Those who reach self-actualization, according to Maslow, are more motivated by possibilities and growth than by pursuing unmet needs. Regardless of whether there is a financial benefit involved, they seek goals they believe they or their community could accomplish. (ANJANABEN J. TRIVEDI and AMIT MEHTA, 2019)

2.2.8.2. McClelland's Theory of Needs

McClelland's theory of needs is a motivational theory that focuses on three primary needs that drive human behavior Achievement, Affiliation, and power.

Achievement: Some people are hungry to be successful and get recognition; they always strive for competition to achieve higher standards in their working environment. The need for achievement means an individual is motivated by completing tasks that are set to be accomplished and by receiving reactive recognition for one's efforts. Individuals with a high need for achievement are often motivated by setting and achieving goals, and they thrive in

situations that provide them with opportunities for personal growth and advancement. (Jose abel et al, 2021)

Affiliation: The theory claims that an individual is to be associated with and accepted in groups. A sense of belonging and social approval. People with a high need for affiliation tend to seek out opportunities for collaboration, teamwork, and cooperation, and they value harmonious relationships with others. The theory aids management in understanding their employees' striving for growth within the team and building interpersonal skills, strengthening the relationship between coworkers (Jose abel et al, 2021).

Power: Some people desire control of their work and are interested in leading others at their workplace. It is the desire to have an impact, influence others, and be in control of one's environment. Individuals with a high need for power are often motivated by positions of authority and leadership, and they enjoy taking charge and making decisions that affect others (Jose abel et al, 2021).

2.2.8.3 Incentive Theory

According to the theory, people are driven to take specific actions in order to receive rewards or stay out of punishment. It is predicated on the idea that people are motivated by outside forces like pay, bonuses, opportunities, and promotions. The reinforcement theory of motivation is another name for the incentive theory.

Bonus: It is a prize awarded to staff members in recognition of their outstanding work. It is frequently given in addition to a regular pay or compensation. Bonuses have the potential to be a potent incentive for staff members to boost output, fulfill goals, or advance the company's success as a whole. (Mirmotahari, 2022)

Opportunity: It is giving a chance to employee for training or education to develop their knowledge and build their skill. An individual who needs to increase or develop his or her knowledge can be motivated by additional education or training. (Wong, 2023)

Promotion: Providing a higher position or salary can make employees feel their importance and growth. The opportunity for promotion is an important workplace motivator. Promotions offer the opportunity for growth and advancement and can be very satisfying and motivating. They also help employees excel in their professional development. When an employee receives a promotion, they usually have a higher sense of job security. Employees usually receive

promotions at the same time as a raise. Promotions represent career growth and a clear sense of job security. They often include increased pay as well, which further increases their value as an incentive. (Chase, 2023)

Paid off: Offering remuneration for taking extra vacation days due to emergencies or scheduled travel might help employees feel appreciated. Giving workers compensation for time off or giving them more vacation days are two options to explore. This is the perfect motivator for anyone considering a lengthy trip. Additionally, it keeps workers from burning out. (Kumari, 2021)

2.2.8.4. Herzberg's Two-Factor Theory

It is a motivation theory that suggests that two factors influence the satisfaction or dissatisfaction of employees. According to (S. Alrawahi et al , 2020) study, most theories misuse job satisfaction in the context of motivation S.Alrawahi et al,(2020) mentions that Herzberg uses this method to explore job satisfaction among employees.

Hygiene factors: Satisfaction can be influenced by factors like professional relations, policies, the working environment, and the attitude of the supervisor. This theory argued that meeting the lower-level needs (extrinsic or hygiene factors) of individuals would not motivate them to exert effort but would only prevent them from being dissatisfied. Extrinsic factors are less likely to contribute to employees' motivational needs. The presence of these factors was just to prevent any dissatisfaction from arising in their workplaces. (Wan Fauziah et al, 2013)

Motivators Factors: including recognition, personal growth, achievements, career, and responsibilities are crucial for employees. To motivate employees, higher-level needs intrinsic or motivation factors must be supplied Intrinsic Factors are very effective in creating and maintaining more durable positive effects on employees' performance towards their jobs as these factors are human basic needs for psychological growth (Wan Fauziah et al, 2013)

2.2.8.5 Vroom's Expectancy Theory

Significant effect on a person's motivation. It implies that people are driven to take specific actions because they think their efforts will result in the desired results. Three elements influence motivation, according to this hypothesis. According to Vroom, an individual's motivation is influenced by their values for any associated rewards (Valence), their expectations of being able

to produce good results through effort (Expectancy), and their belief that producing good results will lead to a reward (Instrumentality).

Expectancy: it implies that increased efforts bring success. It means if an employee works hard to get a better outcome. Vroom suggests that an individual's motivation to perform a task is based on their perception of the outcome and the value they place on that outcome. Their belief leads to successful performance (Sania et al, 2019).

Instrumentality: getting incentives or rewards if an employee meets expected performance. It refers to the belief that one's efforts will lead to a desired outcome or reward that influences an individual's motivation to perform a task or achieve a goal (Sania et al, 2019).

Valence: It refers to how an employee gives importance to the expected results. It is the extent to which individuals value the rewards that can be obtained through their performance. Valence is subjective and varies from person to person. Different individuals may assign different values to the same outcome based on their personal needs and priorities. For example, one person may value monetary rewards highly, while another person may prioritize recognition or job satisfaction. According to Vroom's theory, if someone perceives an outcome as highly desirable or valuable, it has positive valence, and they are more likely to be motivated to put in the effort and perform well to achieve that outcome. On the other hand, if an outcome is perceived as unattractive or undesirable, it can have negative valence, and motivation may be lower (Sania et al, 2019).

2.2.8.6 McGregor's Theory X and Theory Y

Two opposing management theories that outline various presumptions regarding employee behavior in the workplace are McGregor's Theory X and Theory Y. The way managers approach their jobs and engage with their staff is significantly affected by these notions. Managers can effectively encourage their people by incorporating each of the two theories into their leadership style. There are two theories:

Theory X: includes micromanaging those who lack motivation, are unable to perform well, detest their jobs, resist taking on obligations, and so forth. According to Theory X, workers are innately lazy, despise their jobs, and will do anything to avoid them. As a result, they require constant observation, management, and motivation in the form of threats, rewards, and

punishments from without. They result in a leadership style that is more autocratic. (Touma, 2021).

