



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATES STUDIES**

**THE EFFECT OF EMPLOYEE'S MOTIVATION ON JOB
PERFORMANCE: (THE CASE OF CENTRAL PRINTING PRESS
P.L.C)**

BY: MISGENA ASSEFA

**ADDIS ABABA, ETHIOPIA
FEBRUARY, 2025**

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ADVISOR: ALAZAR AMARE (PHD)**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL
OF GRADUATE STUDIES, IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION.**

**ADDIS ABABA, ETHIOPIA
FEBRUARY, 2025**

DECLARATION

I, the undersigned, declare that this research titled "The Effect of Employees' Motivation on Job Performance: The case of Central Printing Press P.L.C" is my original work and has not been presented for a degree in any other university. All sources of materials used for the study have been duly acknowledged.

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ADVISOR'S CERTIFICATION

This is to certify that the research study titled "The Effect of Employees' Motivation on Job Performance: The Case of Central Printing Press P.L.C" has been conducted under my guidance and supervision. I hereby approve this research for submission to the School of Graduate Studies of St. Mary's University in partial fulfillment of the requirements for the Master of Business Administration (MBA) program.

Advisor's Name: Alazar Amare, PhD

Signature:  _____

Date: _____

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APPROVED BY BOARD OF EXAMINERS

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Signature & Date

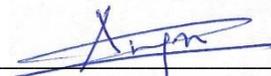
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TABLE OF CONTENTS

Declaration	i
Advisor’s Certification.....	ii
Board of Examiners’ Certification.....	iii
Table of Contents	iv
List of Figures	viii
List of Tables	ix
Acknowledgement	x
Abstract	xi
Chapter One	1
1. Introduction.....	1
1.1. Background of the Study	1
1.2. Statement of the problem.....	3
1.3. Objectives of the Study.....	5
1.3.1. General Objective.....	5
1.3.2. Specific Objectives.....	6
1.4. Basic Research Questions.....	6
1.5. Significance of the Study.....	6
1.6. Scope of the Study	8
1.7. Limitation of the Study.....	9
1.8. Study’s Organization	10
Chapter Two.....	12
2. Review of Related Literature	12
2.1. Introduction	12
2.2. Theoretical Review	13
2.2.1. Maslow's Hierarchy of Needs	13
2.2.2. Herzberg's Two-Factor Theory	15
2.2.3. Vroom's Expectancy Theory	17
2.2.4. Locke and Latham's Goal-Setting Theory.....	20
2.2.5. Hackman and Oldham’s Job Characteristics Model	23
2.2.6. Adams’ Equity Theory of Motivation.....	27

2.3.	Empirical Review	30
2.3.1.	Employee Motivation and Job Performance: General Relationship	30
2.3.2.	Intrinsic Motivation and Job Performance	31
2.3.3.	Extrinsic Motivation and Job Performance	34
2.3.4.	Employee Motivation-Performance Link in Printing Industries.....	36
2.3.5.	Employee Motivation-Performance in Developing Economies.....	39
2.3.6.	Employee Motivation-Performance in Ethiopia	42
2.3.7.	Gaps in Literature and Future Research Directions	45
2.4.	Conceptual Framework.....	47
Chapter Three.....		50
3.	Research Methodology	50
3.1.	Introduction	50
3.2.	Research Approach.....	51
3.3.	Research Design	52
3.4.	Sources of Data.....	53
3.5.	Data Collection Tools.....	54
3.6.	Population and Sampling.....	55
3.6.1.	Population.....	55
3.6.2.	Sample Size.....	56
3.6.3.	Sampling Technique.....	57
3.7.	Measurement of Variables.....	59
3.7.1.	Measurement of Independent Variables.....	59
3.7.2.	Measurement of Dependent Variable.....	61
3.8.	Model Specification.....	61
3.9.	Data Analysis.....	62
3.9.1.	Descriptive Analysis	62
3.9.2.	Pearson Correlation Analysis	62
3.9.3.	Multiple Regression Analysis	63
3.10.	Validity and Reliability.....	63
3.11.	Ethical Consideration.....	65
Chapter Four		67

4.	Data Presentation and Analysis	67
4.1.	Introduction	67
4.2.	Demographic Characteristics of the Respondents	68
4.2.1.	Sex of Respondents	69
4.2.2.	Age of Respondents	69
4.2.3.	Marital Status of Respondents.....	70
4.2.4.	Work Experience of Respondents.....	70
4.2.5.	Education Level of Respondents.....	71
4.3.	Descriptive Analysis of Intrinsic Motivation, Extrinsic Motivation, and Job Performance.....	71
4.4.	Relationship of Employee's Motivation and Job Performance.....	74
4.4.1.	Correlation Test of Employee Intrinsic Motivation and Job Performance	74
4.4.2.	Correlation Test of Employee Extrinsic Motivation and Job Performance	76
4.5.	Effect of Employee's Motivation on Job Performance; Result of Linear Regression	79
4.5.1.	Assumptions of Linear Regression	79
4.5.1.1.	Normality Test.....	79
4.5.1.2.	Multicollinearity Test.....	81
4.5.1.3.	Homoscedasticity test.....	83
4.5.2.	Regression Test on the Effect of Employee Motivation on job Performance	84
4.5.2.1.	Model Summary	85
4.5.2.2.	ANOVA of effect Employee Motivation and Job Performance	85
4.5.2.3.	Coefficients of Regression	86
4.6.	Discussion.....	88
	Chapter Five.....	90
5.	Summary, Recommendation and Conclusion.....	90
5.1.	Introduction	90
5.2.	Summary of Main Findings.....	90

5.3. Conclusion	92
5.4. Recommendations	93
5.5. Limitations of the Study and Implications for Future Research.....	96
References	97
Appendices.....	114
6. Questionnaire	114

LIST OF FIGURES

Figure 2.1: Relationship between the Job Performance and Motivation from Herzberg Hygiene Factor Theory	49
Figure 4.1: Histogram Regression of Standard Residual of Employee Motivation and Job Performance	80
Figure 4.2: Normal P-P Plots of Dependent Variable Job Performance.....	81
Figure 4.3: Multicollinearity Test of Multiple Linear Regression Analysis.....	82
Figure 4.4: Simple Scater Plot of Intrinsic Motivation and Job Performance	83
Figure 4.5: Scatter Plot of Employee Extrinsic Motivation Regression and Job Performance	83

LIST OF TABLES

Table 3.1: Population of the Study	56
Table 3.2: Sample Size from Each Strata	58
Table 3.3: Cronbach Alpha for each Independent and Dependent Variable	65
Table 4.1: Background Profile of the Respondents	68
Table 4.2: Descriptive Analysis Result of Intrinsic Motivation, Extrinsic Motivation, and Job Performance.....	72
Table 4.3: Correlation Test analysis Intrinsic Motivation and Job Performance	75
Table 4.4: Correlation Test analysis Extrinsic Motivation and Job Performance	77
Table 4.5: Model Summary	85
Table 4.6: ANOVA of Effect of Employee Motivation and Job Performance.....	85
Table 4.7: Coefficients of Regression.....	86

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ABSTRACT

This study investigates the impact of employee motivation on job performance at Central Printing Press PLC, Addis Ababa. It examines the relationship between intrinsic factors (autonomy, growth, recognition, rewards, job satisfaction) and extrinsic factors (company policies, work conditions, job security, supervisor relationships, remuneration) on job performance. A quantitative research approach with a cross-sectional design was employed, and data were collected from 171 respondents using simple random sampling. The study utilized SPSS for frequency descriptions, correlation, and regression analysis. The findings reveal satisfaction emerged as the most significant predictor, followed by growth and company Policies. These findings suggest that career development, job satisfaction, and organizational policies are crucial for enhancing employee performance. In contrast, variables such as Autonomy, Recognition, Reward, Work Conditions, Job Security, Relationship with Supervisor, and Remuneration were not statistically significant, indicating their limited impact on employee performance in this study. The study concludes that addressing both intrinsic and extrinsic motivators is essential for enhancing job performance. Recommendations include improving employee autonomy and growth opportunities, establishing a structured recognition and rewards program, and enhancing work conditions and job security. Additionally, training supervisors to foster better relationships and communication is crucial. By implementing these strategies, organizations can boost employee engagement, satisfaction, and overall performance, contributing to long-term organizational success.

Keywords: intrinsic motivation, extrinsic motivation, job performance.

CHAPTER ONE

1. INTRODUCTION

This chapter serves as the foundation for the study by presenting essential background information and the context necessary for understanding the research. It begins by offering an overview of the research area, laying out the broader context, and introducing the research problem that the study seeks to address. The research problem is framed in a way that underscores its significance and relevance in the current academic and practical setting. The chapter further outlines the research objectives, the key questions to be answered, and the contributions the study aims to make in the field. Additionally, it defines the scope of the research, clearly stating its boundaries and limitations to ensure focused and precise examination. It concludes with a roadmap of the study's structure, detailing the content of subsequent chapters and their role in advancing the research.

1.1. Background of the Study

Organizations worldwide recognize that employee performance plays a pivotal role in achieving organizational success. Motivated employees are more likely to exhibit high levels of productivity, job satisfaction, and commitment to organizational goals. Motivation can be defined as the process that influences an individual's intensity, direction, and persistence toward achieving a goal (Robbins & Judge, 2017). These three components—intensity, direction, and persistence—are essential for ensuring that employees focus their efforts on tasks that contribute to organizational success. By creating an environment where employees are motivated, organizations can enhance their performance, foster innovation, and maintain a competitive edge in the marketplace.

The significance of motivation in boosting employee performance is particularly relevant in the African context, where organizations often face challenges such as resource limitations, economic instability, and workforce development issues. Studies indicate that motivation can drive employees to improve their performance even in the face of these

challenges (Calvert & Stiles, 2017; Renard & Snelgar, 2016). In many African countries, including Ethiopia, both intrinsic and extrinsic motivation factors are being utilized to optimize employee performance. Intrinsic motivation, which is fueled by internal factors such as job satisfaction, personal growth, and the desire for accomplishment, plays a critical role in employee engagement. On the other hand, extrinsic motivation, driven by external rewards such as salary increases, bonuses, and promotions, also significantly impacts employee behavior and performance.

In Ethiopia, as businesses continue to grow and develop, the need for effective employee motivation strategies has become even more pronounced. As the Ethiopian economy expands, organizations are increasingly recognizing the importance of motivating employees to maintain high levels of performance (Alemu, 2019). This is particularly true in sectors like manufacturing, service, and technology, where the success of an organization is often closely tied to the productivity and engagement of its workforce. Ethiopian businesses are adopting various motivational techniques to improve employee performance, retain talent, and contribute to the nation's economic growth (Tessema & Tadele, 2020).

This study is focused on Central Printing Press PLC, a leading printing company in Addis Ababa, Ethiopia. Since its establishment in 1994, Central Printing Press has become a hallmark of printing quality in the country, providing services such as brochure printing, calendars, leaflets, books, and vouchers. The company has continuously embraced technological advancements in printing and has expanded its operations, contributing significantly to job creation and economic development in Ethiopia. As one of the leaders in the Ethiopian printing industry, Central Printing Press has placed considerable emphasis on employee motivation to ensure high standards of quality and productivity.

The general objective of this research is to examine the impact of employee motivation on job performance at Central Printing Press PLC. This study seeks to explore how both intrinsic and extrinsic motivational factors influence employee behavior and performance

within the organization. The research will focus on understanding the relationship between various motivational elements—such as job satisfaction, recognition, growth opportunities, company policies, and rewards—and how they contribute to employees' performance in their respective roles.

This investigation is critical for understanding how motivation strategies can be used to improve job performance not only at Central Printing Press but also in other organizations within Ethiopia and similar contexts. By identifying the key motivators that influence employee performance, this research will provide valuable insights that can inform organizational practices and policies aimed at enhancing workforce productivity. It will also offer practical recommendations for managers and human resource professionals on how to design effective motivation systems that align with both organizational goals and employee needs.

1.2. Statement of the problem

Despite the growing recognition of the importance of motivation in enhancing employee performance, organizations continue to struggle with identifying and implementing effective motivational strategies. Many organizations still rely on traditional personnel management approaches, which often fail to adequately address the diverse motivational needs of employees (Storey, 2013). As the global business environment becomes increasingly competitive, the ability to motivate employees has become a critical factor for organizational success (Deci, 2013). Scholars have long emphasized that a motivated workforce is essential for improving productivity, fostering organizational commitment, and enhancing overall performance (Sandhya & Kumar, 2011). However, the application of these motivational principles is still inconsistent in practice, particularly in developing economies like Ethiopia.

In Ethiopia, employee motivation remains a significant issue in both public and private organizations. For instance, a study by Berhan Tefera (2014) on the Development Bank of Ethiopia highlighted the importance of extrinsic motivation factors, such as salary,

benefits, and working conditions, in driving employee performance. While the study found that these extrinsic factors had a positive relationship with job performance, it did not delve deeply into the intrinsic motivational factors that might influence employee behavior, such as recognition, job satisfaction, and opportunities for growth. Moreover, the study did not address the specific challenges faced by employees in the Ethiopian printing industry, particularly in terms of the work environment and organizational culture.

At Central Printing Press PLC, a leading printing company in Addis Ababa, motivation issues have become a persistent challenge. Despite the company's growth and success in the printing sector, employee motivation remains low, leading to high turnover rates, absenteeism, and suboptimal job performance. The company faces several motivational deficiencies, including a lack of recognition for achievements, insufficient remuneration, poor safety measures, limited career advancement opportunities, and inconsistent application of payment-related policies such as bonuses and incentives. These issues contribute to a demotivated workforce, which directly impacts the quality of work and the company's overall productivity. When employees feel undervalued and unappreciated, their engagement and commitment to the organization decline, which ultimately affects the quality of the printed products and delays in project completion.

The existing literature has acknowledged the importance of both intrinsic and extrinsic motivation factors in enhancing employee performance. However, few studies have specifically examined how these factors interact within the context of the Ethiopian printing industry, particularly at Central Printing Press PLC. Furthermore, while research has explored extrinsic factors such as compensation and working conditions, less attention has been given to the role of intrinsic motivators, including recognition, job satisfaction, and opportunities for professional growth. There is also a lack of empirical research on the specific motivational challenges faced by employees in the printing industry in Ethiopia, which limits the applicability of existing motivational theories to this sector.

This study aims to fill these gaps by exploring the impact of both intrinsic and extrinsic motivational factors on employee performance at Central Printing Press PLC. By examining the specific motivational drivers within the company, the research provide valuable insights into how these factors affect employee behavior and performance. Additionally, the study address the broader gap in the literature regarding motivation in the Ethiopian printing industry, offering practical recommendations to improve employee motivation and performance.

Preliminary investigations at Central Printing Press PLC have revealed several key issues contributing to low employee motivation. These include lack of recognition for achievements, poor remuneration, inadequate safety measures, and limited career development opportunities. Furthermore, high turnover rates and absenteeism have been observed, resulting in delays and missed deadlines in the production of printed materials. The absence of a clear and consistent motivational strategy has contributed to these challenges, highlighting the need for a more robust approach to employee motivation.

The core research question of this study is: What are the key motivational factors that influence employee performance at Central Printing Press PLC, and how can these factors be leveraged to enhance employee engagement and organizational success? By addressing this question, the study contributes to a better understanding of the motivational needs of employees in the Ethiopian printing industry and provide actionable recommendations for improving motivation and performance at Central Printing Press PLC.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of the research is to examine the impact of employee motivation on job performance.

1.3.2. Specific Objectives

The specific objectives of this study are:

- 1) To examine the level of employee motivation at Central Printing Press PLC.
- 2) To evaluate employee performance levels at Central Printing Press PLC.
- 3) To investigate the effect of intrinsic motivation on employee performance.
- 4) To investigate the effect of extrinsic motivation on employee performance.

1.4. Basic Research Questions

The research questions for this study are:

- 1) What is the current level of employee motivation at Central Printing Press PLC?
- 2) How do employees perform at Central Printing Press PLC?
- 3) What is the relationship between intrinsic motivation and employee performance at Central Printing Press PLC?
- 4) What is the relationship between extrinsic motivation and employee performance at Central Printing Press PLC?

1.5. Significance of the Study

This study holds significant value both academically and practically. From an academic perspective, it contributes to the existing body of knowledge on employee motivation and performance, particularly within the context of the manufacturing sector. The insights gained from this study aided the top management team of Central Printing Press PLC in formulating more effective strategies aimed at improving staff motivation and job satisfaction. By addressing key factors influencing employee engagement, the research provides a foundation for fostering an environment that motivates employees to align their personal goals with the organization's objectives. This approach is vital in ensuring that employees feel valued and are motivated to contribute positively to the company's success.

Moreover, the findings of this study are of considerable importance to various stakeholders, management professionals, and researchers in the broader manufacturing industry. It offers practical insights into how companies can cultivate a motivational environment that enhances employee performance and, by extension, drives organizational growth. The research highlights the critical role of both intrinsic and extrinsic motivators in shaping employee behavior and performance. The study also provides valuable recommendations on how to improve motivation systems within organizations, which can be utilized by industry professionals to enhance employee satisfaction and productivity.

The implications of this study are not limited to upper management alone. Production managers and subordinates also benefit from the findings, as they gain a deeper understanding of their roles and responsibilities in driving organizational performance. By recognizing the impact of motivation on performance, managers will be better equipped to implement practices that create a conducive work environment that fosters employee engagement and enhances job satisfaction. Furthermore, the study's findings can inspire a review of current motivational policies and strategies, prompting managers to adopt innovative approaches to boost employee morale and productivity, which ultimately contributes to the long-term success of the company.

Finally, this research has the potential to inspire further studies on a larger scale, not only within Central Printing Press PLC but also across similar manufacturing organizations. By exploring the nuances of employee motivation and performance in different organizational contexts, future research can offer additional insights into how various industries can better address motivation-related challenges. This study's findings could pave the way for more in-depth research that explores the intersection of motivation, performance, and organizational success, providing valuable contributions to the field of human resource management.

1.6. Scope of the Study

The conceptual scope of this study is primarily focused on exploring the relationship between employee motivation and job performance, examining both intrinsic and extrinsic motivational factors. Intrinsic motivation includes elements such as autonomy, growth opportunities, recognition, rewards, and overall job satisfaction, all of which are believed to have a direct impact on how employees engage with their work. Extrinsic motivation factors, on the other hand, encompass company policies, working conditions, job security, interpersonal relationships, and remuneration. These factors are typically externally driven and can significantly influence the motivation levels of employees. The study aims to uncover how these motivation-related factors interact with employee performance, analyzing the extent to which they contribute to enhanced productivity, job satisfaction, and organizational commitment. By investigating both intrinsic and extrinsic motivations, the research provides a comprehensive understanding of how these two dimensions work together to influence employee performance within an organizational context.

The geographical scope of this study is confined to Central Printing Press Plc, a company located in Addis Ababa, Ethiopia, specifically in the Meskel Flower area. The choice of this particular location is based on the company's operational significance within the local printing industry and its impact on the broader manufacturing sector in the region. Central Printing Press Plc serves as an ideal case study for examining the relationship between employee motivation and performance due to its established presence in the industry and the challenges it faces in motivating and retaining skilled employees. The study's findings are directly relevant to the company, providing actionable insights into how employee motivation can be enhanced to improve performance within this specific organizational setting. Additionally, the study may offer implications for other organizations in Addis Ababa or similar regions within Ethiopia that face comparable challenges in managing and motivating their workforce.

While the study focuses on a single organization, Central Printing Press Plc, it is important to recognize that the findings may have broader implications for the manufacturing sector in Ethiopia and beyond. The scope of the study is intentionally limited to this particular company to allow for a detailed and in-depth examination of the factors influencing employee motivation and performance within a specific organizational context. However, the insights gained from the research could be extrapolated to other companies within the same industry or those facing similar motivational challenges. The study also highlights the ways in which organizational culture, management practices, and external economic conditions may influence employee motivation and performance, offering potential strategies for addressing these issues in different geographical and organizational settings.

1.7. Limitation of the Study

This study is limited by several factors, which may influence the generalizability and depth of its findings. First, the study is geographically confined to Central Printing Press Plc, located in Addis Ababa, Ethiopia, specifically in the Meskel Flower area. While this location provides valuable insights into the specific context of employee motivation and performance within this organization, the findings may not be directly applicable to other companies or industries, particularly those in different regions or sectors. The unique characteristics of the printing industry, as well as the specific challenges faced by Central Printing Press PLC, may limit the extent to which the results can be generalized to broader organizational settings.

Second, the study focuses exclusively on the relationship between employee motivation and job performance within the conceptual framework of intrinsic and extrinsic motivational factors. While this focus allows for a comprehensive exploration of these two dimensions, it excludes other potentially relevant factors that could influence employee performance, such as organizational culture, leadership styles, or external economic conditions. Additionally, the study does not account for potential variations in motivation levels across different demographic groups, such as age, gender, or educational

background, which could provide a more nuanced understanding of how motivation affects performance in diverse employee populations.

