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St. MARY'S UNIVERSTIY
SCHOOL OF GRADUATE STUDIES
MBA PROGRAM

**Factors Affecting Employee Motivation in Ethiopian
Roads Authority**

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SGS/0050/2009A

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ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
Department of General Management (MBA)

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ROADS AUTHORITY**

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SGS/0050/2009A

**A THESIS SUBMITTED TO ST.MARY UNIVERSITY; SCHOOL OF GRADUATE
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LIST OF ACRONYMS

| | |
|-------|--|
| EPD | Engineering Procurement Directorate |
| ERA | Ethiopian Roads Authority |
| ETCA | Ethiopian Transport Construction Authority |
| FMD | Financial Management Directorate |
| HRD | Human Resource Directorate |
| IHA | Imperial Highway Authority |
| PPMD | Planning and Program Management Directorate |
| QARMD | Quality Assurance and Road Safety Management |
| RAM | Road Asset Management |
| RDD | Research Development Directorate |
| ROD | Regional office Directorate |
| SPSS | Statistical Package for Social Science |

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Abstract

Motivation is one of the best essential elements in the area of Human Resources Management. Most employers nowadays would like to have their employee's motivated and prepared to work, but do not know about what truthfully motivates a person. Companies could be more efficient if the employees had deployed the effort in the future of the company. There are essential needs come across for a person, particularly an employee, to be successful in the workplace. The most important theories include: Maslow's hierarchy of needs, Herzberg's two-factor theory, and the different theories of factors affecting employee motivation.

Each factor is related in the fact that there are needs for all people to meet. To this end, the purpose of this research is to examine factors affecting motivation among the employees of the company. The questionnaire survey was embarking on undertaken among 86 employees of the company to analyze their perceptions relating to motivation in workplace and also investigating the opinions of the leads, team leaders and also with managers about the same issue. In this study the researcher used a concurrent sampling in which quantitative probability and qualitative purposeful sampling are combined in this research. Purposive or judgmental sampling is used to extract qualitative data and stratified sampling is used to draw samples for the quantitative data. Moreover the researcher used descriptive and explanatory research design with 5 Likert scale to measure variables, and data were quantitatively and qualitatively collected through close-ended questionnaires and semi structured interview respectively. Data was analyzed through correlation and linear regressions using SPSS (Statistical Package for Social Sciences) version 20 software. According to the study, it was found out that non-finical factor, job security and work condition are the most influencing factors. Generally, the company should focus on employee's motivational factors particularly non-finical factor, job security and work condition.

Key words: Motivation, Ethiopian Roads Authorities, employees, non-finical factor, and Job security.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's complicated and changing world, organizations play a critical role in achieving social goals and missions. Organizations of any kind whether manufacturing or service, regard human beings as an important factor in the quality of the role they play. In other words, organizations over years have come to the understanding that human beings are the most valuable factors at their disposal. Therefore, human beings' significant role in the achievement of organizational goals cannot be disregarded. Accordingly, any effort to subvert organizations without human empathy is almost doomed to failure to the extent that the success of the majority of the managers can be attributed to the optimal use of humans' potential abilities (Armstrong, 2009).

On the other hand, motivating people requires the discovery of their motives as the cause of their active participation in the attainment of the organizational goals. Although, the discovery of the individuals' heightened motivations as a cause behind their improved performance is not an easy task, organizations and, obviously, managers have to pay attention to such motivations. In this way, employees work harder, the workplace will become more joyful, absenteeism will be reduced, satisfaction will be enhanced, workplace rules and regulations will be observed, and employees will do their best to actualize the organization's goals and strategies (Abzari and Sadri, 2006).

Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Latham, 2007). Despite the existence of different and sometimes conflicting views about motivation, its role and significance in management and psychology in general and in the management of human resources and organizational behavior in particular is undeniable. The study of motivation and behavior requires finding responses to a number of questions related to human beings.

According to Armstrong (2009), high performance is achieved by well-motivated people who are prepared to exercise discretionary effort.

To motivate people, it is necessary to appreciate how motivation works, this means understanding motivation theory and how the theory can be put into practice. However, one of the biggest challenges that the business world is facing today is lack of awareness how to motivate their employees and enable them more dedicated, persistent and have intensified effort towards achieving the organization's goals.

Basically, the way employees are motivated should not be made arbitrarily and should be undertaken in a more systematic and coordinated manner, even this should be supported with continuous and realistic assessment or survey of the need of the employees.

In this regard, employees' attitude surveys have been frequently used to ascertain what triggers and sustains their desire to work hard.

However, not all organizations understand and acknowledge the need for motivation of their employees and consequently suffer from low performance of employees, which has direct impact on their low productivity.