Theory Y: states that managers can use a decentralized and participative management approach for people who are enthusiastic about their work, take responsibility for their work, or do not need to be supervised to get the task done appropriately. They are self-motivated and seek out opportunities for growth and development. According to this theory, employee can be trusted, empowered, and given more autonomy in their roles. Managers tend to have a more participative leadership style (Touma, 2021).

2.2.8.7 Alderfer's ERG Theory

This theory categorizes Maslow's five hierarchies of needs into three categories. These are Existence, Relatedness and Growth (ERG).

Existence: it involves the basic needs for living such as food, clothes, and shelter. Existence needs are essential for maintaining physical well-being and are the foundation of the motivation hierarchy. When existing needs are not met, individuals may experience dissatisfaction and frustration (Cheng-Liang et.al, 2011).

Relatedness: it involves interpersonal relationships such as social interactions term with family members, belonging, or love-related needs. Relatedness needs are centered on the need for acceptance, friendship, and connection with others. When relatedness needs are fulfilled, individuals feel a sense of belonging and satisfaction. When these needs are not met, individuals may feel lonely or isolated. Because of this, it leads them to low performance (Cheng-Liang et al, 2011).

Growth: it involves the intrinsic needs for personal development, and self-improvement aligned with self-esteem. Growth needs to encompass the need for personal and professional growth, achievement, and learning. When growth needs are satisfied, individuals experience a sense of fulfillment and motivation. However, if growth needs are not fulfilled individuals may feel stagnant or unfulfilled in their personal and professional lives (Cheng-Liang et.al, 2011).

Therefore, the objective of this study is to conduct or focus on the theories of Maslow's Theory of Hierarchical Needs, McClelland's Theory of Needs, Alderfer's ERG Theory and Herzberg's Two-Factor Theory.

2.3 Empirical Literature Review

The empirical study result of LubnaJaved and NidaJaved (2012) shows that employees are motivated by two factors: the intrinsic reward and the hygiene factors, which are the extrinsic rewards. Studying at one private university in Karachi proves to be a balance of extrinsic and intrinsic because job performance and motivation are significantly affected by a positive working environment, the opportunity to gain quality experience, the alignment of skills and the job done by the employees, and benefit packages. The study findings suggest that male employees are slightly more inclined towards extrinsic rewards than female employees are inclined towards intrinsic rewards.

According to a study by KashmalaNizam and FaizaMaqbool Shah (2015) in the oil and gas sector, the findings show that the motivation of employees has an impact on organizational performance. In the oil and gas sector, motivation plays a positive role in employee performance. The researcher concluded from the findings that most employees are motivated because they are properly given rewards and recognition for their accomplishments. The performance of employees is significantly related to rewards and recognition. The more employees are motivated to accomplish tasks, the higher the organizational performance and success.

The findings of the (Boamah, 2014) study done at BrongAhafo Education Directorate and it can be concluded that opportunity for advancement, appreciation for work done, salary, promotions, and others were the main sources of motivation for them. This is due to the service having a greater percentage of well-educated young and energetic people, with fewer people nearing retirement age who seek ways to improve their lot. On employees' satisfaction, it can also be concluded that as much as an opportunity for advancement, appreciation for work done, promotions, good relations with peers, etc. lead to their satisfaction, the kind of salary they receive, relationships with their superiors, and working conditions are major dissatisfactions.

The David's (2015), study on the manufacturing sector of Ghana, the findings show that employees who have higher promotion opportunities perform better than employees with low promotion opportunities. This is because promotion comes with certain benefits such as an increase in pay, privileges responsibility prestige status, and authority. These factors act as a catalyst to the employee to better performance than unprompted employees. The other reason is that it serves as a fulfillment of their objective, boosting their confidence and morale to put in

their best to get to the top of the organization. In addition, training and development as found to have a significant influence on employee performance.

Most of the related studies done in Ethiopia are focused on the bank sector and cannot get much more studies in the manufacturing sector with this specific variables also there is a time gap, so it is difficult to get current studies with these specific variables. The researcher tries to fill these gaps and contribute to the manufacturing sector with current data by examining the effect of motivation on employee job performance at Awash Wine S.C Addis Ababa, Ethiopia.

2.4 Conceptual Framework

A conceptual framework is a theoretical framework that provides a structure for understanding and analyzing a specific topic or phenomenon it helps to organize ideas and guide for conducting research or developing theories.