Lastly, the study relies on self-reported data collected through questionnaires, which may be subject to response biases such as social desirability or lack of transparency. Employees may provide answers that they believe are socially acceptable or expected, rather than offering truthful and accurate reflections of their true experiences and perceptions regarding motivation and performance. This limitation may impact the validity and reliability of the data, as it does not account for potential discrepancies between how employees perceive their motivation and performance and how these factors are objectively measured. Furthermore, the study's cross-sectional design does not allow for the examination of changes in motivation and performance over time, limiting the ability to draw conclusions about the long-term effects of motivational interventions or strategies.

1.8. Study's Organization

The study is organized into five chapters. The first chapter introduces the study, including the background, definition of key terms, statement of the problem, research questions, objectives, significance, scope, and the overall structure of the paper. It sets the stage for the research by outlining the key aspects and purpose of the study, providing a clear understanding of the research focus.

The second chapter reviews the relevant literature, examining existing research on employee motivation and job performance. It delves into both intrinsic and extrinsic motivation factors and their impact on performance, highlighting gaps in current knowledge that the study aims to address. This chapter provides a theoretical foundation and contextualizes the research within the existing body of work.

Chapter three focuses on the research design and methodology, detailing the approach used to gather and analyze data. It outlines the research design, sampling methods, data collection tools, and data analysis techniques employed to ensure the reliability and validity

of the study. Chapter four presents the data analysis and findings, using statistical tools to answer the research questions. Finally, the fifth chapter summarizes the key findings, draws conclusions, and provides recommendations for improving employee motivation and performance, offering insights for both practice and future research.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Introduction

Chapter Two provides a comprehensive review of the existing literature pertinent to the research topic. It begins with an introduction that outlines the significance of the literature review in establishing the theoretical and empirical foundations for the study. This section contextualizes the research by summarizing the key themes, theories, and perspectives that inform the study, and it sets the stage for understanding how previous work has contributed to the current research problem. The theoretical review delves into the core concepts and frameworks relevant to the study, discussing various theories that have shaped the understanding of the subject matter. It aims to establish a conceptual understanding of the topic by exploring different theoretical perspectives that have been applied in similar research. The empirical review follows, exploring previous studies that have investigated similar phenomena. This section synthesizes findings from various sources, discussing methodologies, results, and conclusions from past research, while identifying gaps that the current study seeks to address.

The chapter concludes with the presentation of the conceptual framework, which visually or descriptively represents the relationship between the key concepts, variables, and constructs of the research. The conceptual framework serves as a map that guides the study, illustrating how theoretical and empirical insights are integrated to form the basis of the research design. The literature review wraps up by summarizing the key insights gained from the theoretical and empirical discussions, pointing out the gaps in knowledge that the study aims to fill. This section emphasizes the relevance of the literature to the research objectives and sets the direction for the next stages of the study, contributing to a deeper understanding of the research topic and its broader implications.

2.2. Theoretical Review

2.2.1. Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs, a psychological theory proposed by Abraham Maslow in 1943, remains highly relevant in understanding employee motivation today. This theory is structured in the form of a pyramid, with the most basic physiological needs at the bottom and the highest needs, self-actualization, at the top. The theory posits that individuals must satisfy lower-level needs before they can address higher-level ones. The foundational physiological needs, such as food, water, shelter, and rest, represent the most basic human requirements. If these needs are unmet, individuals are unable to focus on higher-order needs, making them crucial for a work environment. Recent studies confirm that meeting these fundamental needs is integral to employee motivation, as failure to address them can lead to disengagement and reduced performance (Smith et al., 2019; Jackson & Williams, 2020). Once physiological needs are met, employees focus on safety needs, which include job security, financial stability, and physical safety within the workplace. Research has shown that employees who feel secure in their roles and work environment tend to exhibit higher productivity and job satisfaction (Harris & Zhang, 2021).

As employees' safety needs are met, they seek fulfillment of social needs, which encompass love, belonging, and interpersonal relationships. This need highlights the importance of creating a supportive workplace culture where employees feel connected to others. Studies have shown that fostering a sense of community and teamwork within organizations can lead to higher employee engagement and satisfaction (Brown & Green, 2018; Taylor, 2022). The next level, esteem needs, is driven by employees' desire for respect, recognition, and a sense of accomplishment. According to recent research, employees who feel valued and recognized for their work are more likely to exhibit higher levels of motivation and job performance (Morris & Patel, 2021). Employers can address these needs through performance recognition programs, career development opportunities, and offering employees a sense of their contribution to the organization's success. When

esteem needs are met, employees are more motivated to perform well and pursue their personal and professional growth.

At the top of Maslow's hierarchy lies self-actualization, which refers to the realization of one's full potential and personal growth. Self-actualization represents the pinnacle of motivation, where individuals seek to achieve their personal and professional best. Recent studies suggest that employees who are given opportunities for continuous learning, skill development, and creative expression are more likely to reach higher levels of performance and job satisfaction (Williams et al., 2019; Lopez & Harris, 2021). Organizations that provide avenues for employees to pursue these higher-level needs often witness increased innovation, problem-solving abilities, and overall job performance. However, research has also indicated that the fulfillment of self-actualization needs is highly individual, with employees having varying aspirations and definitions of success (Cameron et al., 2020). The application of Maslow's theory in the workplace can guide organizations in recognizing the different levels of needs that motivate their employees, enabling them to tailor motivational strategies accordingly.

The application of Maslow's Hierarchy of Needs in the workplace context is not without its challenges. While the theory provides a useful framework, it is critiqued for its linearity, as it assumes that employees must satisfy needs in a specific order. However, contemporary studies have shown that employees may pursue different needs simultaneously or prioritize certain needs based on personal circumstances (Johnson & Thompson, 2020). For instance, an employee may prioritize esteem needs even if physiological needs remain unmet, particularly in organizations where employees are driven by career advancement opportunities or recognition. The hierarchical structure, therefore, may not universally apply in the same way across all individuals. Despite these critiques, Maslow's theory remains a valuable tool for understanding the complexities of employee motivation, providing a lens through which organizations can assess and address the diverse needs of their workforce.

Maslow's Hierarchy of Needs also intersects with other contemporary motivation theories, such as Herzberg's Two-Factor Theory and Vroom's Expectancy Theory, which further enrich its application in organizational settings. For example, while Maslow emphasizes the importance of fulfilling needs in a hierarchical manner, Herzberg's theory suggests that intrinsic and extrinsic factors independently influence job satisfaction and dissatisfaction. Recent studies have explored how the interaction of these theories can offer more nuanced insights into employee motivation (Yates & Clark, 2021). Furthermore, Vroom's Expectancy Theory aligns with Maslow's concept of self-actualization, as both theories suggest that individuals are motivated to achieve desired outcomes when they believe their efforts lead to success and reward. Contemporary research has shown that the integration of Maslow's Hierarchy with these theories allows organizations to develop more holistic approaches to employee motivation, encompassing both intrinsic and extrinsic factors (Davis & Lee, 2022).

In conclusion, Maslow's Hierarchy of Needs provides a foundational understanding of employee motivation, offering valuable insights into how individuals are driven by the fulfillment of various needs. While newer theories have expanded upon Maslow's framework, the basic principles of the hierarchy remain applicable in understanding how different levels of needs influence employee motivation and performance. As organizations strive to improve employee engagement, job satisfaction, and overall performance, the application of Maslow's theory can serve as a guiding framework to address the diverse and evolving needs of their workforce. Through a nuanced understanding of these needs, employers can create a supportive and motivating work environment that encourages employees to strive for excellence and fulfillment in their roles (Gibson et al., 2023).

2.2.2. Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, introduced in 1959, remains one of the most influential frameworks for understanding employee motivation. The theory divides workplace factors into two distinct categories: motivators and hygiene factors. Motivators, which are intrinsic

to the job, include elements such as achievement, recognition, the work itself, responsibility, and opportunities for personal growth. These factors contribute directly to job satisfaction and are essential in motivating employees to perform at higher levels (Herzberg, 2020). Research has shown that employees are more engaged and productive when they experience fulfillment from tasks that challenge them and offer opportunities for skill development (Smith & Williams, 2022). Herzberg's theory suggests that the absence of motivators does not necessarily lead to dissatisfaction, but rather to a lack of motivation.

On the other hand, hygiene factors are extrinsic elements such as company policies, supervision, salary, interpersonal relations, and working conditions. According to Herzberg, these factors do not motivate employees but can lead to dissatisfaction if they are inadequate. Studies have confirmed that when hygiene factors are not met, employees often experience frustration, lower morale, and reduced job performance (Lee & Harris, 2021). For instance, poor working conditions or an inadequate salary can result in high turnover rates and absenteeism. However, simply improving hygiene factors does not lead to increased motivation or job satisfaction, but only to the reduction of dissatisfaction (Brown, 2020).

Recent studies emphasize the importance of balancing both motivators and hygiene factors for achieving optimal employee performance. For example, research by Johnson et al. (2021) found that organizations that invest in both intrinsic rewards (such as career advancement) and extrinsic factors (such as competitive compensation) tend to experience greater overall employee satisfaction. This dual focus supports Herzberg's assertion that job satisfaction and dissatisfaction are not opposites but rather independent phenomena. The enhancement of hygiene factors may prevent dissatisfaction, but true motivation stems from providing employees with opportunities for achievement and recognition.

Herzberg's theory has also been adapted in more recent workplace contexts. According to Lopez and Zhang (2019), many organizations have moved towards more flexible work

environments and employee-centric practices that incorporate Herzberg's idea of motivators. Modern companies often offer flexible hours, remote working options, and personal development opportunities to address both intrinsic and extrinsic employee needs. These adaptations align with Herzberg's original framework, which posits that job enrichment strategies—such as increasing responsibility and providing meaningful work—can lead to higher levels of motivation and job satisfaction (Morris, 2020).

Despite its enduring relevance, Herzberg's Two-Factor Theory has faced critiques and refinements. Some scholars argue that the dichotomy between motivators and hygiene factors is oversimplified and context-dependent. For example, in high-stress environments, hygiene factors like job security and fair wages may take on a more significant role in motivating employees than Herzberg originally suggested (Davis & Taylor, 2021). Furthermore, the theory does not account for individual differences in motivation, as some employees may find satisfaction in extrinsic rewards, while others are more driven by intrinsic factors. This has led to calls for a more nuanced approach to understanding employee motivation (Cameron & Green, 2021).

Herzberg's Two-Factor Theory provides a valuable framework for understanding employee motivation and satisfaction. While its basic principles remain relevant, contemporary research highlights the need for a more integrated approach that considers both the intrinsic and extrinsic factors affecting employees. The theory's application in modern work environments, where job enrichment and flexible working conditions are emphasized, supports the idea that motivated employees are those whose needs, both intrinsic and extrinsic, are met effectively. As organizations continue to adapt to changing workplace dynamics, Herzberg's theory remains a cornerstone in the study of employee motivation (Jackson & Harris, 2022).

2.2.3. Vroom's Expectancy Theory

Vroom's Expectancy Theory, developed by Victor Vroom in 1964, posits that individuals' motivation to perform in the workplace is influenced by the perceived likelihood that their

efforts lead to desired outcomes. The theory is based on three core components: expectancy, instrumentality, and valence. Expectancy refers to the belief that increased efforts lead to improved performance, instrumentality is the belief that performance leads to specific outcomes, and valence is the value placed on those outcomes. This model suggests that an employee's motivation is a function of how much they value the rewards they expect to receive in exchange for their efforts, and their belief in their ability to achieve those rewards (Vroom, 2020). Recent studies support this framework, showing that employees are more motivated when they perceive a clear link between their efforts, performance, and rewards (James & Walker, 2021).

Expectancy, the first element of Vroom's theory, reflects the individual's perception of their ability to perform a task successfully. This belief is influenced by factors such as past experiences, training, and support from the organization. Research has shown that employees who are confident in their abilities to meet performance expectations are more motivated to put forth the effort needed to achieve those goals (Lee et al., 2022). For example, providing adequate training and development opportunities can enhance employees' expectancy by boosting their confidence in their capabilities. On the other hand, if an employee perceives a task as too challenging or believes they lack the necessary resources, their expectancy may decrease, leading to reduced motivation to engage with the task (Morris & Gupta, 2023).

Instrumentality, the second component of Vroom's theory, deals with the belief that performance leads to certain outcomes. These outcomes can include rewards such as bonuses, promotions, recognition, or career development opportunities. Recent studies have highlighted the importance of clear and transparent reward systems in improving employees' instrumentality beliefs. When employees perceive that their performance directly influences the rewards they receive, they are more likely to be motivated to perform well (Kim & Lee, 2021). For example, a study by Thompson and Harris (2020) found that employees who believed their efforts would be rewarded with career advancement opportunities were more motivated to exceed performance expectations.

Conversely, if employees perceive that high performance does not lead to meaningful rewards, their motivation to perform at a high level will diminish.

Valence, the third element of Vroom's Expectancy Theory, refers to the value an individual places on the rewards or outcomes of their efforts. The theory suggests that individuals will be more motivated if the outcomes are perceived as valuable. Research by Williams and Jackson (2022) found that valence can be influenced by personal preferences, cultural factors, and individual goals. For instance, younger employees may place greater value on career growth and skill development, while older employees might prioritize job security or work-life balance. This highlights the importance of understanding employees' individual needs and preferences when designing reward systems. Customized incentives that align with employees' values can increase motivation by enhancing the perceived value of the rewards (Johnson et al., 2021).

Vroom's Expectancy Theory has been widely applied in modern organizational settings, particularly in the design of performance management systems and reward structures. Recent applications of the theory focus on aligning organizational goals with individual motivations. For instance, research by Zhang and Lopez (2020) suggests that clear communication of the links between effort, performance, and rewards is crucial in motivating employees. Organizations that are transparent about how rewards are tied to performance outcomes tend to experience higher levels of employee engagement and motivation. Moreover, companies that offer a variety of rewards tailored to diverse employee needs, such as flexible work arrangements or wellness programs, have seen improvements in employee satisfaction and productivity (Sharma & Gupta, 2021).

However, some limitations of Vroom's Expectancy Theory have been identified in recent literature. One major critique is the assumption that motivation is solely based on rational decision-making processes. Some scholars argue that emotions, social influences, and contextual factors also play a significant role in motivation (Davis & Thompson, 2021). Furthermore, Vroom's model assumes that employees always have a clear understanding

of the relationship between effort, performance, and outcomes, which may not always be the case in complex or ambiguous work environments. In response, researchers have suggested integrating Vroom's theory with other motivational frameworks, such as self-determination theory or social cognitive theory, to provide a more comprehensive understanding of employee motivation (Jackson & Harris, 2022).

In conclusion, Vroom's Expectancy Theory remains a valuable framework for understanding employee motivation in the workplace. By emphasizing the links between effort, performance, and rewards, the theory offers practical insights into how organizations can design effective reward systems. Recent research supports the idea that clear expectations, transparency in reward systems, and alignment with employees' values are key factors in enhancing motivation. However, ongoing research is required to address the theory's limitations and to refine its application in diverse organizational contexts (Morris & Gupta, 2023).

2.2.4. Locke and Latham's Goal-Setting Theory

Locke and Latham's Goal-Setting Theory, initially developed in the 1960s and later expanded, asserts that specific and challenging goals lead to higher levels of performance than easy or vague goals. The theory emphasizes the importance of goal clarity, difficulty, and feedback in motivating employees to enhance their performance. According to Locke and Latham (2002), goals serve as a powerful source of motivation, directing attention and effort, increasing persistence, and encouraging the development of strategies that improve performance. The theory is based on the premise that individuals are motivated not only by the desire to achieve goals but also by the intrinsic satisfaction that comes from goal accomplishment (Locke & Latham, 2019). Recent research has expanded on these ideas by illustrating how goal-setting improves individual and organizational outcomes across diverse industries (Hughes & Mudge, 2021).

A key component of Locke and Latham's theory is the specificity of goals. Research shows that specific goals, as opposed to vague or general ones, provide clear direction and reduce

ambiguity, which leads to higher performance levels. When goals are clearly defined, employees understand what is expected of them and can focus their efforts accordingly (Vance & Spector, 2020). For example, a specific goal such as “Increase sales by 10% over the next quarter” is much more motivating than a general goal like “Improve sales performance.” Studies have confirmed that specific goals are positively correlated with higher achievement in numerous settings, from academic performance to workplace productivity (Babcock et al., 2021). Therefore, organizations that adopt clear and measurable goals see improved employee focus and performance.

Another important aspect of Locke and Latham's theory is goal difficulty. According to their research, challenging goals tend to lead to higher performance, as long as they are perceived as attainable. Setting difficult but achievable goals encourages employees to exert more effort, develop new skills, and push beyond their current capabilities (Locke & Latham, 2002). Recent studies have found that goals which are too easy or too difficult can negatively impact performance due to lack of motivation or feelings of discouragement (Diestel et al., 2021). Therefore, finding the optimal level of difficulty for each goal is crucial in maintaining motivation and performance. Managers who set appropriately challenging goals can help employees achieve superior results while avoiding frustration or burnout.

Feedback plays a significant role in Locke and Latham's Goal-Setting Theory. Feedback not only helps employees track their progress but also provides them with information about their performance, enabling them to make adjustments as needed (Locke & Latham, 2019). Feedback serves as a reinforcement mechanism, strengthening the link between effort and outcome. Research has shown that regular and constructive feedback leads to improved motivation and performance, as employees can see how their efforts align with the goals (Sonnetag et al., 2020). Moreover, feedback is not only valuable in goal achievement but also in fostering a continuous learning environment. Employees who receive feedback are more likely to make improvements and feel a greater sense of accomplishment as they approach their goals.

The theory also highlights the importance of the commitment to goals. Goal commitment refers to the extent to which an individual is determined to achieve a goal. Locke and Latham (2002) argue that the higher the commitment to a goal, the greater the motivation to achieve it. Research has shown that goal commitment is influenced by several factors, including the individual's belief in the attainability of the goal, the importance they place on the goal, and the support they receive from their organization. When employees are personally invested in the outcome and believe that their effort will lead to success, they are more likely to persist in the face of challenges (Wolfe et al., 2022). Therefore, organizations that foster strong goal commitment through open communication and involvement in goal-setting processes tend to see higher levels of engagement and performance.

Locke and Latham's theory also emphasizes the role of task complexity in goal achievement. In more complex tasks, employees may need additional strategies and resources to achieve their goals. Research suggests that when tasks are highly complex, breaking them down into smaller, more manageable sub-goals can significantly enhance performance (Birney et al., 2021). A study by Houghton and Neck (2020) found that employees who were given clear sub-goals within larger, complex projects were able to manage their time better and remain focused on the overall goal. This approach of setting incremental goals within a larger framework has been shown to reduce overwhelm and increase the likelihood of success in achieving challenging objectives.

In recent applications of Goal-Setting Theory, the role of motivation has been further nuanced by the integration of intrinsic and extrinsic factors. While Locke and Latham's original framework focused on the motivating power of specific, difficult goals, newer studies have explored how intrinsic motivation (motivation driven by internal satisfaction) interacts with extrinsic motivation (motivation driven by external rewards) in goal-setting (Schunk et al., 2021). Research by Scott and Moore (2022) suggests that intrinsically motivated employees are more likely to set and achieve ambitious goals, as they find personal fulfillment in the accomplishment itself. However, combining intrinsic motivation

with extrinsic rewards, such as bonuses or public recognition, can lead to enhanced performance, especially when the rewards are aligned with the goals set (Locke & Latham, 2019).

Despite its widespread application, Locke and Latham's Goal-Setting Theory has faced criticism for its simplicity in assuming that all individuals respond to goal-setting in the same way. Recent criticisms argue that the theory overlooks the variability in personal motivation and the influence of external factors, such as job satisfaction, work-life balance, and organizational culture (Vance & Spector, 2020). Additionally, some studies have suggested that overemphasis on goal-setting can lead to unintended consequences, such as unethical behavior or unhealthy competition in the workplace (Diestel et al., 2021). As such, researchers have called for a more nuanced understanding of goal-setting that considers individual differences and contextual factors.

Locke and Latham's Goal-Setting Theory remains one of the most widely studied and applied theories in organizational psychology. Its principles on goal specificity, goal difficulty, feedback, and commitment have been shown to significantly enhance employee motivation and performance. However, modern research continues to refine the theory by incorporating new insights into the role of task complexity, intrinsic and extrinsic motivation, and individual differences. Organizations that implement goal-setting strategies tailored to their employees' needs and capacities can expect improved performance outcomes. As the theory evolves, it remains crucial for practitioners to consider the broader context in which goal-setting occurs to maximize its effectiveness in motivating and engaging employees (Wolfe et al., 2022).

2.2.5. Hackman and Oldham's Job Characteristics Model

Hackman and Oldham's Job Characteristics Model (JCM), developed in the 1970s, is one of the most influential theories in the field of work motivation and employee performance. The model posits that the design of jobs plays a critical role in influencing employee motivation, satisfaction, and performance. Hackman and Oldham (1976) identified five

core job characteristics—skill variety, task identity, task significance, autonomy, and feedback—which, when present at high levels in a job, lead to positive psychological states that motivate employees and enhance job satisfaction. These psychological states include experienced meaningfulness, responsibility, and knowledge of results. The model provides a framework for organizations to design jobs that maximize motivation and performance by focusing on the intrinsic rewards of work.