In this context the study intends to investigate to what employee motivation is being adopted along with the aim of identifying the gaps between the theory and the practice. The output of this study will be beneficial to the authority in providing an insight on how to improve the current employee performance. The research will also add to the already existing pool of knowledge by narrowing the existing gap and jump starting future researches.

1.2 Overview of Organizational Background

Following the exclusion of the Italian occupiers, the Imperial Ethiopian Government was convinced that a Road Agency solely responsible for rehabilitating/restoring and expanding the road network throughout the country had to be established. Accordingly, the Imperial Highway Authority (IHA) was established under proclamation No. 115/1951 as a semi-autonomous agency with specific duties to plan, design, construct, and maintain roads. Responsibilities for construction and maintenance of roads remained under a single autonomous authority (IHA) for 26 years (1951-1977). The Ministry of Transport and Communication turned out to be the supervising authority of ERA. The Ethiopian Roads Authority has been reestablished under proclamation 133/1978 incorporating, among others, the Rural Roads Department in addition to the Highway Department.

In 1980, the Military Government that took power in 1974 reformed the agency into the Ethiopian Transport Construction Authority (ETCA) by proclamation No. 189/1980 and became answerable to the newly formed Ministry of Construction. The proclamation enlarged responsibility of the Authority by expanding its task to incorporate the construction of Airports, Seaports, Railways, and Municipal Roads.

Following the shift from a command-based economy to a market oriented one in 1991, ERA was reestablished by proclamation No.63/1993 with a view to providing a strong administration under the leadership of a Board. As part of its reform, the government assigned administration of rural roads to the regional self-governments and main roads to ERA as part of the Federal Government's responsibility. ERA's role regarding rural roads was then limited to rendering support such as overall network planning, training and technical assistance as required by Regional Governments.

To cope up with existing situations, the Authority has gone through a series of structural changes, the most recent one being in July 2011 by the Council of Ministers Regulation No. 247/2011. (Source;<http://www.era.gov.et>).

This regulation agrees with the split of the operational and regulatory wings as two independent entities, leaving ERA to focus on Road Network Development and Asset Management rather than construction and maintenance of same.

Currently, the main responsibilities of ERA are network planning; management of contract projects and force account operations. The long-term objective is to focus on policy, planning and contract administration and to pull out gradually from direct operational works.

Ethiopian Roads Authority, the sole provider of constructing highway road constructing, maintain the existing road network through the districts, has 1496 employees all over the country.

Even though main highways have no choice except Ethiopian Roads Authority to get maintenance services, a number of factors influence the motivation of its employees and motivating them will have a direct impact on the maximizations of its productivity. However, it is common to hear community complaining on the accessibility of service of the authority. According to Armstrong (2009), People are motivated when they expect a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants. Hence, the purpose of this study is to identify and critically evaluate the factors influencing the motivation of the employees and draw the attention of the authority to take care of its employees' motivation and to identify factors that motivate them in order to achieve its objectives. Moreover, it also aimed to contribute its own share in indicating a way how motivated employee will increase customer handling mechanisms and how it gives values to the authority as well as the customers, which intern maximize the authority's productivity.

1.3. Statement of the Problem

As a result of an emphasis on motivation and results-oriented authorities developed and administer highways services, researchers in roads authorities will have stressed on being effective on employee motivation such as financial factors (salary), career growth and development, job security, working condition, training and development, recognition, co-worker and Supervisor Relations, Workloads and promotion.

Conducting and ensuring the employee motivation in authority perhaps is the most fundamental task so as to run the hygiene factors agendas. However, employee satisfaction given by most organizations is not associated with organizations hygiene factors courses. This paper starts with the review of factors of employee like the Herzberg's theory hygiene factors & ending up with findings regarding employee motivation Ethiopian Roads Authority head office.

As stated on Armstrong (2006), Doubts were cast on the effectiveness of money by Herzberg et al (1957) because, they claimed, while the lack of it can cause dissatisfaction, its provision does not result in lasting satisfaction. There is something in this, especially for people on fixed salaries or rates of pay who do not benefit directly from an incentive scheme. They may feel good when they get an increase; apart from the extra money, it is a highly tangible form of recognition and an effective means of helping people to feel that they are valued. But this feeling of euphoria can rapidly die away. Other dissatisfactions from Herzberg's list of hygiene factors, such as working conditions or the quality of management, can loom larger in some people's minds when they fail to get the satisfaction they need from the work itself. However, it must be re-emphasized that different people have different needs and wants. Some will be much more motivated by money than others. What cannot be assumed is that money motivates everyone in the same way and to the same extent.

In addition to this, there are also observed from Reform Director semiannual report about employee low performance and also Human Resource Directorate collect employees post leave questioners indicated that majority employees raised reason to leave from the authorities were not related to financial factor.

So high salary and attractive benefit packages are not enough to motivate them and are seeking other motivational factors, which became part of this study. Employees are the main actors in these activities.