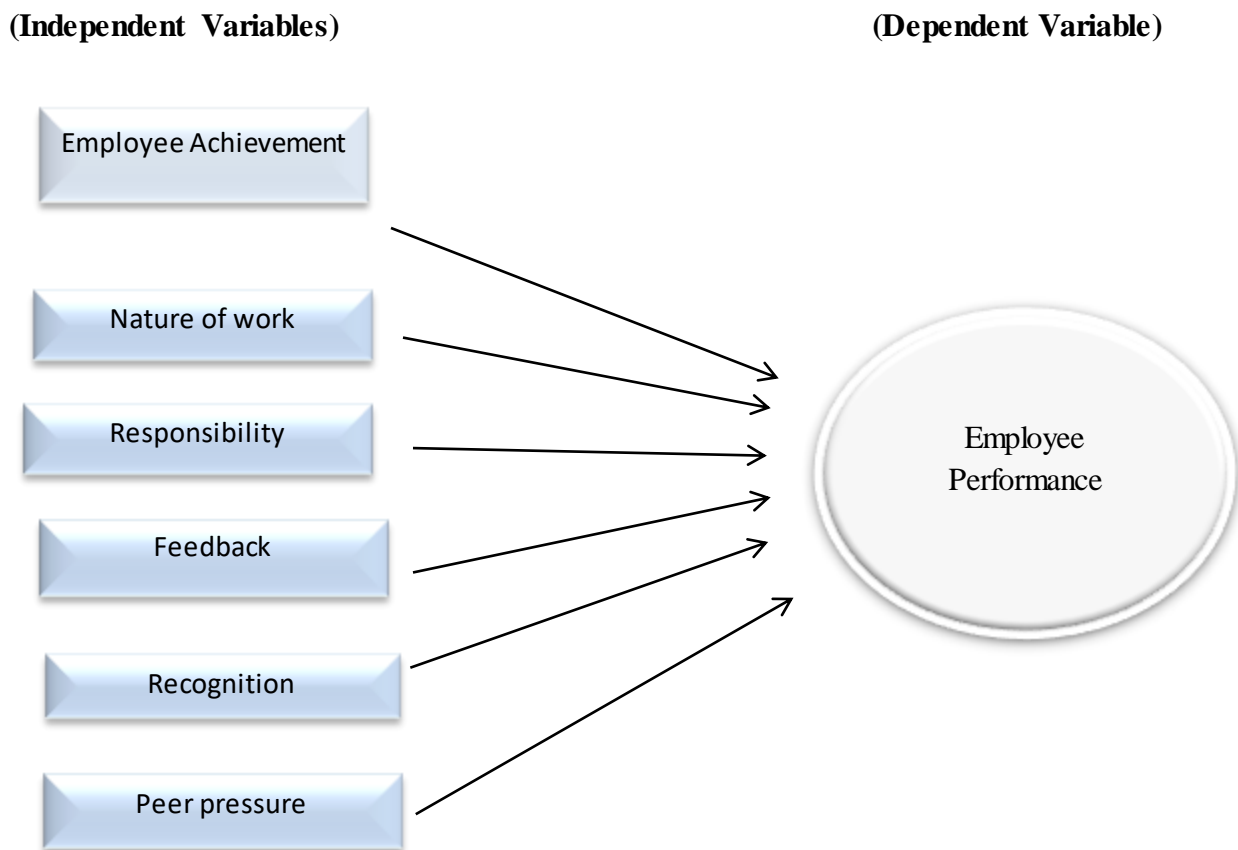


Figure 2: Conceptual Framework of the research (Source: Masood, 2013)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

This chapter describes the methods and procedures to be used to carry out the study. The chapter consists of the research design and approach, target population, sampling size, and sampling technique, data sources and collection methods, method of data analysis, and presenting the outcomes, validity, reliability, and ethical considerations.

3.1 Research Design and Approach

3.1.1 Research Design

The conceptual framework that guides the conduct of research is known as the research design. (Akhtar, 2016). Additionally, it can be defined as the setting up of parameters for data gathering and analysis with the goal of combining relevance to the study goal.

A descriptive research design and an explanatory survey were applied to the research using the Quantitative method. Since a descriptive study is used to describe an existing situation under study, the study was undertaking a descriptive analysis that describes the effect of motivation on employee performance. The research design of this study was also be explanatory. The study aims to establish the cause-and-effect relationship between motivation and employee job performance.

3.1.2 Research Approach

The set of guidelines and plans that determine the general course of a research project are referred to as research approaches. The procedures for gathering, analyzing, and interpreting data are determined by the study approach. Research approaches can be classified into two categories: qualitative and quantitative approaches.

This study used a quantitative research approach. The quantitative approach enables answering questions through a controlled deductive process, allowing for the collection of numerical data, the prediction, the measurement of variables, and the use of statistical procedures to analyze and develop inferences from that data to acquire an in-depth understanding of facts and reasons for

the occurrence. It helps the researchers briefly identify the effect of motivation on employee job performance and provide more information.

3.2 Population, Sample Size and Sample Technique

3.2.1 Population

According to Shukla (2020), the collection or grouping of all the units to which the research findings are to be applied is referred to as the population. The target population of this study was the employees of Awash Wine S.C. The total number of employees is 776. Of this total population, 16 employees are contractors, 72 employees are top-level managers, and 688 employees are permanent employees. The study was conducted on non-top-level managerial employees, with 688 respondents. This is because the study will help top-level managers practice the motivation of their employees and understand which factors of motivation affect employee performance in order to achieve organizational objectives.

Table 3.1: Population of the Study

No	Type of employee	No of employee
1	Permanent non-managerial Employee	688
2	Managerial level employee	72
3	Contract employee	16
Total		<u>776</u>

Source: - Human Resource department of Awash Wine S.C

3.2.2 Sample Size and Sample Technique

According to Shukla (2020), a sample is defined as any subset of the population that represents all the types of elements of the population. It refers to a small amount of something that gives information about the things it is taken from. According to Kaur (2021), selecting the number of observers or replicates to include in a statistical sample is known as sample size. The study were used the stratified and simple random probability sampling technique.

To determine the sample size, the study used Taro Yamane's (1967) formula:

$$n = N / (1 + N(e^2))$$

Which: n- represents sample size

N- Is represents population size

e- Is represents the percentage of sample errors. For this study, the percentage of error assumed to be 5%

$$n = N / (1 + N(e^2))$$

$$n = 688 / (1 + 688(0.05^2))$$

$$688 / 2.72 = 252$$

Therefore, the sample size of the study will be n=252.

3.3 Source of Data Collection

The study used both primary and secondary sources of data. Primary sources are direct employee responses, and secondary data comes from Company's reports, that is the number of employee in the company of Awash Wine S.C

3.4 Method of Data Collection

This study used questionnaires to gather the primary data. The structure of the questionnaires is closed-ended. Closed ends like agree or disagree. The secondary data was collected through HR (human resource Department) of Awash Wine S.C

3.5 Method of Data Analysis

Using the statistical techniques utilized for this investigation, the data was analyzed and presented using the statistical package for social science (SPSS) software version 20. At Awash Wine S.C., the study employed descriptive and correlational inferential statistical analysis to evaluate the impact of employee motivation on job performance.

Correlation analysis is used to measure the strength and direction of the relationship between two variables and it helps to understand how changes in one variable are related to changes in another variables. The correlation coefficient, usually denoted by "r" ranges from -1 to +1, a positive value indicates direct correlation, meaning as one variable increases, the other variable also tends

to increase. The negative value indicates an indirect correlation between two variables, meaning as one variable increases the other one decreases. A correlation coefficient close to zero indicates no or weak correlation. Descriptive analysis tells us what happened. It helps describe or summarize quantitative data by presenting statistics.