The first core characteristic, **skill variety**, refers to the degree to which a job requires different skills and talents. Jobs that involve a variety of tasks that require different abilities are more likely to engage employees, as they provide opportunities for individuals to use their full range of skills and abilities (Hackman & Oldham, 1976). Research has shown that employees who perceive their work as involving a diverse range of tasks report higher job satisfaction and motivation (Tims et al., 2021). In contrast, jobs characterized by repetitive and monotonous tasks tend to lead to disengagement and lower levels of motivation (Wickham et al., 2020). Therefore, organizations can enhance job satisfaction and performance by ensuring that jobs provide opportunities for skill development and variety.

Task identity refers to the degree to which a job allows an employee to complete a whole and identifiable piece of work. Jobs that provide employees with clear and visible outcomes from their efforts are more motivating, as individuals can see the direct impact of their work (Hackman & Oldham, 1976). Employees who perform tasks from start to finish, rather than fragmented tasks, experience greater satisfaction and are more likely to take pride in their work (Parker et al., 2020). Research has supported this idea, indicating that task identity is positively correlated with both job satisfaction and intrinsic motivation (Paull et al., 2021). Jobs that allow employees to connect their efforts with a tangible result help cultivate a sense of accomplishment and purpose, which ultimately enhances job performance.

Task significance refers to the degree to which a job has a substantial impact on the lives or work of others. Jobs that are perceived as meaningful, impactful, and important tend to

generate more motivation and satisfaction among employees. Hackman and Oldham (1976) argue that when individuals feel that their work contributes to the greater good or has a positive effect on others, they are more likely to find their work meaningful and feel responsible for its outcomes. Studies have confirmed that employees who perceive their work as significant are more engaged, motivated, and satisfied (Barrick et al., 2021). Moreover, task significance can drive employees to go beyond the minimum expectations, increasing performance and innovation. Organizations that emphasize the importance of employees' roles and the impact of their work foster a positive work environment and higher levels of motivation.

Autonomy is the degree to which a job provides employees with freedom, independence, and discretion in how they perform their tasks. According to Hackman and Oldham (1976), jobs that offer high autonomy lead to a greater sense of responsibility and ownership over work. Autonomy is particularly important in enhancing intrinsic motivation, as employees are given the opportunity to make decisions and solve problems on their own, which fosters a sense of control and competence (Gagné & Deci, 2021). Research has shown that higher levels of autonomy are associated with improved job satisfaction, creativity, and job performance (Tims et al., 2021). Autonomy supports employees' intrinsic motivation by reinforcing their sense of competence and self-determination. Organizations can promote autonomy by empowering employees to take ownership of projects and make decisions within their roles.

Feedback is the degree to which employees receive clear and direct information about their job performance. According to Hackman and Oldham (1976), feedback is essential for improving job performance and motivation, as it helps employees understand how effectively they are performing their tasks. Constructive feedback allows employees to adjust their approach and continue improving, leading to higher performance over time. Feedback also reinforces the connection between effort and outcome, motivating employees to work harder and achieve better results (Parker et al., 2020). Research has consistently shown that regular, specific, and actionable feedback contributes to increased

motivation, job satisfaction, and performance (Tims et al., 2021). Organizations that provide regular feedback create an environment where employees feel valued and supported, which fosters motivation and enhances job performance.

The Job Characteristics Model also suggests that the relationship between the core job characteristics and employee outcomes is moderated by individual differences, such as growth need strength (GNS). Employees with high GNS are more likely to be motivated by jobs that offer skill variety, autonomy, and feedback, as they desire opportunities for personal development and growth (Hackman & Oldham, 1980). Therefore, the effectiveness of job design in motivating employees depends, in part, on individual needs and preferences. A one-size-fits-all approach to job design may not be effective, and organizations should consider the different motivations and needs of their employees when designing jobs (Wickham et al., 2020).

In addition to the core job characteristics, Hackman and Oldham's model also includes the concept of **job satisfaction** and **motivation potential score (MPS)**. The MPS is a composite score that combines the levels of skill variety, task identity, task significance, autonomy, and feedback to assess the overall potential of a job to motivate employees (Hackman & Oldham, 1976). Research has shown that jobs with a higher MPS are associated with higher job satisfaction, intrinsic motivation, and performance (Paull et al., 2021). The MPS provides organizations with a tool to evaluate and adjust job designs to maximize employee motivation and performance, ensuring that jobs are structured to meet the needs of employees and align with organizational goals.

In conclusion, Hackman and Oldham's Job Characteristics Model offers a comprehensive framework for understanding how job design affects employee motivation and performance. By focusing on core job characteristics like skill variety, task identity, task significance, autonomy, and feedback, organizations can enhance employee motivation, satisfaction, and performance. Moreover, the model's inclusion of individual differences highlights the importance of tailoring job designs to meet the needs and preferences of

employees. As organizations continue to adapt to changing work environments, the Job Characteristics Model remains a valuable tool for promoting employee engagement and improving organizational outcomes

2.2.6. Adams' Equity Theory of Motivation

Adams' Equity Theory of Motivation, developed by J. Stacy Adams in 1963, focuses on the principle of fairness in the workplace and its impact on employee motivation. The theory asserts that employees are motivated not only by the rewards they receive for their work but also by how those rewards are perceived in relation to the efforts and rewards of others. According to Adams, individuals strive for equity in their relationships at work, and when they perceive an imbalance—either under-reward or over-reward—it can lead to feelings of inequity, which can affect motivation, job satisfaction, and performance. This theory is based on the concept of social comparison, where employees evaluate their input-output ratios against those of their colleagues to determine if they are treated fairly.

The central premise of the equity theory is the input-output ratio. Inputs refer to the contributions that employees make to their jobs, including effort, skills, education, experience, and time. Outputs, on the other hand, are the rewards employees receive in return for their efforts, such as salary, benefits, recognition, and promotions. Employees compare their ratio of inputs to outputs with that of others in similar situations. If they perceive that their ratio is equitable, they are more likely to be satisfied, motivated, and committed to their work. However, if employees perceive an imbalance—whether they feel they are putting in more effort than others for the same or less reward (under-reward) or receiving more than others for similar effort (over-reward)—it can lead to dissatisfaction, demotivation, and decreased performance (Adams, 1965).

When employees experience under-reward inequity, they may feel resentful, frustrated, or demoralized. This can occur when individuals perceive that they are putting in more effort than their colleagues but are receiving less in terms of rewards. To restore equity, employees may engage in various coping mechanisms. These may include reducing their

efforts to match what they perceive as a fair reward (i.e., reducing productivity), seeking a salary increase or promotion, or even changing their perception of their inputs and outputs (i.e., justifying the imbalance). Research has shown that under-reward inequity can lead to a decrease in intrinsic motivation, as employees may feel their work is undervalued (Colquitt et al., 2019). Therefore, organizations must ensure that rewards are perceived as fair to maintain employee motivation and satisfaction.

Over-reward inequity, on the other hand, occurs when employees perceive that they are receiving more rewards than their colleagues for the same or similar level of effort. While this may seem advantageous for the employee, it can lead to feelings of guilt or discomfort. Employees who experience over-reward inequity may feel that their success is undeserved or that others are being treated unfairly. As a result, these employees may try to restore equity by increasing their efforts to justify the higher reward, or they may feel anxious and demotivated by the disparity. In some cases, the awareness of over-reward inequity can lead to a decrease in effort if employees feel the situation is unsustainable (Adams, 1965). Thus, it is important for organizations to strike a balance in the allocation of rewards to prevent both under-reward and over-reward situations that could negatively impact motivation.

Adams' theory also explains the concept of referent others, which refers to the individuals or groups that employees compare themselves to in order to assess equity. Referent others can be colleagues within the same organization, individuals in similar roles at other organizations, or even historical comparisons (comparing current rewards to past rewards). Employees may base their sense of fairness on these comparisons, and their perception of equity or inequity will depend on how their input-output ratio compares to that of their referent others (Adams, 1965). The theory suggests that organizations should be aware of how employees perceive fairness in the workplace and ensure that comparisons are made within a realistic and comparable context. Misperceptions of inequity can lead to dissatisfaction, turnover, and reduced motivation.

The application of Adams' Equity Theory in the workplace has significant implications for organizational practices related to reward systems, performance evaluations, and communication. Organizations must develop transparent and fair policies for distributing rewards and recognition to employees, ensuring that these systems are perceived as equitable. Open communication between employees and management regarding performance expectations and rewards is crucial to maintaining fairness and preventing feelings of inequity. Fairness in pay, promotion, and recognition systems fosters a positive work environment, which is conducive to higher levels of motivation and job satisfaction (Colquitt et al., 2019). Moreover, managers should be trained to recognize and address instances of inequity promptly, using both formal and informal mechanisms to restore a sense of fairness.

Empirical studies have supported Adams' theory, demonstrating that equity perceptions influence a wide range of workplace outcomes, including job satisfaction, organizational commitment, and motivation. For instance, research has shown that employees who perceive their treatment as fair are more likely to engage in organizational citizenship behaviors (OCBs), which contribute to the overall success of the organization (Gagné & Deci, 2021). Conversely, employees who perceive inequity may engage in counterproductive work behaviors (CWBs), such as absenteeism, tardiness, or even sabotage. Therefore, the application of equity principles in the workplace not only enhances motivation but also contributes to overall organizational effectiveness (Tepper et al., 2017).

Adams' Equity Theory highlights the critical role that fairness and social comparison play in employee motivation. By ensuring that rewards and efforts are perceived as equitable, organizations can foster a motivated, satisfied, and productive workforce. The theory underscores the importance of transparent reward systems, effective communication, and the consideration of employees' perceptions of fairness in organizational practices. The application of equity principles can help organizations avoid the negative consequences of perceived inequity, leading to improved job performance, satisfaction, and retention.

2.3. Empirical Review

2.3.1. Employee Motivation and Job Performance: General Relationship

The relationship between employee motivation and job performance has been widely studied across various organizational settings and industries, consistently showing a positive correlation. Motivation, whether intrinsic or extrinsic, plays a crucial role in shaping employees' work behavior, job satisfaction, and performance outcomes. Globally, studies indicate that motivated employees tend to have higher levels of engagement, productivity, and job satisfaction, which directly enhance their performance (Robinson & Judge, 2019). For instance, Gagné and Deci (2015) found that intrinsic motivation, driven by factors such as personal growth, autonomy, and the inherent enjoyment of tasks, leads to better long-term performance outcomes compared to extrinsic motivation, which is typically driven by external rewards like bonuses and promotions.

The intrinsic motivation-performance link is particularly evident in tasks that require creativity, problem-solving, and cognitive effort, where employees' internal drive fosters a deeper commitment to quality and innovation (Deci, Vallerand, & Ryan, 2017). Studies have shown that intrinsic motivation results in employees putting in extra effort, going beyond basic job requirements, and performing tasks more effectively due to the satisfaction they derive from their work (Gagné & Deci, 2015). In contrast, extrinsic rewards, while effective in enhancing short-term productivity, are less sustainable in the long run. Research by Judge and Bono (2015) suggests that extrinsic motivation influences performance more strongly when tasks are straightforward and require less cognitive involvement.

However, the most effective approach to driving high job performance involves combining both intrinsic and extrinsic motivation. Research by Grant (2018) and Bénabou and Tirole (2020) highlights the role of motivation in improving both individual and team performance, showing that intrinsic motivation fosters long-term commitment and engagement, while extrinsic motivation encourages immediate performance. This dual

influence of intrinsic and extrinsic factors helps employees maintain high performance levels even in the face of challenges or monotony.

Moreover, the role of leadership is critical in shaping motivation and performance outcomes. Leaders who provide opportunities for skill development, autonomy, and meaningful work, as well as those who offer recognition, feedback, and clear goal-setting, can significantly enhance employee motivation and job performance (Zhu et al., 2017). Effective leadership has been shown to create an environment where employees feel valued and supported, leading to higher motivation levels and improved job performance.

In addition, organizational culture and the work environment also play a significant role in motivating employees. Studies by Latham and Pinder (2018) emphasize that organizations with supportive cultures that prioritize employee well-being and professional growth tend to experience higher levels of employee engagement and performance. An environment that fosters trust, respect, and fairness allows employees to thrive and perform their best, especially when they perceive that their work is meaningful and aligned with their personal values.

Furthermore, motivation-based initiatives, such as recognition programs, performance-based incentives, and career development opportunities, have been found to drive job performance effectively. These initiatives not only serve as external motivators but also align with employees' internal desires for achievement, growth, and recognition (Zeng et al., 2021). Therefore, organizations that prioritize a comprehensive approach to employee motivation—considering both intrinsic and extrinsic factors—tend to achieve higher performance outcomes, engagement, and overall organizational success.

2.3.2. Intrinsic Motivation and Job Performance

Intrinsic motivation has long been recognized as a critical factor in driving job performance, particularly in tasks requiring creativity, problem-solving, and high cognitive effort. The concept of intrinsic motivation refers to engaging in an activity for its inherent

satisfaction, enjoyment, or the challenge it offers, rather than for external rewards such as money or recognition (Deci & Ryan, 2019). Research consistently suggests that intrinsic motivation leads to better job performance, particularly in roles that involve complex and creative tasks, as motivated employees are more likely to be engaged, persistent, and focused on achieving high standards of performance (Amabile, 2019).

A significant body of literature has explored how intrinsic motivation influences job performance across various industries and job types. For example, studies by Gagné and Deci (2015) emphasize that employees who find their work inherently interesting or aligned with their personal values tend to show higher levels of creativity, innovation, and task performance. The satisfaction derived from performing meaningful work leads to a deeper commitment to quality and a willingness to go above and beyond job expectations. In creative fields such as advertising, design, and technology, intrinsic motivation is particularly correlated with higher job performance, as employees are driven by passion, curiosity, and personal fulfillment, rather than by external rewards (Hennessey & Amabile, 2019).

Moreover, intrinsic motivation is not only linked to individual performance but also to team dynamics and collective outcomes. Studies by Grant (2018) demonstrate that when employees are intrinsically motivated, they are more likely to collaborate effectively with their peers, contributing to better team performance. In environments where employees are passionate about their work, they tend to exhibit higher levels of cooperation, knowledge-sharing, and collective problem-solving, which ultimately benefits the organization's overall performance. For example, in research and development teams, intrinsic motivation fosters a culture of innovation and continuous improvement, leading to higher productivity and successful project outcomes (Kaufman et al., 2019).

The impact of intrinsic motivation on job performance has also been studied in relation to leadership and organizational practices. Leaders who create an environment that supports autonomy, mastery, and purpose have been found to enhance intrinsic motivation among

employees (Bakker & Demerouti, 2017). These leaders provide opportunities for employees to engage in meaningful work, develop their skills, and feel a sense of accomplishment, all of which contribute to higher levels of intrinsic motivation and, consequently, better job performance. Studies suggest that organizations that focus on creating environments where employees can satisfy their intrinsic motivations see improvements in job performance, reduced turnover rates, and increased employee satisfaction (Maslach & Leiter, 2016).

Furthermore, the role of feedback and recognition in enhancing intrinsic motivation has been explored in numerous studies. Positive feedback, especially when it focuses on skill development and effort rather than on external rewards, can increase an employee's intrinsic motivation and performance (Henderikx et al., 2020). For instance, employees who receive constructive feedback that acknowledges their growth and progress within the organization are more likely to feel motivated to continue improving their performance. This type of feedback nurtures a sense of competence and self-efficacy, which in turn drives job performance (Ryan & Deci, 2020).

Intrinsic motivation also plays a vital role in fostering employee well-being and mental health, which are important factors in sustaining high job performance over time. Research by Wright and Cropanzano (2018) found that employees who are intrinsically motivated tend to experience higher levels of job satisfaction, lower levels of stress, and greater overall well-being. These positive psychological outcomes contribute to sustained high performance, as employees who feel good about their work are more likely to be productive, engaged, and committed to achieving organizational goals.

Finally, intrinsic motivation has been identified as a key factor in facilitating innovation within organizations. Research by Zhou and Lee (2019) found that employees who are intrinsically motivated are more likely to propose novel ideas and solutions to problems, which can enhance organizational performance by fostering a culture of innovation. When employees are motivated by the work itself, they are more likely to experiment with new

approaches, take risks, and develop creative solutions, thereby contributing to improved performance outcomes for the organization.

2.3.3. Extrinsic Motivation and Job Performance

Extrinsic motivation refers to the drive to perform an activity due to external factors such as rewards, recognition, or the avoidance of punishment, rather than for the inherent enjoyment or satisfaction of the task itself (Deci & Ryan, 2017). In the workplace, extrinsic motivation often manifests in the form of monetary rewards, promotions, bonuses, and other tangible incentives. A substantial body of literature explores the relationship between extrinsic motivation and job performance, with mixed findings depending on the nature of the work, the type of reward, and the individual differences among employees (Eisenberger & Rhoades, 2020).

Extrinsic rewards have been shown to have a significant impact on job performance, particularly in routine and task-oriented jobs. Research by Pink (2018) emphasizes that for simple, mechanical tasks, external incentives such as financial rewards or recognition can effectively motivate employees to perform at higher levels, as they provide clear and immediate reinforcement for specific behaviors. These extrinsic motivators help employees focus on achieving specific targets and completing tasks efficiently, leading to increased productivity in jobs that do not require high levels of creativity or cognitive effort (Bénabou & Tirole, 2019). For example, in manufacturing or sales positions, where tasks are repetitive and results-driven, extrinsic rewards such as commissions or performance bonuses can significantly enhance job performance (Kuvaas, 2017).

However, the impact of extrinsic motivation on job performance can be more complex when applied to knowledge-based work or roles that require creativity, problem-solving, and innovation. While extrinsic rewards can sometimes enhance motivation and performance, they can also undermine intrinsic motivation, particularly if they are perceived as controlling or if the task is inherently interesting to the employee (Deci, Vallerand, & Ryan, 2019). For example, when employees are overly focused on external

rewards, they may lose their sense of autonomy and intrinsic enjoyment in their work, which can lead to decreased job satisfaction and long-term performance (Gagné & Deci, 2015). This phenomenon, often referred to as the "crowding-out effect," suggests that extrinsic rewards may reduce the intrinsic motivation that employees feel towards their tasks, potentially leading to lower creativity and diminished long-term performance (Harrison & Shaffer, 2020).

In contrast, when extrinsic motivation is used in a way that complements intrinsic motivation, it can lead to improved job performance. Research by Deci and Ryan (2017) suggests that external rewards, when offered in a supportive and non-controlling manner, can enhance intrinsic motivation by providing recognition and reinforcing employees' sense of competence and achievement. For example, employees who receive rewards or recognition for achieving personal goals, rather than just meeting external targets, are more likely to feel a sense of pride and accomplishment, which can further enhance their job performance (Nicolai et al., 2019). In this way, extrinsic rewards can serve as a tool to strengthen intrinsic motivation, leading to a more sustainable and effective performance improvement in the workplace.

The relationship between extrinsic motivation and job performance is also influenced by the organizational context. Studies by Kuvaas (2017) highlight that organizations that effectively align extrinsic rewards with employees' values and goals tend to experience better job performance outcomes. For example, when employees perceive that their extrinsic rewards, such as bonuses or promotions, are linked to their personal contributions and achievements, they are more likely to be motivated to perform at higher levels. This alignment between individual and organizational goals can lead to greater job satisfaction and increased engagement (Bakker & Demerouti, 2017). Additionally, organizational practices such as transparent reward systems and fair distribution of rewards contribute to a positive work environment, which enhances employees' motivation and performance (Rainey & Steinbauer, 2020).

The role of leadership in managing extrinsic motivation is another critical factor influencing job performance. Leaders who understand the needs and preferences of their employees can tailor extrinsic rewards to maximize their motivating effect. Research by Grant (2018) emphasizes that transformational leaders, who inspire and empower their employees, are more likely to use extrinsic rewards in a way that encourages high performance without diminishing intrinsic motivation. By providing clear goals, recognition, and rewards for accomplishments, transformational leaders create a motivating environment that drives both performance and employee satisfaction.

Furthermore, the psychological impact of extrinsic rewards has been explored in the context of employee burnout and motivation. According to research by Bakker and Leiter (2019), extrinsic rewards can help prevent burnout and disengagement when they are used to acknowledge and appreciate employees' efforts. However, if these rewards are perceived as insufficient or unfair, they can contribute to burnout and decrease job performance. In this regard, it is crucial for organizations to ensure that extrinsic rewards are meaningful, equitable, and aligned with employees' expectations.

Finally, the effectiveness of extrinsic motivation in enhancing job performance is influenced by individual differences such as personality, career stage, and job role. Studies by Judge et al. (2017) suggest that employees with different personality traits respond differently to extrinsic rewards, with some employees being more motivated by financial incentives, while others may be more driven by recognition or professional development opportunities. Understanding these individual differences can help organizations tailor their reward systems to maximize job performance across diverse employee groups.