Meanwhile there are repeatedly reported especially from supportive departments to the Human Resource Directorate about the authority dissatisfied employees in job security (i.e. workers who work more than six years as temporary workers).

From the summary of report of biweekly mini management minute of meeting also hypothesis about the reason of gradual increase the turnover of employees' were employee being dissatisfied with the salary they earn, working conditions, work status, and on other issues as well.

Finally, the Human Resource Directorate of the authority's also received quarterly report from Anti corruption and Ethics Director about the customer complains collected from the suggestion box and in suggestion book and reported in semiannual reporting period. Customer those are raise complain about employee service contractors, Banks, international and domestic financiers, (ROW) Right of way agents like Commercial Nominees, etc.) complaint on the employee's service. Generally speaking, this study intends to investigate the above assumptions focusing on the hygiene factors of Herzberg's theory.

1.4 Research question and/or Research objective

1.4.1 Research questions

In line with the above statement of the problem, this research paper is expected to address the following basic research questions.

1. What intrinsic factors influence employee motivation at Ethiopian Roads authority (ERA)?
2. What extrinsic factors sway employee motivation at Ethiopian Roads Authority (ERA)?
3. To what extent do financial rewards motivate the employees of Ethiopian roads authority (ERA)?
4. To what extent do non-financial rewards motivate employees of Ethiopian Roads Authority (ERA)?

1.4.2 General objective

Generally, the objective of this research paper is to investigate the factors affecting employee's motivation at Ethiopian Roads Authority.

1.4.3 Specific objectives

Under the overall framework of the above general objective, this research paper also has the following specific objectives.

- To look at the attitudes of staff towards financial rewards.
- To examine the attitudes of staff towards non-financial rewards
- To identify the intrinsic motivational factors that influence employee's motivation.
- To discover the extrinsic factors that sway employee's motivation.

1.5. Significance of the Study

The study findings offered valuable insights to use for decision making. It gave recommendations about current status of staff motivation which could form the basis of instituting measure for necessary improvement in terms of productivity. In addition, other researchers in related field might find this work to be very valuable in arousing their interest for instituting a survey on aspects of staff productivity in the entire public service of the country. Therefore, it is highly believed that this research paper could contribute and have a material significance in terms of:

- ✓ Drawing the attention of the authority with regard to giving due consideration and attention for the factors which could influence the motivation of its employees
- ✓ Generating awareness about the factors influencing the employee's motivation
- ✓ Emphasizing the importance of motivating employees for the success of organizational goals through customer satisfaction.
- ✓ Indicating the consequences of not handling and addressing the factors impelling the motivation of the employees.
- ✓ Implying possible suggestions for the authority on the best performance in managing and addressing the factors influencing the employee's motivation and also the study could be used as a reference for further studies to be undertaken in the future on the same or related matters.

1.6 Scope of the study

Geographically, the study would have delimited to the head office of Ethiopian Roads Authority. ERA is a big and complex organization having five regional offices and ten maintenance districts over the country. These districts are highly dispersed and distantly located geographically which can limit their accessibility.

So, regional offices were not including in the study because of time and economic constraints to access them and collect data relevant for the study. In terms of sample size, the study has been involved only 86 from 664 employees working in the head office.

However representative of the regional offices and maintenance districts employees live in the head office were included in the study.

1.7. Definition of Terms

The main theme of this research paper is investigating the factors by which employees' motivation could be affected. Theoretically and operationally, the relevant terms of this study has been defined as follows:

- **Motivation** – is defined as a ‘driving force’ through which people strive to achieve their goals and fulfill a need or uphold a value. The important words here are ‘needs’, ‘values’ and ‘goals’ and these are the building blocks of motivation that lead to actions:(Mullins ,2002)
- **Factor** -could be defined as a reason or a cause for something to happen.
- **Influence** could also be defined as an impact for the action of someone.

1.8 Organization of the study

The research paper has organized in different components or categories and contains five basic chapters; chapter one contains introduction of the study, background of the study, statement of the problem, basic research questions and objectives of the study, definition of terms, significance of the study and delimitation/scope of the study. Chapter two covers literatures which are relevant for the subject matter dealing with previous studies and literatures relevant to the study and it includes theoretical and empirical evidences related to the study. Under chapter three the research design, population and sampling Design, types of data to be collected and used, data analysis methods, data Collection methods and ethical considerations is discussed. The findings of the study were presented, analyzed and discussed in chapter four. Finally, in chapter five, summary, conclusions, and recommendations had been also forwarded based on the study findings; followed by the list of references used and appendixes.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents an overview of the literature on the fundamentals of Human Resources Management as well as an extract on Motivation, along with the various theories on motivation.