3.6. Model Specification

The aim of this study is to examine the effect of motivation on employee job performance. This study used a regression model to estimate the average value of employee job performance from the six independent variables

The multiple regression analysis models can be express as the follow:

$$EJP= \beta_1A+\beta_2Nw+\beta_3Re+\beta_4Fe+\beta_5Pp+\beta_6Rec +e$$

Whereas:

EJP= Employee job performance

A= Achievement

Nw= Nature of work

Re= Responsibility

Fe= Feedback

Pp= Peer pressure

Rec= Recognition

The value of 'e' represents other determinate motivation factors that were not presented in this study. Based on the assumption of this concept, employee job performance is affected by achievement, nature of work, responsibility, feedback, peer pressure, and recognition.

3.7. Reliability and Validity

Reliability and validity should be considered when we create our research design, and plan our methods and results, especially in quantitative research. They indicate that the research is free from bias. Both are a concept used to evaluate the quality of research (Middleton, 2023).

3.7.1 Reliability

Reliability is highly important to ensure our data analysis methods are reliable. It means that a method or a tool we are evaluating will repeatedly produce the same or similar results when the conditions remain the same or stable (Eckel, 2023). It refers to the consistency of the measuring methods, which means the degree to which the result of two wise measurements becomes the same. If the instrument provides the same result each time, it is said to have high reliability (Crossman, 2019). The primary data for this study was collected from 252 samples of non-managerial employees through a questionnaire. The reliability was tested using Cronbach's alpha. Cronbach's alpha is calculated as part of the reliability test to assess how valid the results are and whether they should produce similar generalized results if the sample size increases. (Quansah, 2017)

3.7.2 Validity

Validity refers to how accurately a method measures what it is intended to measure (Middleton, 2023). Validity in research shows whether the method of measurement is correct or works properly. Research accuracy is usually considered in quantitative studies (Eckel, 2023). To present acceptable research variables, they should be measured accurately (Mohajan, 2017). So that the study considers this criterion to provide valid data. The validity was tested through the pre-test method for some of the respondents before expanding to all target respondents and making the question clear and easy to understand for all respondents. The pre-test method helps test the validity and can correct an error.

Table 3.2: Cronbach's alpha Values

Variable	Cronbach's alpha	No of items
Achievement	.700	5
Nature of Work	.621	5
Responsibility	.628	5
Feedback	.691	5
Recognition	.799	5

Peer Pressure	.722	5
Job performance	.737	5

Source: Own survey 2024.

3.8 Ethical consideration

Ethical consideration refers to data confidentiality. This study considers professional ethics. Employees responding to the questions were protected by the researcher so that the respondent could freely and confidently give accurate responses to the questions. The employee's name, employee identification number, and position were protected by the researcher, and the response should be used as reinforcement for the study and not for unnecessary purposes. Data gathering in the process of the study was kept confidential and not used for any personal interest, and the whole process was controlled with acceptable professional ethics.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter presents the information on the data collected from the respondents on the effect of motivation on employee job performance in Awash Wine S.C. The data was analyzed based on the research objectives and using a statistical tool of descriptive analysis to generate frequency distribution of tables and also used an inferential analysis to analyze the correlation and regression of the result presented.

4.2. Respondent Rate

Out of the total target population of 252, 218, which mean 86.5% of the target population, responded to the research questionnaires. A response rate of 70% and above is considered excellent for research (Saunders, ET al.2009)

Table 4.1: Response Rate

Item	No. of Distributed Questionnaires	Returned Questionnaires	Non-Returned Questionnaires
Number	252	218	34
Percentage	100%	86.5%	13.4%

Source: SPSS Data analysis, 2024

4.3. Descriptive Analysis

The descriptive analysis of the study presents a brief overview of the respondents' profile, respondents' perception towards the six motivational factors (independent variables), and employee job performance (Dependent Variables) of Awash Wine S.C.

4.3.1 Profile of Respondents

This section provides a brief review of the respondents' profiles to give a summarized picture of the sampled respondents. The respondents' profiles are aggregated by gender, age, level of education, year of work experience in Awash Wine, salary earned per month, and current position in the company. The basic characteristics of the sample population are described in the figure and table.

Table 4.2: Demographic Data of Respondents

Data	Options	Frequency	Percentage
Gender	Male	112	51.4
	Female	106	48.6
	Total	218	100
Age	20-30	82	37.6
	31-40	114	52.3
	41-50	19	8.7
	51-60	3	1.4
	Total	218	100
Job Title	Department Head	9	4.1
	Junior Officer	36	16.5
	Officer	82	37.6
	Senior Officer	29	13.3
	Team manager	27	12.4
	Deputy Director	2	0.9
	Total	218	100
Basic Salary	1000-5000	27	12.4
	5001-10000	76	34.9
	10001-15000	53	24.3
	15001-30000	29	13.3
	above 30000	33	15.1
	Total	218	100
Year of Experience	Below 1 year	27	12.4
	1-5	103	47.2
	6-10	85	39
	11-15	3	1.4
	Above 15	0	0
	Total	218	100
Education Background	Grade 12 and below	14	6.4
	Diploma	57	26.1
	Undergraduate	100	45.6
	MA/MSC/MBA	47	21.6
	Total	218	100

Table 4.2 presents the gender composition of all participants who responded to the questions and from the total of 218 respondents 112 (51.4%) were male and 106 (48.6%) were female. This indicates that the number of males is higher than the number of females in Awash Wine S.C. and the male respondents formed the majority of the target population.

Regarding age of respondents, 82(37.6%) of the company's employee were in the age of (20-30), 114(52.3%) were in the age of (31-40), 19(8.7%) employee were (41-50) of age and 3(1.4%) were (51-60). This tells that the company has high number of younger employees. Table 4.2 also represents the position of the respondents in the Company. It reveals that out of the total 218 respondents, 9 (4.1%) of the employees were Department heads, 36 (16.5%) of the employees

were junior officers, 82 (37.6%) of the employees were officers, 29 (13.3) were senior officers, 27 (12.4) of employees were team managers, and 2 (0.9%) were deputy directors. This shows that organization has more professional employees than clerical and non-clerical employees. The sample in this research is taken to represent all employees with different positions in the Awash Wine.