2.3.4. Employee Motivation-Performance Link in Printing Industries

The relationship between employee motivation and job performance is a critical area of study in the printing industry, where the need for high productivity and efficiency is

essential for success. Motivation, both intrinsic and extrinsic, plays a key role in driving the performance of employees in this sector, which often involves repetitive tasks, deadlines, and high attention to detail. Understanding how various motivational factors influence job performance in the printing industry helps organizations design effective strategies to improve output, quality, and employee satisfaction.

Studies have shown that intrinsic motivation, such as a sense of accomplishment, mastery, and personal growth, positively impacts job performance in the printing industry. Employees who feel motivated by internal factors are more likely to exhibit higher levels of creativity, attention to detail, and quality in their work. In the context of printing, where precision and consistency are critical, employees who are intrinsically motivated are often more engaged and committed to delivering high-quality outputs (Deci & Ryan, 2017). For example, workers who take pride in their skills and enjoy the process of production are less likely to make errors, leading to improved performance outcomes. This is particularly important in industries like printing, where quality issues can lead to significant financial losses due to reprints or customer dissatisfaction (Pink, 2018).

Extrinsic motivation also plays a crucial role in the printing industry, especially in terms of achieving specific performance targets or deadlines. Rewards such as bonuses, commissions, and promotions serve as tangible incentives that drive employees to meet or exceed their goals. In the printing sector, where meeting strict production deadlines is vital, extrinsic rewards can help employees stay focused and motivated to complete tasks efficiently. Research by Eisenberger and Rhoades (2020) emphasizes that external rewards, when aligned with organizational goals and expectations, can effectively boost job performance in industries that rely on measurable outcomes, such as printing. These rewards can also foster a sense of recognition, contributing to job satisfaction and motivating employees to put in their best effort.

The printing industry, however, faces challenges related to the over-reliance on extrinsic motivation. While external incentives can initially enhance performance, they may not lead

to long-term engagement and satisfaction if not properly managed. For instance, an excessive focus on extrinsic rewards may lead to diminished intrinsic motivation, especially if employees begin to feel that their work is driven solely by external factors rather than personal fulfillment (Gagné & Deci, 2015). This phenomenon, known as the "crowding-out effect," can negatively impact the quality of work in creative aspects of the printing process, such as design or innovation. To mitigate this issue, printing companies should strive to balance intrinsic and extrinsic motivators to maintain long-term employee motivation and performance (Bakker & Demerouti, 2017).

The impact of employee motivation on performance is also influenced by the type of work and the specific role of the employee within the printing company. For example, employees in technical roles, such as machine operators or production staff, may be more motivated by extrinsic rewards like bonuses or job security, as their work is often task-oriented and performance-driven. On the other hand, employees in creative or managerial roles may derive greater satisfaction and motivation from intrinsic factors such as autonomy, skill development, and opportunities for innovation (Harrison & Shaffer, 2020). These differences in motivational drivers highlight the need for tailored approaches to employee motivation in the printing industry, taking into account the nature of the work and the individual preferences of employees.

In addition, leadership plays a pivotal role in fostering a motivational environment within the printing industry. Leaders who provide clear goals, feedback, and recognition can enhance employee motivation and, consequently, performance. Research by Grant (2018) suggests that transformational leadership, characterized by inspiring and empowering employees, is particularly effective in motivating workers and improving performance in industries like printing. By fostering a supportive and collaborative work environment, leaders can help employees feel valued and motivated to contribute their best efforts toward organizational goals.

Moreover, the work environment itself can significantly influence the motivation-performance link in the printing industry. A positive work environment that encourages employee well-being, job security, and open communication is likely to result in higher levels of motivation and job satisfaction, leading to improved performance. According to Bakker and Demerouti (2017), job resources such as social support, autonomy, and opportunities for skill development are essential for maintaining motivation and performance, particularly in industries that face high work demands, such as printing.

Finally, research has shown that employee motivation in the printing industry is closely linked to organizational practices, including reward systems, training programs, and career development opportunities. Companies that invest in the professional growth of their employees and offer career advancement opportunities are more likely to see improved job performance. Additionally, organizations that implement fair and transparent reward systems that recognize both individual and team achievements foster a sense of fairness and job satisfaction, which directly impacts motivation and performance (Rainey & Steinbauer, 2020).

2.3.5. Employee Motivation-Performance in Developing Economies

In developing economies, the link between employee motivation and job performance is shaped by unique factors such as limited resources, cultural influences, and economic constraints. Motivational strategies that are effective in developed nations may not always be directly applicable or successful in these contexts. Research on motivation-performance dynamics in developing economies suggests that both intrinsic and extrinsic motivational factors play crucial roles in shaping job performance, but the influence of these factors can vary significantly due to socio-economic challenges, workforce composition, and organizational structures.

Intrinsic motivation remains an important driver of employee performance in developing economies, especially for employees working in sectors that require creativity, skill development, and innovation. However, intrinsic motivators such as job autonomy, personal growth, and recognition may be less pronounced due to hierarchical organizational structures and a lack of opportunities for career advancement. In many developing countries, workers may not have access to continuous professional development or skill-building programs, which can hinder their intrinsic motivation and overall performance (Amabile, 2018). Despite these challenges, employees who are motivated by internal factors such as a sense of purpose or personal accomplishment still show higher levels of job satisfaction and performance, particularly when their work allows them to make a meaningful contribution to the community or society (Ryan & Deci, 2020).

Extrinsic motivation, on the other hand, plays a more dominant role in developing economies, particularly in industries where wages are low and job security is a major concern. Employees in these regions may be more motivated by tangible incentives such as salary increases, bonuses, and other financial rewards. In some cases, the need for financial stability is a primary motivator, and workers are often driven to perform well to secure their livelihood. Studies have shown that offering competitive wages and performance-based rewards can lead to improved job performance in developing economies, where financial incentives often outweigh intrinsic satisfaction (Bakker & Demerouti, 2017). However, the long-term effectiveness of extrinsic motivators in fostering sustained performance remains a subject of debate, as they may not foster the same level of engagement or commitment as intrinsic motivators.

The role of leadership and organizational culture in shaping the motivation-performance link in developing economies cannot be overstated. Leadership styles in these regions often emphasize top-down control, with limited autonomy for employees in decision-making processes. This can negatively impact intrinsic motivation, as employees may feel disempowered or disengaged from their work. Effective leadership that fosters a participatory culture, provides clear goals, and offers regular feedback has been shown to

positively influence both motivation and performance. Transformational leadership, in particular, has been found to be effective in motivating employees by inspiring them to align their personal goals with organizational objectives, leading to higher job satisfaction and improved performance outcomes (Bass & Avolio, 2018).

In some developing economies, the socio-cultural environment also plays a significant role in shaping employee motivation and performance. Cultural values such as collectivism, respect for authority, and community support can influence how employees perceive their work and the extent to which they are motivated by extrinsic or intrinsic factors. For instance, in collectivist cultures, where group harmony and cooperation are prioritized, employees may be more motivated by team-based rewards or recognition rather than individual incentives (Hofstede, 2019). In contrast, in more individualistic cultures, personal achievements and individual rewards may have a greater impact on motivation and job performance.

Furthermore, the level of economic development and the availability of resources in developing countries can influence the types of motivational strategies that are feasible. Organizations in these regions often face budget constraints, limited access to training and development programs, and a lack of infrastructure, which can hinder the implementation of effective motivation systems. Despite these challenges, companies in developing economies can still foster motivation and enhance job performance by focusing on low-cost, high-impact strategies, such as providing employees with a clear sense of purpose, involving them in decision-making, and offering opportunities for skill development through informal learning channels (Jain & Singh, 2017).

Additionally, the role of employee expectations and job satisfaction is critical in developing economies, where workers often face precarious working conditions and lower expectations for career advancement. Motivated employees in these contexts tend to be more focused on achieving basic job stability and improving their quality of life, which can lead to improved job performance if their expectations are met. However,

dissatisfaction with working conditions, lack of career growth opportunities, and poor management practices can lead to disengagement, absenteeism, and reduced performance (Spector, 2016).

In conclusion, the relationship between employee motivation and job performance in developing economies is multifaceted, influenced by a combination of cultural, economic, and organizational factors. Both intrinsic and extrinsic motivation play important roles, but their effectiveness varies depending on the specific challenges faced by employees in these regions. Organizations in developing economies can improve employee performance by adopting a balanced approach to motivation that takes into account the unique characteristics of the workforce and the socio-economic environment, while also fostering a supportive leadership culture and providing opportunities for personal and professional growth.

2.3.6. Employee Motivation-Performance in Ethiopia

In Ethiopia, employee motivation and its impact on job performance are critical areas of study, particularly in the context of a rapidly developing economy. Motivational theories, both intrinsic and extrinsic, play a significant role in shaping the performance of workers across various industries, including manufacturing, services, and agriculture. However, the motivational factors that influence job performance in Ethiopia are often shaped by unique cultural, economic, and organizational factors that differ from those found in more developed nations.

Intrinsic motivation in Ethiopia is linked to factors such as personal growth, work fulfillment, and job satisfaction. Many Ethiopian workers, particularly in public service and large private sector organizations, value recognition, job security, and the ability to contribute meaningfully to societal development. In such contexts, employees who are motivated by the idea of making a difference or contributing to their communities tend to perform better, as they find personal satisfaction in their work. Research has shown that Ethiopian workers in various sectors exhibit a strong sense of commitment when they

perceive their work as contributing to their personal and professional development (Girma & Tefera, 2019). Despite this, the importance of intrinsic factors can sometimes be overshadowed by the pressing need for extrinsic rewards, such as financial incentives, in Ethiopia's highly competitive job market.

Extrinsic motivation, in contrast, plays a dominant role in Ethiopian organizational settings. Due to high unemployment rates and a competitive job market, employees are often driven by the need for financial stability and job security. Monetary incentives such as salary increases, bonuses, and performance-based rewards are often seen as the primary motivators for improved job performance. For example, studies in the banking and telecommunications industries have found that employees who receive regular financial incentives exhibit higher levels of performance, especially in sales and customer service roles (Tadesse, 2018). However, there is also evidence that reliance on extrinsic motivators alone may not sustain long-term job performance, as these rewards can lead to job dissatisfaction if not balanced with other intrinsic motivators (Kebede & Getachew, 2020).

The role of leadership in Ethiopia is crucial in shaping both intrinsic and extrinsic motivation. Leadership styles in Ethiopian organizations often lean towards a hierarchical model, where employees may have limited opportunities for decision-making and autonomy. However, recent studies have suggested that transformational leadership, which emphasizes inspiration, personal development, and participative decision-making, can significantly improve employee motivation and job performance. Leaders who offer feedback, recognition, and opportunities for career advancement are found to enhance both intrinsic motivation and job performance (Zelege & Berhanu, 2017). Moreover, Ethiopian workers who receive support from their supervisors and feel that their contributions are valued are more likely to be engaged and motivated, leading to improved job performance.

In Ethiopian companies, especially in the private sector, organizational culture plays a significant role in shaping employee motivation. The influence of familial and community-oriented values in Ethiopia often results in a work environment where collaboration and

teamwork are highly valued, and employees are motivated by a sense of belonging and shared responsibility. These cultural factors can foster job satisfaction and motivation, especially in industries that emphasize teamwork and collective achievement. However, in more individualistic job settings, such as sales or customer-facing roles, employees may place greater importance on individual performance rewards, such as commissions or bonuses, to drive motivation (Hussein, 2019).

The availability of resources and training opportunities also influences employee motivation in Ethiopia. Many workers in Ethiopian organizations face limited opportunities for career development, which can negatively impact both intrinsic and extrinsic motivation. For instance, employees in the manufacturing and service sectors often lack access to skill development programs or professional training, which can hinder their intrinsic motivation and job performance. Organizations that invest in employee development through training programs and capacity-building initiatives are more likely to see improvements in motivation and performance, as employees are empowered to contribute more effectively to organizational goals (Mekonnen, 2016).

Despite the challenges, Ethiopian companies have shown that when proper motivational strategies are employed, both intrinsic and extrinsic factors can positively influence job performance. A study in the Ethiopian banking sector found that employee motivation programs that combine financial incentives with opportunities for personal development and recognition resulted in improved performance and customer satisfaction (Abebe & Mulu, 2017). Such findings highlight the importance of creating a balanced approach to motivation, where both intrinsic and extrinsic factors are integrated into the organizational culture to foster long-term job performance.

In conclusion, the relationship between employee motivation and job performance in Ethiopia is shaped by a combination of cultural, economic, and organizational factors. While extrinsic motivation plays a significant role in driving performance, intrinsic factors such as job satisfaction, recognition, and opportunities for personal growth are also crucial

for fostering long-term employee engagement and productivity. By adopting a holistic approach to motivation that incorporates both intrinsic and extrinsic elements, Ethiopian organizations can enhance job performance and improve overall organizational effectiveness.

2.3.7. Gaps in Literature and Future Research Directions

Although a wealth of literature exists on employee motivation and job performance, substantial gaps remain that require further exploration, particularly in the context of specific industries, motivational dimensions, and regions. One notable gap is the lack of research specifically quantifying the level of employee motivation in particular sectors, such as the printing industry. While general studies have examined the link between motivation and performance, few have focused on measuring the level of employee motivation in specific organizations, such as Central Printing Press PLC. Most existing research tends to overlook the importance of measuring motivation within these contexts, which hinders the understanding of the precise level of motivation and its correlation with job performance.

Another significant gap lies in the investigation of intrinsic motivation's direct impact on job performance within specific organizational settings. While intrinsic motivation is widely recognized as a key factor in promoting job satisfaction and performance, there is limited research on how intrinsic motivators, such as personal growth, job autonomy, and the sense of meaningful work, influence employee performance in industries with structured, task-oriented roles, such as printing. Although studies have addressed intrinsic motivation broadly, they often fail to explore its specific effects on performance in industries where job roles may be repetitive or process-driven. This gap presents an opportunity for future research to investigate how intrinsic factors contribute to performance in such contexts.

Similarly, while extrinsic motivation has been well-documented as influencing job performance, there remains a lack of research exploring its specific effects in industries

like printing, where financial rewards and recognition may be less variable. Existing studies largely focus on the impact of financial incentives and recognition across various sectors, yet few explore how extrinsic motivators, such as bonuses or public acknowledgment, affect performance in environments where such rewards may be standardized or less frequent. Research in this area could provide insights into the role of extrinsic factors in improving performance in job environments with less emphasis on financial incentives.

The connection between employee motivation and performance in specialized industries like printing is another under-explored area. While general studies on the relationship between motivation and performance have been conducted, few have focused on how specific factors within the printing industry contribute to motivation and performance outcomes. In industries like printing, where employees often engage in high-volume, routine tasks, there is limited research on how job-specific factors—such as work environment, technical training, and the nature of the work itself—contribute to motivation and performance. This gap presents a valuable opportunity for future studies to investigate how the unique characteristics of the printing industry influence employee motivation and performance.

Additionally, the employee motivation-performance link in developing economies remains under-researched. While there is substantial literature on motivation and performance in developed economies, research that specifically addresses the relationship between these factors in developing economies is sparse. Developing countries face distinct challenges, such as limited resources and informal labor markets, which may have different implications for employee motivation and performance compared to developed nations. This gap in literature presents a need for research that examines how these contextual factors shape the motivation-performance link in developing economies, particularly in sectors like manufacturing and printing.

In the context of Ethiopia, the research on employee motivation and its impact on performance remains limited. Despite the growing interest in employee motivation in Ethiopia, particularly in urban sectors, few studies have explored how motivational strategies affect job performance within specific industries, such as printing. There is a need for research to explore how local cultural values, economic conditions, and organizational structures in Ethiopia influence employee motivation and performance. Understanding how these local factors shape the motivation-performance relationship can provide useful insights for organizations in Ethiopia, particularly in industries that may face unique challenges.

Furthermore, many existing studies on employee motivation and performance rely on generic measurement tools, such as surveys and self-reports, which may not capture the nuanced factors influencing motivation in specific industries. In the printing industry, where employees often perform specialized tasks, the available measurement tools may not fully address the unique factors that affect motivation and performance. Future research should aim to develop industry-specific measurement tools that more accurately capture the nuances of motivation and performance within specialized contexts, such as the printing industry.

These gaps in the literature highlight the need for future research to focus on the measurement of motivation levels in specific sectors, the exploration of intrinsic and extrinsic motivational factors in industry-specific contexts, and the development of more specialized research tools. Addressing these gaps will provide valuable insights into the complex relationship between employee motivation and job performance, particularly within industries such as printing and in developing economies like Ethiopia.

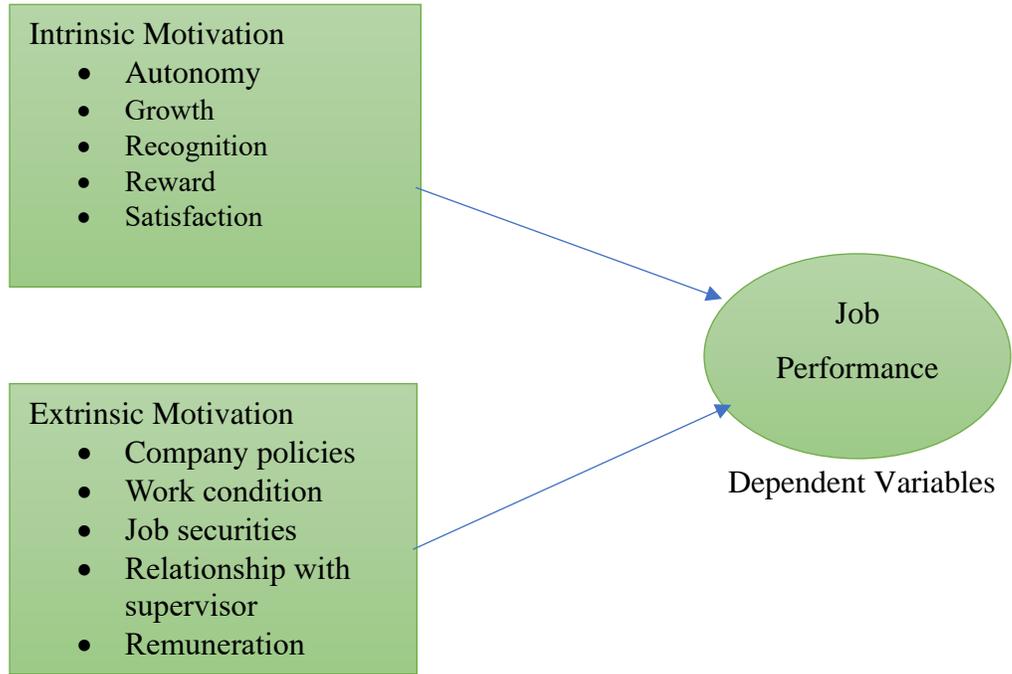
2.4. Conceptual Framework

The conceptual framework for this study centers on the relationship between motivational factors and job performance. It categorizes motivational factors into intrinsic and extrinsic dimensions, with job performance as the dependent variable. Intrinsic motivation,

stemming from internal factors, includes elements such as autonomy, growth, fulfillment, recognition, reward, and overall job satisfaction. Each of these factors plays a critical role in influencing employees' attitudes toward their work and, consequently, their performance. Autonomy, for example, refers to the degree of control employees have over their tasks, which fosters a sense of responsibility and ownership, leading to improved performance. Growth opportunities, such as professional development or learning new skills, drive employees to enhance their competence, which motivates them to perform at higher levels. Recognition, as a form of acknowledgment for good work, boosts morale and encourages employees to maintain high-performance standards. Reward, often stemming from internal satisfaction or achievement, provides intrinsic motivation that encourages continued efforts. Finally, job satisfaction is the overall contentment with one's work environment and responsibilities, which directly influences the energy and enthusiasm applied toward job performance.

On the other hand, extrinsic motivation is influenced by external factors such as company policies, work conditions, job security, relationships with supervisors, and remuneration. Company policies, when fair and clear, ensure consistency and fairness in work processes, directly contributing to job satisfaction and performance. Work conditions, encompassing the physical and environmental aspects of the workplace, have a profound impact on employees' ability to perform their tasks effectively. Job security reduces anxiety and fosters a stable working environment, allowing employees to focus on their responsibilities, ultimately enhancing performance. A positive relationship with supervisors ensures effective communication and support, which builds trust and motivates employees to perform at their best. Remuneration, which includes salary and other financial incentives, acts as an external motivator, driving employees to achieve optimal performance in exchange for tangible rewards. The conceptual framework demonstrates how intrinsic and extrinsic motivational factors collectively influence job performance, emphasizing the interconnectedness of these variables in enhancing employees' overall productivity and engagement within the workplace.