Regarding years of experience, 27 (12.4%) of employees have experience below one year, 103 (47.2%) of employees have experience from 1 -5 years, 85 (39%) employees have experience between 6-10 years, and 3 (1.4%) employees have experience between 11-15. This implies that the majority of the respondents have experience between 1-5 years.

Regarding the basic salaries of the respondents 27(12.4%) of the respondents are getting salaries between 1000-5001, 76 (34.9%) of the respondents are getting salaries between 5002-10000, 53 (24.3%) of the respondents are getting salaries between 10001-15000, 29 (13.3%) of the respondents are getting salaries between 15001-30000 of the respondents are getting salaries between, and 33 (15.1%) of the respondents are getting salary above 30,000. This implies that majority of the respondents are receiving salaries between 5001-10000.

Regarding the background of education 14(6.4%) were grade 12 and below respondents, 57(26.1%) were diploma, 100(45.6%) were undergraduate, 47(21.6%) were MA/MSC/MBA graduates. This implies the largest number of respondent of the company had Diploma and the secondly undergraduate respondent this shows most of the respondents are Educated.

4.3.2. Descriptive statistics of the study Variables

Table 4.3: Descriptive statistics of the study Variables

Descriptive Statistics			
	N	Mean	Std. Deviation
Achievement	218	4.1936	0.80994
Work	218	4.0853	0.66281
Responsibility	218	3.9339	0.78772
Feed - back	218	3.8303	0.73491
Peer-pressure	218	3.8101	0.65232
Job performance	218	3.9633	0.62963
Recognition	218	3.7972	0.73903
Valid N (list wise)	218		

Source Own Survey 2024

As the above table shows the mean score 4.1936 and Standard deviation 0.80994 is Achievement motivation factor, it has highest mean score from the other five motivation factors, Nature of work is the second highest mean score with 4.0853 mean and 0.66281 standard deviation, the next is Responsibility with mean score 3.9339 and standard deviation 0.78772, then Feedback with 3.8303 mean score and 0.73491 standard deviation, then peer pressure 3.8101mean and 0.65232 standard deviation and the least mean score with 3.7972 and 0.73903 is Recognition when comparing with the other five motivation factors. As the Descriptive Statistics shows that Achievement motivation factor is the most dominant factors in awash wine S.C

Regarding job Performance, mean score 3.9633 and 0.62963 standard deviation, it has the highest mean scored.

4.4 Correlation Analysis

Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel and a negative correlation indicates the extent to which one variable increases as the other decreases. The values of the correlation coefficients range from -1 (negatively correlated) to 0 (uncorrelated) to 1(positively correlated). The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation (Field, 2009). Dancy and Reidy (2004) stated that a correlation result which is 0 indicates zero correlation, a result between 0.1 and 0.3 indicates a weak correlation among variables, a result which is between 0.4 and 0.6 shows a moderate correlation, a result between 0.7 and 0.9 indicates a strong correlation among variables while a result which is equal to 1 indicates a perfect correlation.

Table 4.4: Correlation of Motivation Factors and Job Performance

		Correlations						
		Achievement	Work	Responsibility	Feed - back	Peer-pressure	Recognition	Job performance
Achievement	Pearson Correlation	1	.726**	.632**	.670**	.702**	.562**	.718**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	218	218	218	218	218	218	218

Work	Pearson Correlation	.726**	1	.669**	.657**	.743**	.540**	.727**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	218	218	218	218	218	218	218
Responsibility	Pearson Correlation	.632**	.669**	1	.624**	.594**	.528**	.668**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	218	218	218	218	218	218	218
Feed – back	Pearson Correlation	.670**	.657**	.624**	1	.616**	.605**	.764**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	218	218	218	218	218	218	218
Peer-pressure	Pearson Correlation	.702**	.743**	.594**	.616**	1	.554**	.701**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	218	218	218	218	218	218	218
Recognition	Pearson Correlation	.562**	.540**	.528**	.605**	.554**	1	.669**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	218	218	218	218	218	218	218
Job performance	Pearson Correlation	.718**	.727**	.668**	.764**	.701**	.669**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000
	N	218	218	218	218	218	218	218

Source: Own survey 2024

As shown in Table, all of the motivational factors have a positive and strong relationship with employee performance, although the strength of the relationship varies across the six motivational factors. All six factors have a value between 0.5 and 0.7. The correlation result indicates that all the independent variables have a positive with moderate and strong relationship with the dependent variable.

4.5 Regression Analysis

Regression analysis was used to predict the effect of the independent variables on the dependent variable. Multiple regressions were conducted to determine if motivational factors significantly predict job performance. Different kinds of assumptions are used for multiple regression analysis such as normality of distribution, linear relationship, multi-co-linearity, and homoscedasticity.

4.5.1 Normality Test

Table 4.5: Skewness and Kurtosis Statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Job Performance	218	-1.689	.165	5.532	.328
Achievement	218	-.855	.165	2.988	.328
Work	218	-1.010	.165	2.995	.328
Responsibility	218	-.585	.165	2.061	.328
Feedback	218	-1.057	.165	3.043	.328
Peer-Pressure	218	-1.238	.165	3.742	.328
Recognition	218	-1.203	.165	4.411	.328
Valid N (list wise)	218				

Source: Own survey 2024

The values for Skewness between -2 and +2 are considered acceptable to prove normal univariate distribution (George & Mallery, 2010). Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if skewness is between -2 to +2 and kurtosis is between -7 to +7. Based on the result of Table, the normality of the distribution is satisfied for this study.

4.5.2 Linearity Assumption

The study applied a normal P-P Plot of regression Standardized Residual to test linearity seen in Figure 1. Since the points were symmetrically distributed around a diagonal line, a linearity pattern was observed. In the normal probability plot, it will be expected that points are relatively straight diagonal lines from bottom left to top right. This would suggest no major deviations from linearity. Therefore, the straight-line relationship between the residuals and the predicted dependent variable scores depicted that linearity was achieved.

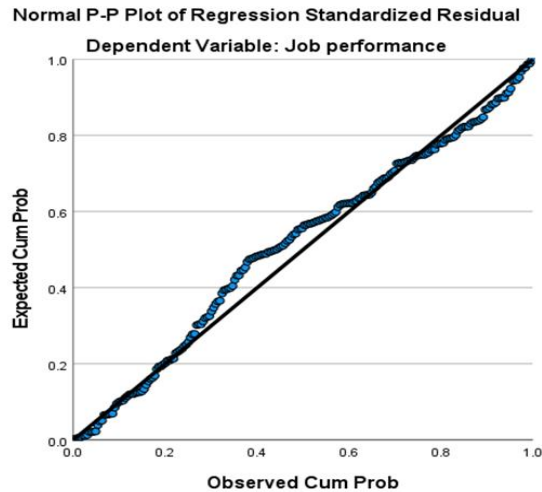


Figure 3: Scatter Plot of Standard Residual

4.5.3 Multi-Colinerity

In this research, multi-co-linearity was checked with tolerance and VIF

Table 4.6:Result of Multi-Colinerity

Model	Co-linearity	
	Tolerance	VIF
Achievement	.360	2.777
Nature of Work	.321	3.117
Responsibility	.467	2.143
Feedback	.420	2.383
Peer-Pressure	.374	2.671
Recognition	.559	1.790

a. Dependent variable: Job Performance Source: Own Survey, 2024

According to Andy (2006), a tolerance value of less than 0.1 most likely denotes a significant co-linearity issue. VIF values above 10 are a concern (Liu 2010). Every predictor in this study had a tolerance of greater than 0.1 and a VIF value of less than 10. Thus, Achievement has (.360 tolerance and 2.777 VIF) value, Nature of Work has (.321 tolerance and 3.117) value, Responsibility has (.467 tolerance and 2.143 VIF) value, Feedback has (.420 tolerance and 2.383 VIF), Recognition has (. 559tolerance and 1.790VIF), and Peer-Pressure has (.374 tolerance and

2.671 VIF). This study suggests that multi-collinearity is not a problem and that the derived model is likely to remain unaffected by slight changes in the measured variable.

4.5.4 Homoscedasticity Assumption

The homoscedasticity assumption can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne and Waters, 2002). Specifically, statistical software scatterplots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution (Osborne and Waters, 2002).

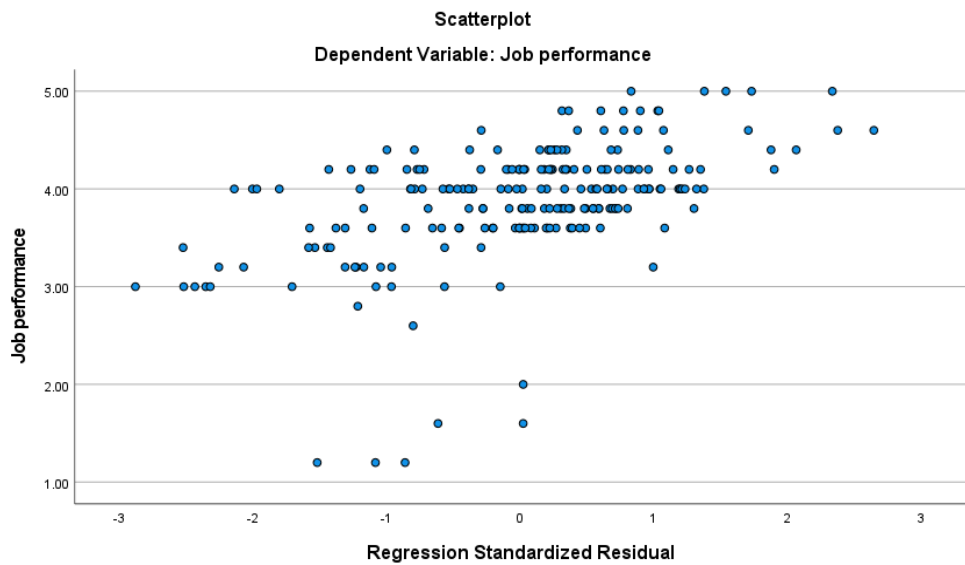


Figure 4: Scatter Plot of Standard Residual

4.6 Multiple Regression Analysis

Multiple regression analysis examines the relationship between a single outcome measure and several predictors or independent variables (Jaccard et al., 2006).

As indicated in the above section, all assumptions for using multiple regression analysis were met. Linearity and homoscedasticity were examined through the analysis of residuals, and partial regression scatter plot, multi-collinearity assumption was tested through variance inflation factor and tolerance. The normality was examined through normal probability plots (P-P plots) of the

standardized residuals. Hence, multiple regression analysis can be employed to examine the variables.

Table 4.7: Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.861 ^a	.741	.734	0.31448	0.741	100.707	6	211	.000

a. Predictors: (Constant), Peer-pressure, Recognition, Achievement, Feed - back, Responsibility, Work

b. Dependent Variable: Job performance

Table presents the model summary for regression. The model summary table helps to measure appropriateness of the regression model employed. The model summary shows that, the independent variables (Peer-pressure, Recognition, Achievement, Feed - back, Responsibility, Work) explained the level of employee performance with adjusted R-square of 73.4%, implying a significant relationship with employee performance. Furthermore, the value of R=0.861 indicates that there is a strong correlation between the dependent variable and the independent variables together with the effect on the dependent variable of 74.1%. The remaining 25.9% is explained by other variables out of this model.

Table 4.8: ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	59.439	6	9.906	98.661	.000b
	Residual	21.186	211	.100		
	Total	80.625	217			

a. Dependent Variable: Job performance

The ANOVA table provides the overall acceptability of the model being tested from a statistics point of view. The significant value which is also P-value in the model is 0.000 which indicates the independent variable in the model explains the dependent variable.

Table 4.9: Results of Multiple Regression Analysis

Results of Multiple Regression Analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.432	.145		2.979	.003
	Achievement	.124	.058	.126	2.140	.034
	Work	.141	.057	.153	2.463	.015
	Responsibility	.104	.049	.109	2.119	.035
	Feed - back	.302	.053	.310	5.685	.000
	Peer-pressure	.133	.057	.135	2.346	.020
	Recognition	.186	.045	.195	4.133	.000

a. Dependent Variable: Job performance

The following conclusion can be drawn from the above table. feedback, recognition, Work, peer pressure, Achievement, and Responsibility with beta values (.302, .186, .141,.133,.124 and .104) respectively and with p values less than 0.05 indicates that they have a positive and significant effect on employees' job performance.