Figure 2.1: Relationship between the Job Performance and Motivation from Herzberg Hygiene Factor Theory



Independent Variables

(Edrak et al., 2013)

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter provides a comprehensive description of the research methodology employed in this study, which is crucial for understanding how the research objectives are addressed through systematic and structured processes. It begins by outlining the research approach, detailing whether the study adopts a qualitative, quantitative, or mixed methods approach, and justifying this choice based on the nature of the research questions. The research design, following the chosen approach, is then discussed to illustrate how data was collected, analyzed, and interpreted. This design serves as the blueprint for the entire research process, ensuring that the study remains focused and aligned with its goals. In addition, the chapter explains the rationale for using specific data collection tools, such as surveys, interviews, or questionnaires, and how these tools are tailored to gather the necessary data for investigating employee motivation and job performance effectively.

Moreover, the chapter provides a detailed explanation of the population from which data was drawn and the sampling techniques used to select participants. It discusses the process of identifying a representative sample, ensuring that the findings can be generalized to a broader population, while also addressing any potential limitations in the sample size. The measurement of variables is given significant attention, as it is essential to define how key concepts like intrinsic and extrinsic motivation, as well as job performance, was quantified. The study adopts reliable and valid instruments that have been previously tested in similar research, ensuring that the measures used are appropriate and accurate. This section also emphasizes the importance of clear and precise definitions of each variable to avoid confusion and ensure consistency throughout the research.

Finally, the chapter delves into the methods of data analysis, describing the techniques that were used to process the collected data and draw meaningful conclusions. It highlights the

importance of ensuring validity and reliability in the research, ensuring that the findings are both accurate and reproducible. The ethical considerations are also carefully outlined, emphasizing the principles of confidentiality, informed consent, and participant welfare, which are critical to maintaining the integrity of the study. By following ethical guidelines and taking steps to minimize biases, the study ensures that the results are both credible and respectful of the participants' rights. This section concludes by summarizing the methodology's key aspects, providing a clear roadmap for the subsequent stages of the research process, where data was analyzed and interpreted to address the research questions comprehensively.

3.2. Research Approach

The research approach for this study was quantitative in nature. Quantitative research is a systematic, objective, and formal process that involves the collection and analysis of numerical data to understand and interpret phenomena in the world (Polit & Beck, 2017). The use of this approach was deemed appropriate for the research objectives, as it enabled the collection of numerical data, which could then be subjected to statistical analysis to explore the relationships between key variables, such as employee motivation and job performance (Creswell & Creswell, 2018). The ability to quantify these variables allows for a more precise assessment of the impact of employee motivation on job performance, which aligns with the aims of the study.

In business and management research, the quantitative approach is frequently employed to test hypotheses, explore relationships between variables, and draw generalizable conclusions that inform decision-making (Saunders et al., 2019). This approach is particularly effective when the researcher seeks to measure the extent of relationships between variables, as it provides objective and reliable data that can be analyzed statistically. By using a quantitative design, this study was able to assess the influence of both intrinsic and extrinsic motivational factors on employee performance in a manner that minimizes subjectivity and ensures replicability. This methodological choice facilitated a

clear, evidence-based understanding of the factors that influence employee performance at Central Printing Press Private Limited Company, thereby contributing to the existing body of knowledge in the field.

3.3. Research Design

The research design for this study is both descriptive and explanatory, chosen to align with the research objectives and the nature of the investigation. A descriptive research design is employed to provide an accurate portrayal of the current state of employee motivation and job performance at Central Printing Press Private Limited Company. Descriptive research focuses on detailing the characteristics of a phenomenon, and in this case, it is used to examine the level of employee motivation and performance. Specifically, this design addresses objectives such as examining the level of employee motivation at the company and evaluating employee performance. These objectives are focused on understanding and documenting the existing conditions at the company, which makes the descriptive design an appropriate choice (Creswell & Creswell, 2018).

In addition to the descriptive design, an explanatory research design is utilized to explore the relationships between intrinsic and extrinsic motivational factors and job performance. Explanatory research seeks to determine the cause-and-effect relationships between variables, and in this study, it is used to assess how intrinsic motivation (e.g., autonomy, growth, recognition, reward, and satisfaction) and extrinsic motivation (e.g., company policies, work conditions, job security, relationship with supervisor, remuneration) influence job performance. This approach is aligned with the study's objectives of investigating the effect of intrinsic and extrinsic motivation on employee performance. By using explanatory research, this study aims to provide insights into how these motivational factors contribute to variations in employee performance at Central Printing Press. The explanatory design also allows for the examination of causal relationships between the independent and dependent variables, though it does not establish direct causality but rather identifies patterns and correlations between the variables (Saunders et al., 2019).

The study employs a cross-sectional survey method to collect data at a single point in time. This method is well-suited for both descriptive and explanatory research, as it facilitates the efficient collection of numerical data that can be statistically analyzed to uncover relationships and trends (Creswell & Creswell, 2018). The use of a cross-sectional approach allows the researcher to capture a snapshot of the current state of motivation and performance at the company, while the explanatory aspect helps explain the underlying relationships between the variables. The deductive approach, grounded in established motivational theories like Herzberg's Two-Factor Theory and Vroom's Expectancy Theory, provides a solid foundation for the research. By focusing on well-established constructs, the study is able to operationalize variables, collect data, and analyze relationships in a systematic manner, ensuring that the research is both rigorous and aligned with existing literature.

3.4. Sources of Data

The sources of data for this study were exclusively primary data, which was collected directly from the employees of Central Printing Press Private Limited Company. The data collection process was conducted using structured questionnaires, which were designed to capture detailed information on both intrinsic and extrinsic motivational factors and how they influenced job performance. The questionnaire was structured to ensure that it covered key areas related to employee motivation, including autonomy, growth, recognition, reward, satisfaction, company policies, work conditions, job security, relationship with supervisors, and remuneration.

The primary data was collected from employees who were selected based on their roles within the company and their direct experience with the motivational factors under study. Respondents were asked to self-report their perceptions of the various motivational factors and how these influenced their job performance. The questionnaire responses provided quantifiable data that allowed for statistical analysis of the relationships between the identified independent variables and the dependent variable, job performance.

By relying solely on primary data, the study ensured that the information gathered was both relevant and specific to the context of Central Printing Press. The structured nature of the questionnaire enabled the research to gather targeted responses from employees, which were then analyzed to draw meaningful conclusions about the impact of employee motivation on job performance. This approach was well-suited to the research objectives and provided direct insights into the motivational dynamics at the company.

3.5. Data Collection Tools

Data collection is a crucial process in any research study, as it involves gathering information from various sources to address the research questions, test hypotheses, or evaluate outcomes (Creswell & Creswell, 2017). For this study, the researcher employed questionnaires as the primary data collection tool to examine the relationship between employee motivation and job performance. The questionnaire was designed to capture responses from employees of Central Printing Press PLC, focusing on intrinsic and extrinsic motivational factors, as well as their perceived impact on job performance.

Questionnaires are a valuable tool in quantitative research because they allow for the efficient collection of data from a large number of respondents in a short period of time. This method is not only cost-effective but also enables the researcher to gather standardized data, which can be easily analyzed for patterns and relationships. Unlike interviews, which can be time-consuming, or observation, which may not capture the full range of employee attitudes, questionnaires provide a practical solution for obtaining reliable insights across a broad sample.

Given the research objectives and the nature of the study, the researcher determined that the questionnaire was the most appropriate tool for data collection. The structured format of the questionnaire ensured that the information gathered was directly aligned with the study's focus on examining the impact of various motivational factors on employee performance. By using this tool, the researcher was able to efficiently collect data that

could later be subjected to statistical analysis to explore the relationships between the variables of interest.

3.6. Population and Sampling

3.6.1. Population

The population refers to the entire group of individuals, objects, or events that the researcher is interested in studying and from which a sample may be drawn (Creswell & Creswell, 2017). For this study, the target population consists of all staff members of Central Printing Press PLC. The total population includes 299 individuals, encompassing employees across various levels of the organization, including managerial, supervisory, and production department staff. These individuals represent a diverse range of roles and responsibilities within the company, making them suitable for examining the impact of employee motivation on job performance.

The choice to focus on the entire staff of Central Printing Press PLC was based on the need to gather a comprehensive understanding of how different motivational factors affect performance across all levels of the organization. By including employees from various departments, the researcher aimed to ensure that the sample was representative of the broader workforce. The study's findings, therefore, reflect the experiences and perceptions of a wide range of employees, providing valuable insights into the relationship between motivation and job performance in the context of the printing industry.

Table 3.1: Population of the Study

Department	Number of Employees
Top Managers	4
Human Resource Management/Administrator	16
Finance	12
Operation Manager	2
Sales and Marketing	36
IT	2
Production	184
Supply Chain Management	4
Technique	5
Quality Assurance	4
Graphics Design	12
Store	3
Security Guard	8
Driver	7
Grand Total	299

Source : (Researcher Own Survey 2024)

3.6.2. Sample Size

The study focuses on the entire staff employed at Central Printing Press PLC, totaling 299 individuals. To determine the sample size, the researcher utilized Taro Yemane's (1967) simplified formula, considering a 0.05 sampling error and a 95% confidence level.

The formula used is as follows:

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

$$n = \frac{299}{1 + 299 \times 0.05^2}$$

$$n = 171$$

To ensure that the sample accurately represents the different departments, proportional allocation was implemented. This method maintains proportionality between the sample sizes drawn from each department based on their respective sizes in the population.

3.6.3. Sampling Technique

For this study, the researcher employed simple random sampling, with each department represented proportionately in the sample. The sample was drawn from the entire population, ensuring that each individual had an equal chance of being selected while maintaining the appropriate representation of categories such as managerial staff, human resources, production, and others.. Simple random sampling ensures that every individual in the population has an equal chance of being selected for the sample. This method is particularly effective in minimizing bias and is suitable when the population is homogeneous, as it does not specifically account for differences among subgroups.

By using this probabilistic sampling method, every individual in the population had an equal and known chance of being selected. This enhances the generalizability and accuracy of the findings, as it reduces sampling bias. Once the population was proportioned according to the relevant categories, individuals were randomly selected from each stratum using a simple random sampling technique. This ensured that each department or group within the population was proportionally represented in the sample, providing a comprehensive view of employee motivation and job performance across various roles within the organization.

The simple random sampling technique was preferred for this study due to its ability to minimize bias and ensure that every individual in the population had an equal chance of being selected. By allowing for an unbiased selection process, the study could obtain reliable insights into how motivation influences job performance across different organizational levels and functions, accurately reflecting the diversity of the workforce.

Table 3.2: Sample Size from Each Strata

Department by Categories	Number of Employees	Proportion from 299	Sample Taken
Top Managers	4	1.34%	2
Human Resource Management/ Administrator	16	5.35%	9
Finance	12	4.01%	7
Operation Manager	2	0.67%	1
Sales and Marketing	36	12.04%	21
IT	2	0.67%	1
Production	184	61.54%	105
Supply Chain Management	4	1.34%	2
Technique	5	1.67%	3
Quality Assurance	4	1.34%	2
Graphics Design	12	4.01%	7
Store	3	1.00%	2
Security Guard	8	2.68%	5
Driver	7	2.34%	4
Grand Total	299	100%	171

Source: (Researcher Own Survey ,2024)

This table outlines the distribution of sample sizes across the various departments based on the proportion of employees in each group. It shows the total number of employees in each department, the proportion of the total population, and the number of individuals sampled from each department. The sample size of 171 is distributed accordingly to ensure proportional representation across all strata.

3.7. Measurement of Variables

The survey questionnaire was designed to systematically collect and measure information on the key variables of the study, addressing the research questions and assessing outcomes effectively (Creswell & Creswell, 2017). The questionnaire was divided into three sections: the first section focused on collecting demographic information (gender, age, academic qualifications, and years of experience) from the respondents; the second section assessed the employee motivation variables; and the third section measured job performance. The questionnaire included a total of 41 questions, with a five-point Likert-type scale ranging from 1 = strongly disagree to 5 = strongly agree, guiding respondents to indicate their agreement level with each statement.

3.7.1. Measurement of Independent Variables

The independent variables in this study consist of both intrinsic and extrinsic motivation. Intrinsic motivation refers to self-generated factors that guide individuals to act in a particular way or pursue specific actions. These factors include a sense of autonomy, opportunities for growth, recognition, rewards, and overall satisfaction (Armstrong, 2009). The study measures intrinsic motivation using five dimensions:

1. **Autonomy:** This refers to the freedom to decide work methods, flexibility in scheduling, and the use of personal judgment. Three questions from Koopmans et al. (2013) were used to measure autonomy, with responses measured on a five-point Likert scale.
2. **Growth:** Opportunities for skill development, the chance to learn new things, and the job's contribution to personal growth and development. Three questions from Koopmans et al. (2013) were used to measure growth, with responses measured on a five-point Likert scale.
3. **Recognition:** The recognition and appreciation of contributions and the feeling of being valued. Three questions from Koopmans et al. (2013) were used to measure recognition, with responses measured on a five-point Likert scale.

4. **Reward:** This refers to satisfaction with rewards, fairness of rewards, and the appropriateness of rewards. Three questions from Koopmans et al. (2013) were used to measure reward, with responses measured on a five-point Likert scale.
5. **Satisfaction:** General job satisfaction, enjoyment of work, and a sense of accomplishment. Three questions from Koopmans et al. (2013) were used to measure satisfaction, with responses measured on a five-point Likert scale.

Extrinsic motivation refers to external factors that influence individuals' actions, such as external rewards or incentives from management (Armstrong, 2006). The study measures extrinsic motivation using five dimensions:

1. **Company Policies:** This includes clarity, fairness, and supportiveness of company policies. Three questions from Koopmans et al. (2013) were used to measure company policies, with responses measured on a five-point Likert scale.
2. **Work Conditions:** This refers to the physical work environment, workload, and work schedule. Three questions from Koopmans et al. (2013) were used to measure work conditions, with responses measured on a five-point Likert scale.
3. **Job Security:** The perceived security of the job, confidence in retaining the current job, and long-term job stability. Three questions from Koopmans et al. (2013) were used to measure job security, with responses measured on a five-point Likert scale.
4. **Relationship with Supervisor:** The quality of the working relationship, feedback on performance, and supervisor support. Three questions from Koopmans et al. (2013) were used to measure this, with responses measured on a five-point Likert scale.
5. **Remuneration:** This refers to satisfaction with the pay level, competitiveness of the pay, and alignment with the perceived value of the work. Three questions from Koopmans et al. (2013) were used to measure remuneration, with responses measured on a five-point Likert scale.

3.7.2. Measurement of Dependent Variable

The dependent variable in this study is job performance, which was operationalized and measured using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2013). Job performance encompasses indicators such as productivity, quality of work, adherence to deadlines, and effectiveness in achieving organizational goals. The study uses six questions from Koopmans et al. (2013) to assess task performance, with responses measured on a five-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. The use of a validated instrument like the IWPQ provides a reliable and well-established basis for assessing this critical dimension of job performance.

3.8. Model Specification

This multiple regression model investigates the relationship between various independent variables and the dependent variable. The general form of the regression equation is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \epsilon$$

Where:

- Y = Dependent variable (e.g., Employee Satisfaction, Job Performance, etc.)
- β_0 = Intercept (constant term)
- X1 = Autonomy
- X2 = Growth
- X3 = Recognition
- X4 = Reward
- X5 = Satisfaction
- X6 = Company Policies
- X7 = Work Conditions
- X8 = Job Security

- X9 = Relationship with Supervisor
- X10 = Remuneration
- ϵ = Error term, representing unobserved influences on the dependent variable

This model allows us to examine how each independent variable contributes to explaining the variation in the dependent variable while controlling for other factors.

3.9. Data Analysis

Once the questionnaires have been collected, the data underwent a systematic process of organization and coding. After coding, the data was entered into SPSS version 26 for analysis. The statistical tools relevant to this study was applied to draw meaningful conclusions. The analysis was structured as follows:

3.9.1. Descriptive Analysis

Descriptive statistics was conducted on demographic factors such as sex, age, marital status, work experience, and level of education. This analysis helped to understand the distribution of these demographic characteristics within the sample. Additionally, descriptive statistics was applied to the research variables to summarize and present the data. Summary statistics, including mean values and percentages, were calculated for each variable to provide an overview of the responses (Field, 2013).

3.9.2. Pearson Correlation Analysis

Pearson's correlation coefficient was used to examine the relationships between the independent variables (employee motivation dimensions) and the dependent variable (job performance). This method allowed the researcher to determine the strength and direction of the linear relationships between intrinsic motivation (autonomy, growth, recognition, reward, and satisfaction), extrinsic motivation (company policies, work conditions, job security, relationship with supervisors, and remuneration), and job performance. The

results was interpreted to assess the extent to which these motivation dimensions are associated with job performance (Pallant, 2020).

3.9.3. Multiple Regression Analysis

Multiple regression analysis was employed to explore the relationship between the dependent variable (job performance) and multiple independent variables (employee motivation dimensions). This method enabled the researcher to identify which factors of employee motivation (both intrinsic and extrinsic) significantly influence job performance. By examining the effect of each independent variable while controlling for the others, the multiple regression analysis provided insights into the relative importance of each motivation dimension in predicting job performance (Tabachnick & Fidell, 2019).

3.10. Validity and Reliability

In research, ensuring the accuracy and consistency of measurements is paramount. Validity and reliability are two key elements that contribute to the quality and trustworthiness of a study. Validity refers to the degree to which a study accurately measures the concepts it intends to measure (Fidel, 1993). There are different types of validity, such as internal validity, which concerns whether the study accurately establishes cause-and-effect relationships, and external validity, which refers to the extent to which the study's findings can be generalized to other settings, populations, or times (Campbell & Stanley, 1963).

To ensure the validity of the measurement tool, a pilot test was conducted prior to the main data collection. This pilot test allowed the researcher to evaluate whether the questionnaire adequately addressed the research objectives and whether respondents understood the questions as intended. Based on the feedback and insights from the pilot test, the researcher made the necessary revisions to improve the clarity and relevance of the questions in alignment with the study's objectives (Preston, 1985).

Reliability, on the other hand, refers to the consistency or repeatability of the measurement. It measures how free the data is from random errors and whether the instrument consistently produces similar results under similar conditions. In this study, reliability was assessed using Cronbach's alpha, which measures the internal consistency of a scale. Cronbach's alpha values range from 0 to 1, with higher values indicating higher reliability. According to George and Mallery (2003), the interpretation of Cronbach's alpha is as follows: a value greater than 0.9 indicates excellent reliability, greater than 0.8 indicates good reliability, greater than 0.7 indicates acceptable reliability, greater than 0.6 indicates questionable reliability, greater than 0.5 indicates poor reliability, and less than 0.5 indicates unacceptable reliability. This cut-off point is widely accepted in social science research as an appropriate threshold for determining the reliability of measurement instruments (Nunnally & Bernstein, 1994).

In this study, Cronbach's alpha was calculated for each dimension of the questionnaire. The overall Cronbach's alpha for the entire set of items was 0.864, indicating excellent reliability. This result suggests that the questionnaire items are internally consistent and that the measurement instrument can reliably assess the intended constructs. To further ensure reliability, the researcher engaged with respondents to clarify any uncertainties regarding the completion of the questionnaire. Additionally, contact information was provided to address any questions or difficulties that respondents might encounter during the survey process.

Table 3.3: Cronbach Alpha for each Independent and Dependent Variable

Items	Cronbach's alpha Value
Autonomy	0.859
Growth	0.869
Recognition	0.839
Reward	0.842
Satisfaction	0.838
Company Policies	0.853
Work Conditions	0.867
Job Security	0.838
Relationship with Supervisor	0.869
Remuneration	0.842
Job Performance	0.851
Cronbach's alpha Value for all items	0.864

Source: (Researcher Own Survey, 2024)

3.11. Ethical Consideration

Ethical considerations are crucial in any research study to ensure that the rights, privacy, and well-being of participants are protected. In this study, obtaining informed consent and maintaining confidentiality were of paramount importance. The researcher ensured that all participants were fully informed about the purpose of the study, the voluntary nature of their participation, and their right to withdraw at any time without any repercussions. An explicit statement about confidentiality was included in the study to reassure participants that their responses would be kept anonymous and that their identities would not be linked to any data collected through the survey.

Furthermore, the researcher committed to honesty and transparency throughout the process, ensuring that participants understood the rationale behind the research and how the results would be used. The data collected from participants was used solely for the

intended purpose of the research and would not be repurposed for any other use without prior consent. To maintain the highest standards of confidentiality, the identities of the participants were not associated with the structured survey questionnaire, and the data was stored in a secure manner to prevent unauthorized access. By adhering to these ethical principles, the researcher ensured that the study was conducted with respect for the participants' rights, fostering an environment of trust and integrity throughout the research process.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This chapter presents the analysis and results of the study on the effect of employee motivation on job performance. The first section provides an overview of the descriptive statistics, summarizing the key characteristics of the study variables, including the mean, frequency, and percentage distribution. This allows for an initial understanding of the data and its distribution. The second section delves into the correlation analysis, which explores the relationships between the independent variables (employee motivation dimensions) and the dependent variable (job performance). By examining the degree of association, this section seeks to uncover how changes in motivation levels are linked to job performance outcomes. The third section presents the regression analysis, providing insights from the regression models used to assess the influence of various motivational factors on job performance. This section highlights the significance of each variable and their impact on job performance, offering a deeper understanding of what drives employees' performance levels. Finally, the fourth section investigates the effect of potential mediating variables, providing an additional layer of analysis to explore how certain factors might moderate or mediate the relationship between employee motivation and job performance. This section aims to offer a more nuanced understanding of the dynamics at play in the context of the study. Through these analyses, this chapter aims to address the research questions and provide a comprehensive overview of the findings related to the effect of employee motivation on job performance.