Hypothesis Testing Results

H1: Achievement has a positive and significant effect on employees' job performance. The coefficient of (B=.126) indicates from multiple regression analysis shows achievement positively affected employees' job performance and has a p-value of 0.034, which is less than the acceptable value of $p=0.05$. Therefore, the researcher accepts the hypothesis.

H2: Nature of Work has a positive and significant effect on employees' job performance. The coefficient of (B=.153) indicates from multiple regression analysis shows the nature of work positively affected employees' job performance and has a significant effect on job performance with a p-value of 0.015, which is less than the acceptable value of $p=0.05$. Therefore, the researcher accepts the hypothesis.

H3: Responsibility has a positive and significant effect on employees' Job performance. The coefficient of (B=.109) indicates from multiple regression analysis shows responsibility positively affected employees' job performance and has a p-value of 0.035, which is less than the acceptable value of $p=0.05$. Therefore, the researcher accepts the hypothesis.

H4: Feedback has a positive and significant effect on employees' job performance. The coefficient of (B=.310) indicates from multiple regression analysis shows feedback positively affected employees' job performance and had a significant effect on job performance with a p-value of 0.000, which is less than the acceptable value of $p=0.05$. Therefore, the researcher accepts the hypothesis.

H5: Peer pressure has a positive and significant effect on employees' job performance. The coefficient of (B=.135) indicates from multiple regression analysis shows that peer pressure positively affected employees' job performance and had a significant effect on job performance with a p-value of 0.020, which is less than the acceptable value of $p=0.05$. Therefore, the researcher accepts the hypothesis.

H6: Recognition has a positive and significant effect on employees' job performance. The coefficient of (B=.195) indicates from multiple regression analysis shows that recognition positively affected employees' job performance and had a significant effect on job performance with a p-value of 0.000, which is less than the acceptable value of $p=0.05$. Therefore, the researcher accepts the hypothesis.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This final chapter contains the summary of major findings, conclusion and give possible recommendations based on the research conducted.

5.1. SUMMARY OF MAJOR FINDINGS

The regression analysis in Table 4.9 reveals significant relationships between several motivational factors and employee job performance. Key findings are summarized as follows:

1. **Achievement Motivation:** This factor has a beta value of 0.126 and is significant at the 0.034 level, indicating a positive and significant relationship with employee performance.
2. **Nature of Work:** With a beta value of 0.153 and a significance level of 0.015, this factor also positively and significantly impacts employee performance.
3. **Responsibility:** This has a beta value of 0.109, significant at the 0.035 level, showing a positive and significant relationship with performance.
4. **Feedback:** This factor stands out with the highest beta value of 0.310 and a significance level of 0.000, indicating a very strong positive and significant effect on performance.
5. **Peer Pressure:** With a beta value of 0.135 and significance at the 0.020 level, peer pressure positively and significantly affects performance.
6. **Recognition:** This factor has a beta value of 0.195 and a significance level of 0.000, showing a significant positive impact on performance.

In summary, all six motivational factors achievement, nature of work, responsibility, feedback, peer pressure, and recognition have a positive and significant relationship with employee job performance. Feedback is the most influential factor (31%), followed by recognition (19.5%), nature of work (15.3%), peer pressure (13.5%), achievement (12.6%), and responsibility (10.9%). These findings align with previous studies, confirming the positive effects of these motivational factors on employee performance.

The findings of the inferential analysis indicated that there is a significant and positive relationship between all the six motivational factors and employee performance. This is in line

with previous literatures, (Peter, 2018) also found positive and significant result of feedback on employees' job performance. (Mounika, 2021) And (Christiane et al, 2014) found Recognition has positive and significant effect on job performance. (Epi Ratnawati et al , 2020) and (Hussein, 2019)that found nature of work positively and significantly correlated with employee's job performance. (Hussein, 2019) That found Peer pressure has positive and significant effect on job performance.(Smritikana and Birbal, 2022)That found Achievement has positive and significant effect on job performance and (Shahab and Mohd, 2022) that found Responsibility has positive and significant effect on job performance.

5.2. CONCLUSION

The objective of this study was to investigate the effect of motivation on employee job performance in awash wine S.C. Based on the finding of this study the following of conclusion were drawn.

The study concluded that the two motivational factors are highly related, indicating that high employee motivation will result in high employee performance and vice versa. According to the correlation results, all motivational factors have a positive and statistically significant relationship with employee job performance, although the degree of significance varies among the six factors. The most significant relationship is obtained between feedback, recognition, and employee performance; a moderately significant relationship exists between the nature of work, peer pressure, achievement, and responsibility with employee job performance, respectively.

When we look at employees' perceptions towards the six motivational factors, Awash S.C. is performing well on the feedback and recognition motivational factors. On the other hand, the remaining four motivational factors are perceived to be low by respondents.

The results of the regression analysis show that feedback, recognition, and the nature of work take priority over the remaining three motivation factors to increase employee job performance. This indicates that although Awash S.C. is perceived to be strong in the feedback and recognition motivational factors, employees perceive that the organization is not performing well in the achievement factor. On the other hand, responsibility has the least control over employee job performance.

5.3. RECOMMENDATION

The main objective of this study was to examine the effect of motivation on employee's job performance in the case of Awash Wine S.C. This will be useful and important for the management staff and for an organization to improve sustainable development and growth with motivated employees. As can be mentioned in the above findings and conclusions, motivation is the most important factor in employee job performance to achieve organizational goals effectively and efficiently.

Based on the above findings the researcher put the following recommendation:-

Feedback and recognition motivation factors have highly significant effect on employee job performance. Company's employees are more motivated by these two factors.

- **Feedback:** - providing a good and useful Feedback is used to influence an individual's drive to achieve goals and improve performance. When a supervisor provides good feedback for what an employee did, the employee feels that the supervisor has given attention to what they have to do. And leads an employee to be confident and make continuous efforts. This indicates the company should continue using this motivation factor to develop employee performance.
- **Recognition:** -has a highly significant effect on employee job performance. Providing encouragement, public acknowledgment, and appreciation for their efforts leads to employee motivation, higher job performance, and improved productivity. The company should recognize its employees to achieve its goal.
- **Nature of work:** - has a significant effect on employee job performance, but the company is not performing well on these factors, as the respondent results show. Employees are more likely to be motivated, satisfied, and productive when tasks are based on the employee's skills and interests. Conversely, monotonous and stressful tasks lead to decreased performance. The company should assign tasks based on employee knowledge, skill, and interest to accomplish tasks effectively and efficiently.
- **Peer pressure:** - have moderately significant effect on employee job performance, but the company is not well performed so the company should consider the creating computation between employees to develop their performance to achieve company's goal.

- **Achievement:** - have moderate significant effect on employee job performance, but the company is not performing properly as the result of respondent shows so the company should develop the awareness and build the employee's inspiration to need Achievement without additional external outcomes.
- **Responsibility:** - have a moderately significant effect on employee job performance, but the company is not performing well this factors. The company should focus on these factors and give tasks and assign an employee on that activity to operate the process of it and to take responsible for the activity to develop employee performance and company productivity.

Finally as a conclusion the researcher recommend the awash wine s.c work on improving the all motivational factors and especially on those factors the company not performed well.

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APPENDICES:
QUESTIONNAIRE

ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDY

DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION

LETTER OF INTRODUCTION

Dear Respondent,

This questionnaire has been prepared to collect raw data for a research project that shall be submitted in partial fulfillment of the Masters of Business Administration. The objective of the research is to examine the effect of motivation on employee job performance: a case study of Awash Wine S.C. Please take a few moments to answer the attached questionnaire. Your contributions and answers will be treated with the utmost confidentiality, and no names of staff members will be published in the final research document. Note that the questionnaire will only be completed by non-managerial employees of Awash Wine S.C

Lastly, I would like to thank you in advance for your genuine responses and participation, given your busy day. Please do not hesitate to call or email me if you have any doubts about the questions included. In this questionnaire, Personally, I believe that your comment will make the study output more valuable.

Yours Sincerely,

Rediet Lemma

- **Tell: 0985451771**
- **Email: werrylemma2@gmail.com**

SECTION I. DEMOGRAPHICAL DATA

Please put a tick (✓) mark in the appropriate box below:

1. Gender: a. Male b. Female

2. Age: a. 20-30 years b. 31- 40 years c. 41-50 years d. 51-60 years

e. Above 60 years

3. Current level of education

a. Grade 12 and below b. Diploma (12+2, 10+3) c BA/BSC (Under graduate)

d.MA/MSC/MBA (Graduate) e. PhD

4. Total years of work experience in Awash wine S.C?

a. below 1 year b. 1-5 years c. 6-10 years

5. Basic salary earned a month

a. 1000 – 5000 (birr) b.5001-10000 c. 10,001 - 15000 (birr)

d.15, 000 – 30,000 (birr) e. above 30,001 (birr)

6. Current Position:

a. Department head b. junior officer c. officer

d. Senior officer e. team manager f. deputy director

g. director h.other (please state).....

SECTION II: EFFECTS OF EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE

Please judge how frequently each statement fits you using the following rating scales: And please indicate your level of agreement or disagreement with the opinion stated in the table below. Select one of the five scales set below, from 1 (strongly disagree) to 5 (strongly agree). Each of the five scales is set to give the meaning stated against each as follows: 1 = strongly disagree, 2= disagree, 3= neutral, 4= agree, and 5= strongly agree.

Variables Used		Rating				
		1	2	3	4	5
1.Achievement						
1	Rate the influence of achievement motivation on your overall job performance.					
2	I believe that my level of achievement motivation affect my job performance.					
3	I believe that achieving goal at work positively impacts my job Performance					
4	I feel the need to perform well in my job in order to achieve company's goal.					
5	I feel that I should make a high contribution to company goals.					
2. Nature of Work		1	2	3	4	5
1	The job I am doing is interesting					
2	The nature of job that I am doing helps me to make better performance					
3	I feel that my work has a meaningful effect on the organization and its goals. That helps me to make better performance					
4	The nature of my job influences my level of motivation at my job.					

5	I take my work seriously.					
3.Responsibility		1	2	3	4	5
1	My job responsibilities match my skills and abilities.					
2	I feel that strong sense of responsibility leads to increased job Performance					
3	I believe that a sense of responsibility positively effects my job performance					
4	Handling pressures and stress associated with responsibility is makes me stronger					
5	I prioritize my responsibilities at work when faced with multiple tasks or projects					
4.Feedback		1	2	3	4	5
1	I feel that receiving feedback is effective for helping to improve my job performance					
2	I feel motivated to perform better when I receive feedback					
3	I find that the feedback I received helps me set goals and prioritize my work better					
4	I satisfied with the frequency and quality of feedback I receive					
5	I am comfortable in sharing my concerns or challenges with my supervisor during feedback sessions					
5.Recognition		1	2	3	4	5
1	I am more motivated to do my job when I feel I am recognized and appreciated for my contribution to the organization.					
2	I am more motivated to do my job when the recognition is tangible (such as bonus or promotion)					
3	I am more motivated to do my job when the recognition is intangible (such as word of appreciation or public recognition)					

4	My supervisor is polite and care for me					
5	The recognition offered by the organization match my expectation.					
6. Peer Pressure		1	2	3	4	5
1	Peer pressure has strong influence on my job performance					
2	I believe that the success of co- workers enable to do my job better. It has positive effect on my job performance					
3	Do you believe that a supportive and collaborative work environment, where positive peer pressure is encouraged, can enhance overall job performance					
4	I enjoy working with my co- worker					
5	I believe that peer pressure can hander my ability to be authentic and true to myself at work					
Dependent Variable: Job Performance		1	2	3	4	5
1	I received adequate feedback on my work performance					
2	I meet or exceed the expected level of productivity in my work					
3	I feel valued as an employee based on my work performance.					
4	I am able to maintain a positive relationship with my colleagues					
5	I am able to handle challenges that arise in my work effectively.					