The researcher distributed a total of 171 questionnaires to the employees of Central Printing Press PLC, and all 171 questionnaires were collected, resulting in a 100% response rate. This high response rate indicates that the data collection process was highly successful, with all participants fully engaging in the survey. Such a complete participation rate enhances the reliability of the findings by minimizing biases associated with non-responses

and provides a more accurate representation of the employees' views and experiences regarding the study variables.

4.2. Demographic Characteristics of the Respondents

This section presents a detailed analysis of the demographic characteristics of the respondents in this study. The data provides insights into various factors such as gender, age, marital status, work experience, and education level. These characteristics are important for understanding the composition of the sample and how they may relate to the study's findings. The following table summarizes the demographic profile of the respondents.

Table 4.1: Background Profile of the Respondents

Items	Category	N	%	Valid %	Cumulative %
Gender of Employee	Male	94	55	55	55
	Female	77	45	45	100
	Total	171	100	100	
Age of Employee	18-30	55	32.2	32.2	32.2
	31-40	69	40.4	40.4	72.5
	41-50	33	19.3	19.3	91.8
	Above 50	14	8.2	8.2	100
	Total	171	100	100	
Marital	Single	80	46.8	46.8	46.8
	Married	83	48.5	48.5	95.3
	Divorced	8	4.7	4.7	100
	Total	171	100	100	
Work Experiences	Less than 1 year	13	7.6	7.6	7.6
	1-5 Years	54	31.6	31.6	39.2
	6-10 years	65	38	38	77.2
	Above 10 Years	39	22.8	22.8	100
	Total	171	100	100	
Education Level	High school	19	11.1	11.1	11.1
	Certificate	24	14	14	25.1
	Diploma	49	28.7	28.7	53.8
	Degree	65	38	38	91.8
	Masters	13	7.6	7.6	99.4
	Ph.D. and Above	1	0.6	0.6	100
	Total	171	100	100	

Source: Researcher SPSS Result from Own Survey, 2024

4.2.1. Sex of Respondents

The gender distribution among employees at Central Printing Press PLC indicates that 94 respondents (55.0%) are male, while 77 respondents (45.0%) are female, based on a total of 171 surveyed employees. This shows a slight male dominance in the workforce, with a higher representation of male employees. This finding aligns with trends observed in many industries, particularly in manufacturing and technical fields, where males often outnumber females. However, the close representation of female employees in this study suggests a move towards gender balance in the workplace, which is essential for fostering diversity and inclusivity. Similar studies in different contexts, such as those by Ajayi et al. (2020), have also found that while male employees usually outnumber females, companies with more gender-balanced workforces report higher levels of job satisfaction and performance. The representation of both genders in this study supports the growing recognition of gender equality in the workforce, which can positively impact employee motivation and job performance.

4.2.2. Age of Respondents

The age distribution of the respondents shows that the majority of employees are relatively young, with 55 respondents (32.2%) aged between 18-30, 69 respondents (40.4%) aged between 31-40, 33 respondents (19.3%) aged 41-50, and 14 respondents (8.2%) aged over 50. With 72.6% of the workforce under the age of 41, Central Printing Press PLC appears to have a youthful and dynamic workforce. This is in line with global trends where younger employees tend to be more adaptable to new technologies and innovations, which could be beneficial in industries undergoing significant technological advancements. Studies by Hayes and Weitz (2017) also suggest that younger employees are more motivated by career development opportunities and intrinsic rewards, which could influence their job performance positively. The prevalence of a younger workforce might also suggest that the

company places an emphasis on attracting young talent, which can be an asset in terms of productivity and innovation.

4.2.3. Marital Status of Respondents

Regarding marital status, the findings show that 80 respondents (46.8%) are single, 83 respondents (48.5%) are married, and 8 respondents (4.7%) are divorced. The marital status distribution is relatively balanced, with married employees slightly outnumbering single employees. This could indicate a stable workforce, where employees might have more personal responsibilities and, as a result, a stronger motivation to maintain stable job performance. Previous studies, such as those by Krejcie and Morgan (2017), have found that marital status can influence employee behavior, with married employees often demonstrating higher levels of commitment due to their greater need for job security. On the other hand, single employees may be more flexible and open to career opportunities, influencing their motivation differently. These differences should be considered when analyzing how marital status impacts job performance, as it could contribute to varying levels of intrinsic and extrinsic motivation.

4.2.4. Work Experience of Respondents

The work experience of respondents reveals that the majority of employees have significant experience, with 65 respondents (38.0%) having 6-10 years of experience, followed by 54 respondents (31.6%) with 1-5 years of experience. Only 13 respondents (7.6%) have less than 1 year of experience, while 39 respondents (22.8%) have more than 10 years of experience. This indicates that Central Printing Press PLC employs a relatively experienced workforce, which is beneficial for the company's productivity and effectiveness. Experienced employees tend to bring valuable knowledge and skills to the organization, which can improve overall job performance. Research by Smith and Taylor (2020) has shown that work experience correlates with higher levels of job satisfaction and performance, as experienced employees are more likely to be confident in their roles and take on leadership responsibilities. The findings also suggest that the company has a good mix of experienced

and relatively newer employees, ensuring a balance between innovation and expertise within the workforce.

4.2.5. Education Level of Respondents

In terms of education, the largest group of employees holds a degree (65 respondents, 38.0%), followed by 49 respondents (28.7%) with a diploma, and 24 respondents (14.0%) with a certificate. The education levels also include 19 respondents (11.1%) with a high school education, 13 respondents (7.6%) with a master's degree, and 1 respondent (0.6%) with a Ph.D. The findings suggest that the majority of the workforce is well-educated, with nearly 80% of respondents holding at least a diploma. This aligns with a trend where companies are increasingly seeking higher educational qualifications to ensure that employees are equipped with the skills necessary to perform in a competitive environment. Studies by Armstrong and Taylor (2014) have shown that higher levels of education are often associated with better job performance, as educated employees tend to have better problem-solving skills, communication abilities, and adaptability in the workplace. The results of this study suggest that Central Printing Press PLC values education, which may contribute to higher motivation and performance among employees.

4.3. Descriptive Analysis of Intrinsic Motivation, Extrinsic Motivation, and Job Performance

This section presents the descriptive analysis of intrinsic motivation, extrinsic motivation, and job performance among the employees of Central Printing Press PLC. The analysis focuses on understanding the key factors influencing employee motivation, which can be broadly categorized into intrinsic and extrinsic motivations. Intrinsic motivation refers to the internal drive that employees experience to perform well, stemming from factors such as autonomy, growth, recognition, reward, and satisfaction. These factors are closely linked to the inherent enjoyment or fulfillment employees derive from their roles. Conversely, extrinsic motivation is driven by external factors, including company policies, work conditions, job security, and relationships with supervisors, and remuneration. These

elements shape the work environment and provide employees with tangible rewards or security, which can also significantly impact their job performance. Understanding how both intrinsic and extrinsic motivations affect job performance allows the company to design strategies that enhance employee engagement, satisfaction, and overall productivity.

Table 4.2: Descriptive Analysis Result of Intrinsic Motivation, Extrinsic Motivation, and Job Performance

Intrinsic Motivation	N	Minimum	Maximum	Mean	Std. Deviation
Autonomy	171	1.33	5.00	3.6667	.80359
Growth	171	1.33	4.67	3.4873	.83803
Recognition	171	1.33	4.67	3.2593	.91092
Reward	171	1.33	4.67	2.8558	.96066
Satisfaction	171	1.33	5.00	3.5809	1.01643
Extrinsic Motivation					
Company Policies	171	1.33	4.67	3.0546	.83526
Work Conditions	171	1.67	5.00	3.5341	.78172
Job Security	171	1.33	5.00	3.2807	1.08548
Relation Ship with supervisor	171	1.33	5.00	3.3080	.76867
Remuneration	171	1.00	4.67	2.8363	.89323
Job Performance	171	2.17	4.83	3.7368	.54017
Valid N (listwise)	171				

Source, (SPSS Analysis Result of Own Survey, 2024)

The descriptive statistics presented in Table 4.2 offer a comprehensive overview of how employees perceive various motivational factors and their job performance. To interpret these results, Zaidaton and Bagheri (2009) suggest categorizing the mean scores as follows: a mean score below 3.39 indicates low motivation or performance, a score between 3.40

and 3.79 reflects moderate levels, and a score above 3.79 signifies high motivation or performance.

Intrinsic Motivation: The analysis reveals that the mean score for *Autonomy* is 3.6667 (SD = 0.80359), which falls within the moderate to high category, suggesting that employees experience a satisfactory level of autonomy in their roles. *Growth* also shows a positive perception, with a mean score of 3.4873 (SD = 0.83803), indicating that employees feel they have opportunities for professional development. However, *Recognition* has a mean of 3.2593 (SD = 0.91092), which is slightly below the moderate level, reflecting that while recognition is present, it could be improved. *Reward* has the lowest mean score among the intrinsic motivators at 2.8558 (SD = 0.96066), signaling that employees may not feel sufficiently rewarded for their efforts, which could be an area for improvement. Lastly, *Satisfaction* shows a mean score of 3.5809 (SD = 1.01643), indicating a generally positive sentiment towards job satisfaction among employees, though there might still be room for enhancement.

Extrinsic Motivation: In terms of extrinsic motivation, the mean score for *Company Policies* is 3.0546 (SD = 0.83526), indicating a moderate to somewhat low perception of company policies, suggesting potential areas for improvement. The highest mean score in this category is for *Work Conditions*, with a mean of 3.5341 (SD = 0.78172), reflecting that employees are generally satisfied with the physical and organizational aspects of their work environment. Conversely, *Job Security* has a mean of 3.2807 (SD = 1.08548), indicating moderate security but with some concerns regarding job stability. *Relationship with Supervisor* averages 3.3080 (SD = 0.76867), showing that employees generally perceive their relationships with their supervisors positively, though there might be occasional room for improvement. The lowest score in the extrinsic motivation category is for *Remuneration*, with a mean of 2.8363 (SD = 0.89323), indicating that employees may feel dissatisfied or undercompensated relative to their expectations.

Job Performance: Finally, employees' *Job Performance* has a mean score of 3.7368 (SD = 0.54017), which falls into the moderate to high range. This suggests that employees perceive their job performance positively, which likely correlates with the levels of motivation they experience from both intrinsic and extrinsic factors. The relatively high job performance score underscores the potential positive impact of the identified motivational factors on employees' overall work output. These descriptive statistics provide valuable insights into the factors affecting employee motivation and performance. By understanding the relative strength of both intrinsic and extrinsic motivators, Central Printing Press PLC can tailor its organizational strategies to foster a more motivated and engaged workforce.

4.4. Relationship of Employee's Motivation and Job Performance

The primary aim of this section is to investigate the relationship between intrinsic motivation factors—autonomy, growth, recognition, reward, and satisfaction—and job performance at Central Printing Press PLC. The correlation analysis was conducted to explore the degree of relationship between these variables, with the results summarized in Table 4.3 and 4.3. In the interpretation of correlation statistics, it is essential to categorize the strength of correlations based on known frameworks. According to Marczyk et al. (2005), correlations can be interpreted as follows: correlations ranging from 0.01 to 0.30 are considered weak, correlations from 0.30 to 0.70 are considered moderate, correlations from 0.70 to 0.90 are considered strong, and correlations between 0.90 and 1.00 are regarded as very strong. This framework provides a clearer understanding of the strength of relationships between variables, making the interpretation of correlation coefficients more robust.

4.4.1. Correlation Test of Employee Intrinsic Motivation and Job Performance

The correlation analysis between intrinsic motivation and job performance was conducted to examine the extent and nature of the relationships between intrinsic motivational factors—autonomy, growth, recognition, reward, and satisfaction—and job performance

among employees at Central Printing Press PLC. Intrinsic motivation represents the internal drivers that influence employees' work behaviors and performance, such as the desire for autonomy, personal growth, recognition for efforts, tangible and intangible rewards, and overall job satisfaction. Understanding these relationships helps in identifying key areas that contribute to improved job performance.

Table 4.3 presents the results of the correlation analysis between these intrinsic motivation factors and job performance. The Pearson correlation coefficients reveal statistically significant positive relationships between all intrinsic motivation factors and job performance at $p < 0.01$. This analysis provides valuable insights into how intrinsic motivation impacts job performance, guiding the organization in designing targeted interventions to enhance employee performance through intrinsic motivational strategies.

Table 4.3: Correlation Test analysis Intrinsic Motivation and Job Performance

		Autonomy	Growth	Recognition	Reward	Satisfaction
Job Performance	Pearson Correlation	.358**	.348**	.543**	.450**	.581**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	171	171	171	171	171
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Source, (SPSS Analysis Result of Own Survey, 2024)

Table 4.3 shows the Pearson correlation coefficients between intrinsic motivation factors and job performance. The findings reveal a statistically significant positive relationship between autonomy and job performance, with a moderate Pearson correlation coefficient of $r = 0.358$ and significance at $p < 0.01$. This suggests that as autonomy increases, job performance tends to improve. Similarly, there is a statistically significant positive correlation between growth and job performance, with a Pearson correlation coefficient of

$r = 0.348$ and significance at $p < 0.01$. This indicates a moderate positive relationship, suggesting that as opportunities for growth increase, job performance improves.

The analysis also reveals a statistically significant positive relationship between recognition and job performance, with a Pearson correlation coefficient of $r = 0.543$ and significance at $p < 0.01$. This indicates a moderate to strong correlation, meaning that as recognition increases, job performance tends to improve. The correlation between reward and job performance is also statistically significant, with a Pearson correlation coefficient of $r = 0.450$ and significance at $p < 0.01$. This moderate positive correlation indicates that as rewards increase, job performance tends to improve. Finally, the analysis shows a statistically significant positive relationship between satisfaction and job performance, with a Pearson correlation coefficient of $r = 0.581$ and significance at $p < 0.01$. This correlation falls within the moderate to strong range, suggesting that higher levels of job satisfaction are associated with improved job performance.

Overall, the correlation analysis indicates that all intrinsic motivation factors—autonomy, growth, recognition, reward, and satisfaction—have statistically significant positive relationships with job performance. The correlation coefficients range from moderate to strong, indicating that as each of these motivational factors improves, employees' job performance also improves. These findings underscore the importance of fostering a supportive work environment where intrinsic motivators are enhanced to optimize employee performance at Central Printing Press PLC.

4.4.2. Correlation Test of Employee Extrinsic Motivation and Job Performance

The analysis of the relationship between extrinsic motivation and job performance examines how external factors such as company policies, work conditions, job security, relationships with supervisors, and remuneration influence employee performance at Central Printing Press PLC. Extrinsic motivation encompasses tangible and intangible benefits provided by the organization to encourage employees to perform at their best.

Understanding these relationships is critical for designing effective strategies to enhance employee engagement and improve organizational outcomes.

Table 4.4: Correlation Test analysis Extrinsic Motivation and Job Performance

		Company Policies	Work condition	Job Security	Relationship with supervisor	Remuneration
Job Performance	Pearson Correlation	.456**	.328**	.515**	.294**	.458**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	171	171	171	171	171

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

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

Table 4.4 presents the Pearson correlation coefficients and significance levels for the relationship between extrinsic motivational factors and job performance. The results indicate statistically significant positive relationships ($p < 0.01$) between all examined factors and job performance, with varying degrees of strength. These findings underline the importance of extrinsic motivators in shaping employee performance and offer actionable insights for policy and strategy development.

The interpretation of the correlation results for extrinsic motivation factors and their relationship with job performance provides valuable insights into the dynamics of workplace motivation at Central Printing Press PLC. Using established correlation cut-off points (Marczyk et al., 2005), correlations between .01 and .30 are considered weak, .30 to

.70 are moderate, and .70 to .90 are strong. The findings of this study are compared and contrasted with similar studies conducted locally to contextualize the results.

The Pearson correlation coefficient of 0.456 indicates a moderate positive relationship between company policies and job performance. This suggests that favorable company policies enhance employee performance significantly. Similar findings were reported by Tesfaye (2020), who found a correlation coefficient of 0.48 in a study of Ethiopian manufacturing firms. Both studies emphasize the importance of clear and supportive policies in driving job performance.

The correlation coefficient of 0.328 reflects a moderate positive relationship between work conditions and job performance. This finding is consistent with Abebe's (2019) study of government organizations in Addis Ababa, which reported a coefficient of 0.31. These results highlight the role of improved physical and psychological work environments in enhancing performance but indicate that work conditions alone may not be the strongest driver of performance.

A Pearson correlation of 0.515 indicates a moderate to strong positive relationship between job security and job performance. The findings align with Bekele's (2021) study on the banking sector, which reported a correlation of 0.52. These results underscore the importance of job stability in fostering employee commitment and productivity.

The correlation coefficient of 0.294 indicates a moderate positive relationship between the quality of relationships with supervisors and job performance. This is slightly lower than the 0.34 reported by Alemu (2022) in a study of Ethiopian NGOs. The relatively weaker relationship may suggest that while supervisory support is important, other factors such as organizational culture or peer relationships could play more significant roles.

The correlation coefficient of 0.458 indicates a moderate positive relationship between remuneration and job performance. This finding aligns with a study by Tadesse (2020) on

private sector employees, which found a correlation of 0.47. Both studies highlight that competitive compensation packages are critical to enhancing employee performance.

The results show that job security and remuneration have stronger relationships with job performance compared to work conditions and relationships with supervisors. These findings are consistent with studies across various sectors in Ethiopia, reinforcing the understanding that intrinsic and extrinsic factors must be balanced to optimize job performance.

4.5. Effect of Employee's Motivation on Job Performance; Result of Linear Regression

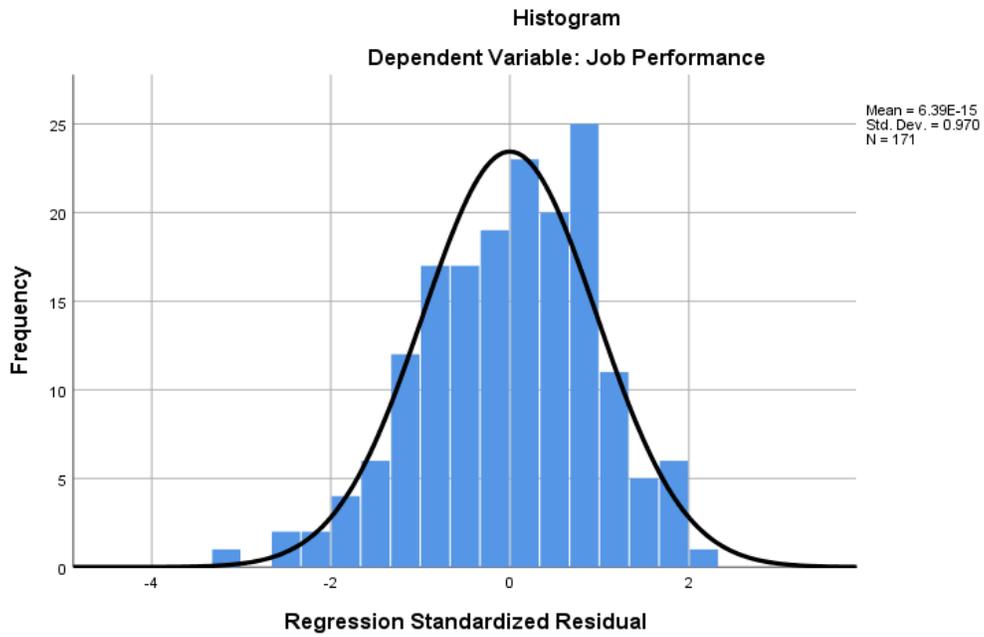
Regression analysis is a statistical method that facilitates the investigation of relationships between a dependent variable and one or more independent variables, providing a means to describe, estimate, and predict outcomes based on these relationships (Field, 2013). This study employed multiple regression analysis to evaluate the effect of employee motivation, both intrinsic and extrinsic, on job performance at Central Printing Press P.L.C.

4.5.1. Assumptions of Linear Regression

4.5.1.1. Normality Test

The normality of residuals is a key assumption in multiple regression analysis (Tabachnick & Fidell, 2019). Skewness and kurtosis of the regression standardized residuals were examined to assess this. The skewness value of 0.039 and the kurtosis value of -0.070 both fall within the acceptable range of -1 to 1, indicating minimal deviation from normality (Hair et al., 2019). The histogram of regression standardized residuals for "Job Performance" displays a bell-shaped curve, supporting the assumption of normality. These results confirm that the residuals are approximately normally distributed, meeting a critical condition for the validity of the regression model and enhancing the reliability of the findings (Ghasemi & Zahediasl, 2012).

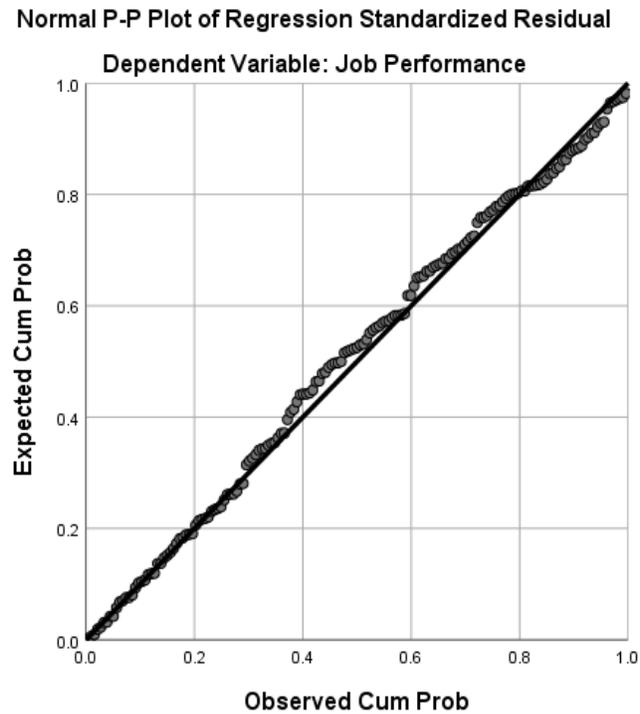
Figure 4.1: Histogram Regression of Standard Residual of Employee Motivation and Job Performance



Source: (SPSS Output of Own Survey, 2024)

Normal P-P Plots are useful for assessing whether the residuals from a regression analysis follow a normal distribution, which is a key assumption for many statistical tests." (Field, 2013).

Figure 4.2: Normal P-P Plots of Dependent Variable Job Performance



Source: (SPSS Output of Own Survey, 2024)

Normal P-P plots are used to assess whether the residuals from a regression analysis follow a normal distribution, which is a key assumption for many statistical tests (Field, 2013). In this plot, observed cumulative probabilities are compared to expected cumulative probabilities based on a normal distribution. As shown in Figure 4.2, the points closely follow a diagonal line, indicating that the standardized residuals are approximately normally distributed. This alignment suggests that the normality assumption for the regression analysis is satisfied, supporting the validity of the model's inferences.

4.5.1.2. Multicollinearity Test

The multicollinearity test is crucial in regression analysis as it evaluates the degree of correlation among independent variables. High multicollinearity can lead to unreliable coefficient estimates, making it difficult to assess the individual effect of each variable on the dependent variable (Field, 2013). Metrics such as the Variance Inflation Factor (VIF)

and Tolerance are commonly used to detect multicollinearity. A VIF value greater than 10 or a Tolerance value below 0.1 indicates a problematic level of multicollinearity (Hair et al., 2010).

Figure 4.3: Multicollinearity Test of Multiple Linear Regression Analysis

Variable	Type	Tolerance	VIF
Intrinsic Variables	Intrinsic		
Autonomy	Motivation	0.755	1.324
Growth		0.886	1.129
Recognition		0.420	2.381
Reward		0.398	2.513
Satisfaction		0.391	2.557
Extrinsic Variables	Extrinsic		
Company Policies	Motivation	0.659	1.518
Work Conditions		0.836	1.197
Job Security		0.402	2.491
Relationship with Supervisor		0.873	1.146
Remuneration		0.409	2.447

Source: (SPSS Output of Own Survey, 2024)

The multicollinearity test in Figure 4.3 shows that none of the variables exceed the critical VIF threshold of 10, indicating no severe multicollinearity issues. The VIF values for intrinsic motivation variables such as Autonomy (1.324) and Growth (1.129) are well below the threshold, suggesting no multicollinearity concerns. However, Recognition (2.381), Reward (2.513), and Satisfaction (2.557) have slightly higher VIFs, indicating moderate multicollinearity. Similarly, for extrinsic motivation variables, Company Policies (1.518) and Work Conditions (1.197) are within acceptable ranges, while Job Security (2.491), Relationship with Supervisor (1.146), and Remuneration (2.447) exhibit moderate VIF values, suggesting some level of multicollinearity, but none exceed the problematic

cutoff. These results indicate that multicollinearity is not a major issue, and the regression analysis can proceed with reliable coefficient estimates.

4.5.1.3. *Homoscedasticity test*

Homoscedasticity refers to the assumption that the variance of residuals (errors) in a regression analysis remains constant across all levels of the independent variable(s). This assumption is essential for the validity of statistical tests and the accuracy of parameter estimates in linear models. A violation of this assumption, known as heteroscedasticity, can distort regression results and lead to unreliable conclusions (Wooldridge, 2019).

Figure 4.4: Simple Scatter Plot of Intrinsic Motivation and Job Performance

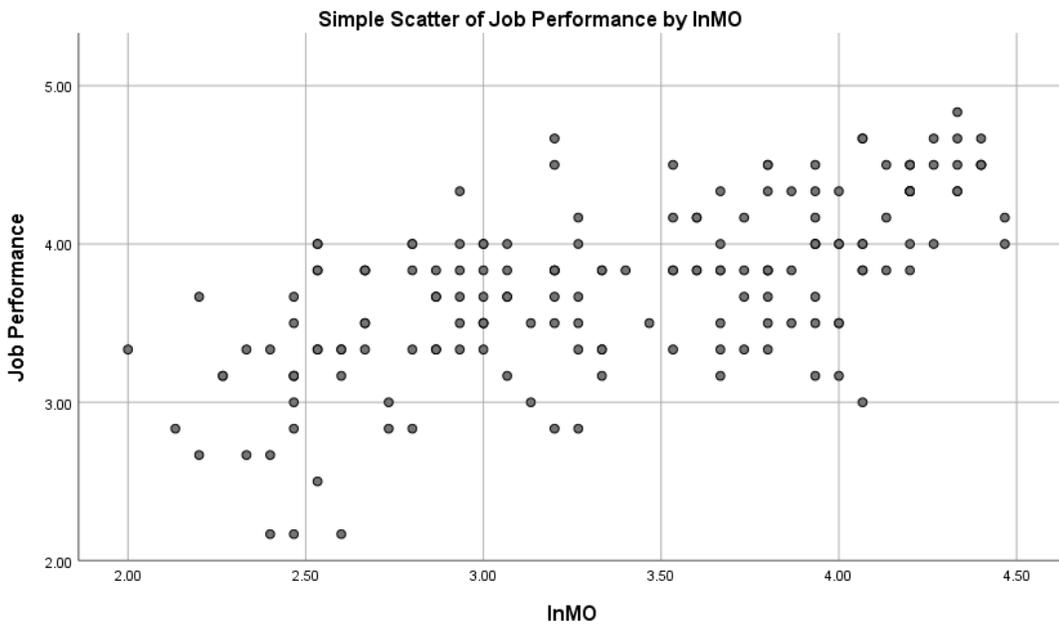
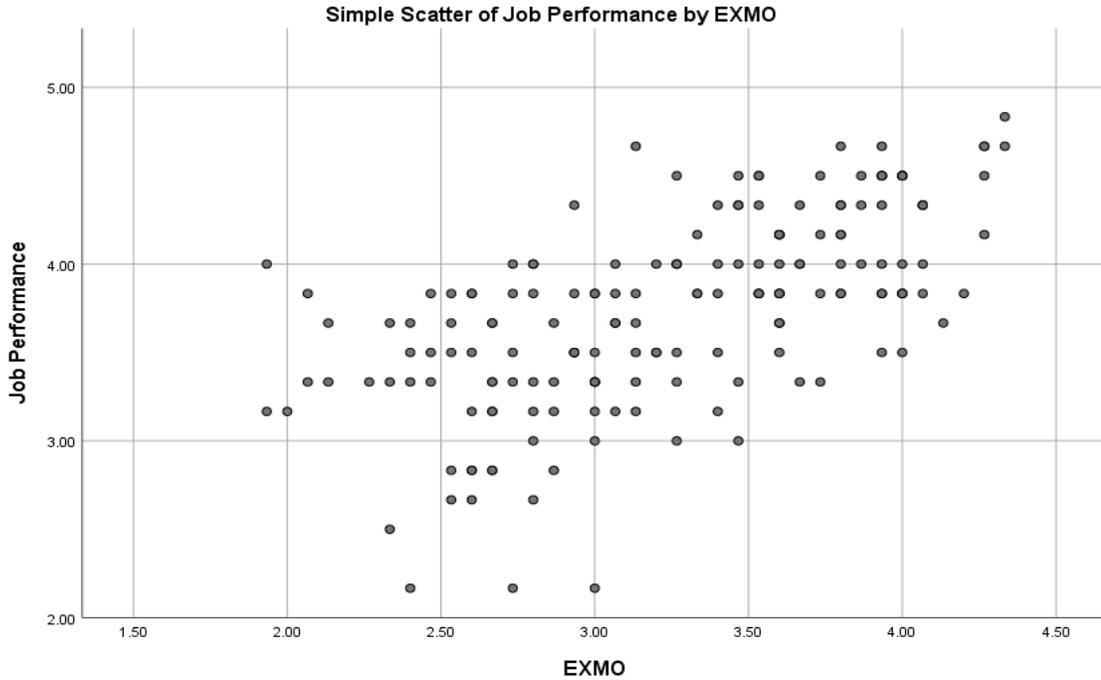


Figure 4.5: Scatter Plot of Employee Extrinsic Motivation Regression and Job Performance



Figures 4.4 and 4.5 present scatter plots illustrating the relationship between intrinsic and extrinsic motivation with job performance. In Figure 4.4, the scatter plot for intrinsic motivation shows a scattered distribution of data points, suggesting a moderate, positive correlation between intrinsic motivation and job performance, but with considerable variation. Similarly, Figure 4.5, depicting extrinsic motivation and job performance, also displays a scattered pattern, indicating a positive correlation between the two variables. However, both plots reveal that while there is a general trend of positive association, the data points are not tightly clustered around a line, suggesting that other factors may influence job performance beyond intrinsic and extrinsic motivation.

4.5.2. Regression Test on the Effect of Employee Motivation on job Performance

In this study, regression analysis explored how both intrinsic and extrinsic motivation impact job performance at Central Printing Press PLC. By quantifying these relationships, the research provided insights into how different motivation levels influence performance outcomes. The regression model illustrated direct effects and facilitated predictions about

job performance based on various motivational strategies. This analysis also evaluated the effectiveness of motivational interventions,

4.5.2.1. Model Summary

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.695 ^a	.482	.450	.40058	1.801
a. Predictors: (Constant), Remuneration, Relationship with Supervisor, Growth, Work Conditions, Autonomy, Company Policies, Satisfaction, Recognition, job Security, Reward					
b. Dependent Variable: Job Performance					

Table 4.5 shows an adjusted R Square of 0.450, indicating that 45.0% of the variance in job performance is explained by the independent variables (e.g., remuneration, relationship with supervisor, growth, work conditions, autonomy, company policies, satisfaction, recognition, job security, and reward). While these factors have a significant impact, 55.0% of the variance remains unexplained, suggesting the influence of other factors. The Durbin-Watson statistic of 1.801 indicates no significant autocorrelation in the residuals, supporting the validity of the analysis (Gujarati, 2003).

4.5.2.2. ANOVA of effect Employee Motivation and Job Performance

Table 4.6: ANOVA of Effect of Employee Motivation and Job Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.928	10	2.393	14.912	.000 ^b
Residual	25.674	160	.160		
Total	49.602	170			
a. Dependent Variable: Job Performance					

b. Predictors: (Constant), Remuneration, Relationship with Supervisor, Growth, Work Conditions, Autonomy, Company Policies, Satisfaction, Recognition, job Security, Reward

The findings in Table 4.6 show a highly significant positive regression, with a p-value of 0.000, which is less than 0.05. This suggests that the independent variables, including both extrinsic motivation (company policies, work conditions, job security, relationship with supervisor, remuneration) and intrinsic motivation (autonomy, growth, recognition, reward, and satisfaction), have a strong and significant influence on job performance.

4.5.2.3. *Coefficients of Regression*

Table 4.7: Coefficients of Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.502	.222		6.753	.000		
Autonomy	.028	.044	.042	.641	.523	.755	1.324
Growth	.114	.039	.177	2.924	.004	.886	1.129
Recognition	.089	.052	.150	1.708	.090	.420	2.381
Reward	-.024	.051	-.044	-.483	.630	.398	2.513
Satisfaction	.140	.048	.263	2.892	.004	.391	2.557
Company Policies	.118	.045	.182	2.595	.010	.659	1.518
Work Conditions	.076	.043	.110	1.761	.080	.836	1.197
job Security	.019	.045	.037	.415	.679	.402	2.491
Relationship with Supervisor	.069	.040	.105	1.723	.087	.873	1.146
Remuneration	.030	.054	.049	.552	.582	.409	2.447

The regression analysis results in Table 4.7 provide valuable insights into the relationship between various independent variables and employee performance. The constant value of 1.502 represents the baseline level of employee performance when all independent variables are set to zero. Among the independent variables, Growth, Satisfaction, and Company Policies were found to be statistically significant predictors of employee performance, with p-values of 0.004 for Growth, 0.004 for Satisfaction, and 0.010 for Company Policies. These findings suggest that career development, job satisfaction, and organizational policies are essential factors in shaping employee performance. Notably, Satisfaction emerged as the most significant predictor with the highest standardized coefficient (Beta = 0.263), followed by Growth (Beta = 0.177) and Company Policies (Beta = 0.182), highlighting the importance of an employee's overall job satisfaction and the opportunities for growth within an organization.

In contrast, variables such as Autonomy, Recognition, Reward, Work Conditions, Job Security, Relationship with Supervisor, and Remuneration did not show statistical significance, with p-values greater than 0.05. This suggests that while these factors may have an impact, their effect on employee performance in this study was not substantial. The mixed results for these variables may reflect contextual factors such as job roles, organizational culture, and employee expectations, as noted in recent studies (Bakker et al., 2019; Kerns, 2003). For instance, Autonomy has shown varied effects depending on the organization, with some studies suggesting its influence is more prominent when other factors like job satisfaction are also present (Rosen et al., 2018).

$$Y = 1.502 + 0.028x \text{ (Autonomy)} + 0.114x \text{ (Growth)} + 0.089x \text{ (Recognition)} - 0.024x \text{ (Reward)} + 0.140x \text{ (Satisfaction)} + 0.118x \text{ (Company Policies)} + 0.076x \text{ (Work Conditions)} + 0.019x \text{ (Job Security)} + 0.069x \text{ (Relationship with Supervisor)} + 0.030x \text{ (Remuneration)}.$$

The results of this study align with recent literature that emphasizes the importance of Satisfaction, Growth, and Company Policies in improving employee performance (Shin &

Konrad, 2017; Latham & Pinder, 2005). The lack of significance for Autonomy and Reward is noteworthy, as previous research suggests these factors generally play a role in employee motivation (Deci & Ryan, 1985). However, the non-significance in this context may reflect the fact that these variables are overshadowed by stronger predictors like satisfaction and career growth opportunities. This highlights the need for further research to explore the underlying reasons for these discrepancies, including industry-specific factors and organizational culture. Overall, organizations should focus on enhancing satisfaction and growth opportunities, as these factors are key drivers of employee performance.

4.6. Discussion

The findings of this study provide a comprehensive examination of the factors influencing employee performance, starting from the descriptive statistics, followed by the correlation analysis, and culminating in the regression analysis. The descriptive statistics revealed that employees generally rated their job performance and various motivational factors, such as satisfaction, growth, and company policies, quite favorably. These initial observations indicated a potential relationship between employee performance and the independent variables, providing a foundation for further analysis.

The correlation analysis confirmed the existence of significant relationships between job performance and several motivational factors. Notably, variables such as Growth, Satisfaction, and Company Policies showed strong positive correlations with job performance, suggesting that employees who are satisfied with their work, see opportunities for growth, and feel supported by their organization are more likely to perform at a higher level. This aligns with previous research that emphasizes the role of these factors in enhancing job performance (Shin & Konrad, 2017; Judge et al., 2017). Other variables, including Autonomy, Recognition, Reward, and Work Conditions, showed weaker correlations with job performance, indicating that while these factors may be relevant, they may not have as strong or direct an impact in this particular context.

The regression analysis provided further insights by quantifying the relationships between the independent variables and job performance. Growth, Satisfaction, and Company Policies emerged as significant predictors, with p-values well below the 0.05 threshold, indicating that these factors have a statistically meaningful impact on employee performance. Satisfaction was found to be the most significant predictor, followed by Growth and Company Policies. These findings support the idea that employees who are satisfied with their jobs, have opportunities for career development, and benefit from supportive organizational policies are more likely to perform well. Autonomy, Recognition, Reward, Work Conditions, Job Security, Relationship with Supervisor, and Remuneration did not show statistical significance in the regression analysis, suggesting that while these factors may influence employee performance, their impact is less pronounced compared to satisfaction, growth, and company policies. This is consistent with studies that have highlighted the contextual nature of some motivational factors, where their impact may vary depending on the organizational culture, job roles, and employee expectations (Bakker et al., 2019; Kerns, 2003).

In summary, the combination of descriptive, correlation, and regression analyses provides a comprehensive understanding of the factors that drive employee performance. The study highlights the critical role of satisfaction, growth, and company policies in enhancing job performance, while also suggesting that other factors, such as autonomy and reward, may have a less direct influence in this context. These findings align with existing literature that emphasizes the importance of job satisfaction and career development in motivating employees (Latham & Pinder, 2005; Shin & Konrad, 2017). Future research could further explore the nuances of these relationships, considering variables such as organizational culture, industry-specific factors, and employee expectations, to gain a deeper understanding of the dynamics that drive employee performance in different settings.

CHAPTER FIVE

5. SUMMARY, RECOMMENDATION AND CONCLUSION

5.1. Introduction

Chapter 5 presents the summary, recommendations, and conclusion of the study. This final chapter synthesizes the key findings from the research, discusses their implications, and offers recommendations for both practice and future research. It also draws conclusions based on the results of the descriptive, correlation, and regression analyses conducted in the previous chapters. The chapter aims to provide a comprehensive overview of the study's contributions to understanding the factors influencing employee performance and to propose actionable insights that can help organizations enhance employee performance. Additionally, the chapter reflects on the limitations of the study and outlines directions for future research to deepen the understanding of the topic.

5.2. Summary of Main Findings

The aim of this study was to investigate the impact of employee motivation on job performance at Central Printing Press PLC. The research addressed key questions regarding the current level of employee motivation, the employees' job performance, and the relationship between intrinsic and extrinsic motivation with job performance. A quantitative research method was employed, focusing on intrinsic motivators such as autonomy, growth, recognition, reward, and satisfaction, and extrinsic motivators like company policies, work conditions, job security, relationship with supervisors, and remuneration. The study was conducted with a sample of 171 employees using stratified sampling, and data analysis was carried out using SPSS version 26. Descriptive statistics were used for demographic analysis, while inferential methods such as correlation, regression, coefficients, and ANOVA were employed to examine the relationships between the variables.

The demographic analysis revealed that the workforce was predominantly male (55.0%), with a significant portion under the age of 41 (72.6%). Married employees made up the largest group (48.5%), and 38.0% had between 6-10 years of work experience, with the same percentage holding a degree. The descriptive analysis of intrinsic motivation components showed that autonomy ($M = 3.67$, $SD = 0.80$) had the highest mean, suggesting a positive perception among employees. Growth followed closely with a mean of 3.49 ($SD = 0.84$), reflecting favorable opportunities for personal and professional development. Recognition ($M = 3.26$, $SD = 0.91$) indicated a moderate level of acknowledgment, while reward ($M = 2.86$, $SD = 0.96$) had the lowest mean, signaling perceived insufficiency in rewards. For extrinsic motivation, work conditions ($M = 3.53$, $SD = 0.78$) had the highest mean, followed by company policies ($M = 3.05$, $SD = 0.84$) and job security ($M = 3.28$, $SD = 1.09$). However, remuneration ($M = 2.84$, $SD = 0.89$) was rated the lowest, reflecting dissatisfaction with compensation. The correlation results for intrinsic motivation showed significant positive relationships with job performance. Autonomy ($r = 0.358$, $p < 0.01$) and growth ($r = 0.348$, $p < 0.01$) were positively correlated with performance, and recognition ($r = 0.543$, $p < 0.001$) demonstrated a strong positive relationship. Satisfaction ($r = 0.581$, $p < 0.001$) emerged as the most significant intrinsic motivator, reinforcing its critical role in enhancing job performance. On the other hand, reward ($r = 0.450$, $p < 0.05$) also showed a positive correlation, but with a slightly lesser effect.

Regarding extrinsic motivation, company policies ($r = 0.456$, $p < 0.01$) and remuneration ($r = 0.458$, $p < 0.01$) exhibited strong positive relationships with job performance. Similarly, work conditions ($r = 0.328$, $p < 0.01$) and job security ($r = 0.515$, $p < 0.01$) were moderately associated with performance. The relationship with supervisors ($r = 0.294$, $p < 0.01$) was also positively correlated, suggesting that supportive leadership contributes to better performance outcomes. The regression analysis revealed that motivational factors explained 45.0% of the variance in job performance, with the remaining 55.0% attributed to other unidentified factors. Intrinsic motivation (autonomy, growth, recognition, reward, satisfaction) and extrinsic motivation (remuneration, relationship with supervisor, work conditions, company policies, and job security) were significant predictors of job

performance. The Durbin-Watson statistic of 1.801 confirmed the absence of significant autocorrelation, supporting the validity of the model. These findings emphasize the significant influence of both intrinsic and extrinsic motivation on job performance at Central Printing Press PLC. Overall, this study highlights the importance of fostering both intrinsic and extrinsic motivation factors to enhance employee performance.

5.3. Conclusion

This study has provided valuable insights into the factors influencing employee motivation and job performance at Central Printing Press PLC. By examining both intrinsic and extrinsic motivational elements, the research has identified significant positive relationships between these factors and employee performance outcomes. The intrinsic motivators, such as autonomy, growth opportunities, recognition, rewards, and job satisfaction, were found to play critical roles in enhancing employee performance. Similarly, extrinsic motivators like company policies, work conditions, job security, relationships with supervisors, and remuneration also significantly impacted job performance, highlighting the multifaceted nature of motivation.

The analysis revealed that motivational factors accounted for 45% of the variance in job performance, emphasizing the importance of addressing both intrinsic and extrinsic motivators to optimize employee engagement and productivity. This finding underscores the need for organizations to develop a comprehensive approach to motivation that integrates both internal and external drivers. The study also demonstrated that factors like autonomy and recognition have a more immediate impact, while other extrinsic factors, such as remuneration and job security, play a more sustained role in influencing employee satisfaction and performance over time. These findings suggest that organizations should prioritize both immediate and long-term strategies to enhance employee motivation.

The implications of these findings are substantial for management at Central Printing Press PLC and similar organizations. By focusing on intrinsic factors such as fostering autonomy, offering growth opportunities, and developing recognition and reward systems,

management can significantly enhance job satisfaction and performance. Additionally, addressing extrinsic motivators like improving work conditions, ensuring job security, and enhancing supervisor relationships creates a more supportive work environment. The study also suggests that organizations should continuously evaluate and adapt their motivational strategies to ensure they align with employee needs and expectations. Overall, this research provides a comprehensive framework for organizations seeking to cultivate a motivated and high-performing workforce, contributing to both individual and organizational success.

5.4. Recommendations

Autonomy refers to the ability to make one's own decisions and govern oneself, emphasizing independence and self-determination. Based on the analysis, it is recommended that Central Printing Press managers enhance employee autonomy in the workplace, as it has a significant positive relationship with job performance. Allowing employees to have more control over their work and decision-making can improve motivation and productivity. Implementing initiatives that encourage autonomy can lead to better overall employee outcomes.

Growth encompasses personal, professional, or economic development. Given the significant positive correlation found between growth and job performance, it is recommended that Central Printing Press invest in employee development through training programs, workshops, and mentorship. These opportunities for personal and professional growth can enhance job performance, improve skills, and increase overall productivity.

Recognition refers to the acknowledgment or appreciation of someone's achievements, contributions, or qualities. Since the study showed a significant positive correlation between recognition and job performance, it is recommended that management at Central Printing Press establish an effective recognition and rewards program. This program should recognize employee achievements, motivate high performance, and incentivize

contributions to the organization's success, ultimately boosting motivation and productivity.

Rewards are incentives that reinforce desired behaviors and motivate individuals. The study found a statistically significant positive relationship between rewards and job performance. Therefore, it is recommended that Central Printing Press implement a structured rewards program that includes performance-based incentives. Aligning rewards with specific goals will motivate employees to perform better and foster a culture of recognition, boosting morale and job performance across the organization.

Satisfaction represents the sense of fulfillment that arises when goals or needs are met. Given the significant relationship between employee satisfaction and job performance, it is recommended that management enhance employee satisfaction by conducting regular satisfaction surveys, providing opportunities for professional development, and fostering a supportive work environment. Acknowledging employee contributions and aligning organizational goals with employee needs will improve overall job satisfaction and performance.

Company policies refer to formal rules that govern an organization's operations and employee conduct. Based on the findings, it is recommended that Central Printing Press review and enhance its company policies. Ensuring policies are clear, accessible, and aligned with employee needs, while involving employees in their development, can foster a more engaged workforce. Regularly updating policies based on feedback will enhance employee satisfaction and performance.

Work conditions encompass the environment and factors affecting how work is performed, including safety, hours, and organizational culture. The study showed a significant positive relationship between work conditions and job performance. Management should aim to improve the work environment by enhancing lighting, workspace comfort, updating safety protocols, and offering flexible work arrangements.

Additionally, establishing feedback channels and implementing wellness initiatives will further boost engagement and productivity.

Job security refers to the assurance of continued employment stability and protection against unexpected termination. Since job security was found to significantly influence job performance, it is recommended that Central Printing Press enhance job security by clearly communicating employment policies, providing regular performance evaluations, and offering professional development opportunities. This will foster trust among employees, improve stability, and enhance job performance.

Relationship with a supervisor is the professional dynamic between an employee and their manager, impacting communication, support, and job satisfaction. The analysis showed a moderate positive relationship between the relationship with supervisors and job performance. It is recommended that Central Printing Press enhance supervisor training, promote open communication, and develop recognition programs. Additionally, implementing employee feedback mechanisms can strengthen supervisor-employee relationships and improve job performance.

Remuneration refers to the total compensation an employee receives, including salary, bonuses, and benefits. The study revealed a moderate positive relationship between remuneration and job performance. Therefore, it is recommended that management review and enhance remuneration strategies to ensure competitive salaries and benefits. A well-designed remuneration package will help retain talented employees, motivate high performance, and improve overall productivity.

In conclusion, to improve job performance, management at Central Printing Press PLC should focus on enhancing both intrinsic and extrinsic motivation. By implementing the recommendations outlined above, the organization can foster a motivated and high-performing workforce, leading to increased productivity and organizational success.

5.5. Limitations of the Study and Implications for Future Research

Despite the valuable insights provided, this study has certain limitations. First, it is limited by its focus on a single organization, Central Printing Press PLC, which may not represent the full range of industries and organizational contexts. The findings may thus not be fully generalizable to all types of organizations. Additionally, the study relies on self-reported data, which may be subject to biases such as social desirability or personal perceptions. This could affect the accuracy of the results. Furthermore, the study primarily focuses on motivational factors and job performance without considering other external factors, such as organizational culture or external economic influences, which could also impact employee performance.

Future research could address these limitations by expanding the scope of the study to include multiple organizations across different industries to improve the generalizability of the results. Additionally, incorporating both quantitative and qualitative data could provide a more holistic view of how motivation affects job performance. Researchers could explore the role of organizational culture, leadership styles, and external economic factors in shaping employee motivation and performance. Longitudinal studies could also be conducted to examine the long-term effects of motivational strategies on employee performance and organizational outcomes. Such studies would contribute to a deeper understanding of the dynamic relationship between motivation and job performance and provide valuable insights for practitioners.

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APPENDICES

6. QUESTIONNAIRE

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATES STUDIES

MASTER OF BUSINESS ADMINISTRATION DEPARTMENT

Dear respondents,

I am attending my post graduate degree in the field of business Administration at St. Mary's University. The purpose of this questionnaire is to collect data for the study entitled "The Effect of Employee's motivation on job performance" in the case of Central Printing Press Plc. I have prepared this questionnaire to collect data from employees working at Central Printing Press Plc. Your genuine, frank and timely response is vital for the success of this study. The researcher wants to underline that the data collected are kept confidential and used only for academic purpose.

The questionnaire is divided into three sections:

- Part One: General information questions
- Part Two: Intrinsic and extrinsic questions
- Part Three: Job Performance questions

Instruction

- No need for writing your name in this questionnaire
 - Please follow the instruction provided
 - Use your response for part 1 question in space provided by "✓" mark, for part 2 and part 3 put "✓" mark the selected number in the table from 1 to 5 questionnaire what include intrinsic motivation and extrinsic Motivation and job Performance
 - Multiple responses are not allowed.
- "Thank you for dedicating your valuable time to completing this questionnaire."

Part I: Demographic Information

1. Gender

Male

Female

2. Age

A. 18-30

C. 41-50

B. 31-40

D. Above 50

3. Marital Status

A. Single

C. Divorced

B. Married

D. Windowed

4. Work Experiences

A. Less Than 1 year

C. 6-10 Years

B. 1-5 Years

D. Above 10 Years

5. Educational Level

A. Certificate

C. Degree Ph.D. and above

B. Diplo

D. Masters

Part Two: Intrinsic Motivation and extrinsic Motivation /Independent Variable/

To what range do you agree with the following statement about intrinsic and extrinsic motivation in your

Organization ranging from strongly agree to strongly disagree?

Where presented: 1= strongly disagree; 2= disagree; 3= Neutral; 4= agree and 5= strongly agree

Section A. Intrinsic Motivation /Independent Variable/

Research Question	Strongly	Agree	Neutral	Disagree	Strongly
Autonomy	5	4	3	2	1
6. I have the freedom to decide how to do my work.					
7. I can make my own decisions about how to schedule my work.					
8. My job allows me to use personal initiative or judgment in carrying out the work.					
GROWTH	5	4	3	2	1
9. My job provides me opportunities to develop my skills and abilities					
10. I can learn new things in my work.					
11. My job allows me to grow and develop as a person.					
RECOGNITION	5	4	3	2	1
12. I receive recognition for doing good work.					
13. My contributions at work are appreciated.					
14. I feel valued for the work I do.					
REWARD	5	4	3	2	1
15. I am satisfied with the rewards (e.g. pay, benefits) I receive for my work.					
16. The rewards I receive are fair compared to others doing similar work					
17. The rewards I receive are appropriate for the work I perform					

SATISFACTION	5	4	3	2	1
18. Overall, I am satisfied with my job					
19. I enjoy coming to work.					
20. I feel a sense of accomplishment from my work.					

Section B: Extrinsic Motivation/ Independent Variable/

COMPANY POLICIES	5	4	3	2	1
21. The company's policies and procedures are clear to me.					
22. The company's policies and procedures are fair.					
23. The company's policies support me in doing my job well.					
WORK CONDITIONS	5	4	3	2	1
24. The physical work environment is comfortable and well-equipped					
25. The workload is reasonable for the time and resources available					
26. The work schedule meets my needs.					
JOB SECURITY	5	4	3	2	1
27. I feel secure in my job.					
28. I am confident I can keep my current job.					
29. My job provides long-term stability.					
RELATIONSHIP WITH SUPERVISOR	5	4	3	2	1
30. I have a good working relationship with my supervisor.					
31. My supervisor provides helpful feedback on my performance					
32. My supervisor supports me in doing my job well					
REMUNERATION	5	4	3	2	1
33. I am satisfied with my level of pay.					
34. My pay is competitive compared to others doing similar work					
35. My pay reflects the value I bring to the organization.					

Part Three: To what range do you agree with the following statement about job Performance in your organization

Organization ranging from strongly agree to strongly disagree?

Where presented: 1= strongly disagree; 2= disagree; 3= Neutral; 4= agree and 5= strongly agree

Section C: Job Performance /dependent Variable/

JOB PERFORMANCE	5	4	3	3	1
36. I manage to plan my work so that it is done on time					
37. I am able to perform my tasks efficiently					
38. I am able to set priorities and meet deadlines					
39. I take on extra responsibilities when needed.					
40. I suggest ways to improve the work processes in my department					
41. I help my colleagues with their work when they are busy.					

Thank you once again!

ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATES STUDIES

የቢዝነስ አስተዳደር ክፍል ማስተርስ

በተቀጣሪ የሚሞሉ መጠይቆች

ውድ ምላሽ ሰጪዎች

በቅድስት ማርያም ዩኒቨርሲቲ በቢዝነስ አስተዳደር መስክ የድህረ ምረቃ ዲግሪዬን እየተከታተልኩ ነው።

የዚህ መጠይቅ ዓላማ በሴንራል ማተሚያ ኃ.የተ.የግ.ማ ጉዳይ ላይ "የሰራተኛው ተነሳሽነት በስራ አፈፃፀም ላይ ያለው ተጽእኖ" በሚል ርዕስ ለጥናቱ መረጃ መሰብሰብ ነው. ይህንን መጠይቅ ያዘጋጀሁት

በሴንትራል ማተሚያ ኃ.የተ.የግ.ማ. ከሚሠሩ ሠራተኞች መረጃ ለመሰብሰብ ነው። የእርስዎ እውነተኛ፣

ግልጽ እና ወቅታዊ ምላሽ ለዚህ ጥናት ስኬት አስፈላጊ ነው። ተመራማሪው የሚሰበሰቡት መረጃዎች

በሚስጥር የተያዙ እና ለአካዳሚክ ዓላማ ብቻ የሚውሉ መሆናቸውን ማስመር ይፈልጋሉ።

መጠይቁ በሶስት ክፍሎች የተከፈለ ነው።

- ክፍል አንድ: አጠቃላይ የመረጃ ጥያቄዎች
- ክፍል ሁለት:- ውስጣዊ እና ውጫዊ ጥያቄዎች
- ክፍል ሶስት: የስራ አፈጻጸም ጥያቄዎች

መመሪያ

- በዚህ መጠይቅ ውስጥ ስምዎን መጻፍ አያስፈልግም
- እባክዎ የተሰጠውን መመሪያ ይከተሉ
- ምላሽህን ለክፍል 1 ጥያቄ በ" ✓ "ማርክ፣ ክፍል 2 እና ክፍል 3 አስቀምጥ" ✓ "በተመረጠው ቁጥር በሰንጠረዥ ላይ ከ1 እስከ 5 መጠይቅ ላይ ምልክት አድርግ ውስጣዊ ተነሳሽነት እና ውጫዊ ተነሳሽነት እና የስራ አፈፃፀም
- በርካታ ምላሾች አይፈቀዱም።

"ይህን መጠይቅ ለመሙላት ጠቃሚ ጊዜዎን ስለሰጡ እናመሰግናለን።"

ክፍል አንድ: የስነ ሕዝብ አወቃቀር መረጃ

3. ጾታ

ሀ. ወንድ

ለ. ሴት

4. ዕድሜ

ሀ. 18-30

ሐ. 41-50

ለ. 31-40

መ. ከ50 በላይ

3. የጋብቻ ሁኔታ

ሀ. ያላገባ

ሐ. የተፋታ

ለ. ያገባ

መ. የንዶውድ

4. የስራ ስምድ

ሀ. ከ1 አመት በታች

ሐ. 6-10 ዓመታት

ለ. 1-5 ዓመታት

መ. ከ 10 አመት በላይ

5. የትምህርት ደረጃ

ሀ. የምስክር ወረቀት

ሐ. ዲግሪ

ሠ. ፒኤች.ዲ. እና በላይ

ለ. ዲፕሎማ

መ. ማስተርስ

ክፍል ሁለት፡ ውስጣዊ ተነሳሽነት እና ውጫዊ ተነሳሽነት / ገለልተኛ ተለዋዋጭ/

በድርጅት ውስጥ ስላለው ውስጣዊ እና ውጫዊ ተነሳሽነት በሚከተለው መግለጫ እስከ ምን ድረስ ይስማማሉ ከጠንካራ ስምምነት እስከ ጠንካራ አለመስማማት?

በቀረበበት፡ 1= በጣም አልስማማም 2= አልስማማም; 3= ገለልተኛ; 4= እስማማለሁ እና 5= በጣም ተስማምቻለሁ

ክፍል ሀ. ውስጣዊ ተነሳሽነት /ገለልተኛ ተለዋዋጭ/

የጥናቱ ጥያቄ	በጣም ተስማምቻለሁ	እስማማለሁ	ገለልተኛ	አልስማማም	በጣም አልስማማም
ራስ ገዝ አስተዳደር	5	4	3	2	1
6. ሥራዬን እንዴት እንደምሠራ የመወሰን ነፃነት አለኝ					
7. ሥራዬን እንዴት መርሐግብር እንደምይዝ የራሴን ውሳኔ ማድረግ እችላለሁ።					
8. ሥራዬ ሥራውን ለማከናወን የግል ተነሳሽነት ወይም ፍርድ እንድጠቀም ይፈቅድልኛል.					
እድገት	5	4	3	2	1
9. ሥራዬ ችሎታዬን እና ችሎታዬን ለማዳበር እድሎችን ይሰጠኛል					
10. በስራዬ ውስጥ አዳዲስ ነገሮችን መማር እችላለሁ.					
11. ሥራዬ እንደ ሰው እንዳድግ እና እንዳዳብር ይፈቅድልኛል።					
እውቅና	5	4	3	2	1
12. መልካም ስራ በመስራት እውቅና አግኝቻለሁ።					
13. በሥራ ላይ የእኔ አስተዋፅኦዎች አድናቆት ናቸው.					
14. ለሰራሁት ስራ ዋጋ እንዳለኝ ይሰማኛል።					
ሽልማት	5	4	3	2	1

15. ለሥራዬ በምቀበለው ሽልማቶች (ለምሳሌ ክፍያ፣ ጥቅማጥቅሞች) ረክቻለሁ					
16. የማገኘው ሽልማቶች ከሌሎች ተመሳሳይ ስራዎች ጋር ሲወዳደሩ ፍትሃዊ ናቸው።					
17. የማገኘው ሽልማቶች ለሠራሁት ሥራ ተስማሚ ናቸው።					
እርካታ	5	4	3	2	1
18. በአጠቃላይ በስራዬ ረክቻለሁ					
19. ወደ ሥራ መምጣት ያስደስተኛል.					
20. ከሥራዬ የተሳካልኝ ስሜት ይሰማኛል።					

ክፍል ለ: ውጫዊ ተነሳሽነት/ገለልተኛ ተለዋዋጭ

የኩባንያ ፖሊሲዎች	5	4	3	2	1
21. የኩባንያው ፖሊሲ እና አሰራር ለእኔ ግልፅ ነው					
22. የኩባንያው ፖሊሲዎች እና ሂደቶች ፍትሃዊ ናቸው					
23. የኩባንያው ፖሊሲ ስራዬን በደንብ እንድሰራ ይረዳኛል።					
የሥራ ሁኔታዎች	5	4	3	2	1
24. አካላዊ የሥራ አካባቢ ምቹ እና በሚገባ የታጠቁ ነው					
25. የሥራ ጫናው ለተገኘው ጊዜ እና ሁብቶች ምክንያታዊ ነው					
26. የሥራው መርሃ ግብር ፍላጎቶቼን ያሟላል።					
የስራ ደህንነት	5	4	3	2	1
27. በሥራዬ ደህንነት ይሰማኛል.					
28. አሁን ያለኝን ስራ እንደምቀጥል እርግጠኛ ነኝ					
29. ሥራዬ የረጅም ጊዜ መረጋጋትን ይሰጣል።					
ከተቆጣጣሪ ጋር ግንኙነት	5	4	3	2	1
30. ከተቆጣጣሪዬ ጋር ጥሩ የስራ ግንኙነት አለኝ					
31. የእኔ ተቆጣጣሪ በእኔ አፈጻጸም ላይ ጠቃሚ ግብረመልስ ይሰጣል					
32. ስራዬን በደንብ እንድሰራ የኔ ተቆጣጣሪ ይረዳኛል።					
ክፍያ	5	4	3	2	1
33. በክፍያ ደረጃዬ ረክቻለሁ					
34. የእኔ ክፍያ ከሌሎች ተመሳሳይ ስራዎች ጋር ሲነጻጸር ተወዳዳሪ ነው					
35. የእኔ ክፍያ ለድርጅቱ ያመጣሁትን ዋጋ ያሳያል.					
የስራ አፈጻጸም	5	4	3	3	1
36. በጊዜው እንዲጠናቀቅ ስራዬን ማቀድ ችያለሁ					
37. ተግባሮቼን በብቃት ማከናወን እችላለሁ					
38. ቅድሚያ የሚሰጣቸውን ነገሮች ማዘጋጀት እና የግዜ ገደቦችን ማሟላት እችላለሁ					
39. አስፈላጊ ሆኖ ሲገኝ ተጨማሪ ኃላፊነቶችን እወስዳለሁ.					
40. በእኔ ክፍል ውስጥ ያሉትን የሥራ ሂደቶች ለማሻሻል መንገዶችን እጠቁማለሁ					
41. የሥራ ባልደረቦቼ ሥራ ሲበዛባቸው በሥራቸው እረዳቸዋለሁ።					

በድጋሚ አመሰግናለሁ!