2.1. Introduction

There are lots of factors supplementing to the pressure on today's organizations such as globalization, recurrent organizational changes and discrepancy. To conquest these challenges there ascends a greater importance and responsibility for the Human Resource function in every organization. Human Resources Management plays a crucial role in building organizations more efficient and also intentionally helps the improvement of talent recruitment acquisition, training & development, remuneration, performance administration and furthestmost of all, motivation. An exceptional focus is given to motivation subsequently it is tremendously necessary to procure quality work and better output from employees. This paper undertakes an in-depth study on the factors that affect motivation in employees of Ethiopian Roads Authority, and see the sights how the organization can convert those challenges into opportunities for growth.

2.2. The Meaning of Motivation

According to the English Oxford Dictionary, motivation is “A reason or reasons for acting or behaving in a particular way” or a “desire or willingness to do something; enthusiasm”. Transposing this term into the business environment, it refers to a set of incentives (financial or non-financial) that makes the employees to act in a certain way, usually towards achieving the organization’s short and long-term goals.

Motivation represents the force that drives an individual to achieve a certain goal, to satisfy its needs or expectations. Many contemporary authors have defined the concept of motivation.

According to Butkus& Green (1999), the word motivation is originated from the word motivate which means to move, or to act to satisfy a need or want. According to the studies of (Ryan and Deci, 2000; Thomas, 2002, as cited in Grant, 2008); motivated employees are more oriented towards autonomy and freedom and are more self-driven as compared to less motivated employees resulting in availing developmental opportunities more responsibly. According to Maslow, Alderfer, McClelland, Hackman and Herzberg; the most powerful motivator for individuals is growth that maximizes the potential of employees.

Golzadeh (2001) in a study on “Factors affecting employee motivation in organizations” stated that human beings, whether in industrial or business organizations, are seen as one of the important factors for the achievement of the organizational goals. As such, motivating factors inside humans must be recognized in order to enhance efficiency and productivity and then embark on satisfying their needs to improve their efficiency.

2.3. Work motivation

Work motivation is a subset of robust forces that initiate both within or away from an individual’s being, to originate work-related behavior and to decide its procedure, direction, concentration, and duration Kirmanen, (2010). Getting people to do their best at work is one of firmest challenges of managers. The significance of employees’ satisfaction and motivation is being more and more important every day in the enterprises. Nohria, Groysberg, and Lee explain that the four drivers that emphasize motivation are: acquire, bond, comprehend and defend. They also highlight that the organizational levels of motivation are: the payment system, the ethos, the job design and performance-management, and allocation of resource processes Nohria, (2008). Motivated people make decisions to devote substantial effort to accomplish something that they value. Researches show that certainly there is a relation between motivation and performance, Deci& Gagne, (2005).

2.4. Motivation of an Employee

Motivation is essentially destined to enable behavioral change. It is a drive that supports an individual to perform in the direction of an explicit goal. According to the study of Grant (2008) held on employee motivation; motivation forced such outcomes as performance, diligence and productivity (Grant, 2008). As such, motivating factors inside humans must be recognized in order to enhance efficiency and effectiveness and then embark on satisfying their needs to improve their efficiency. In addition, all companies in the field of management consider motivation as a complex behavior and thus with a multidimensional nature. As a result, the understanding and the application of motivation is reliant on the knowledge and skills required to apply it.

When talking in term of employee motivation it can be simply defined as Employee motivation is a consideration of the level of energy, commitment, and creativity that authority's workers bring to their jobs. The job of a manager in the workplace is to get things done through employees. To do this the manager should be able to motivate employees. (Amabile,1993, p. 186).

Employee motivation is very imperative for organizations as every concern requires physical, financial and human resources to achieve the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. It results into increase in productivity, reducing cost of operations, and improving overall efficiency.(Gungor, 2011).

2.5. The Nature of Motivation

According to a study conducted by Grant (2008), motivation insists on employee outcomes for instance performance and productivity. He also established that motivated employees have an autonomy and self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Kuvaas & Dysvik, 2009).

The target of the manager is captivating the likelihood behavior and diminishes the unlikelihood of the last. This goal becomes more important when we understand how important motivation is in the workplace. The prominence of employee motivation in the workplace, the individual performance is generally determined by three things: Motivation (the desire to do the job), ability (the capability to do the job), and the work environment (the resources needed to do the job). If an employee lacks capability; the manager can provide training or replace the worker. If there is a lack of resource, the manager can obtainable it but, if motivation is the problem, the task for the manager is more contesting. Individual behavior is a complicated phenomenon, and the manager may be hard pressed to figure out the precise nature of the problem and how to solve it. Thus, motivation is vital because of its implication as the determinant of performance and because of its intangible character, Griffin (2008).

2.5.1. Intrinsic versus extrinsic motivation

I. Intrinsic motivation

Intrinsic motivation is the self-desire to look for new things and new challenges, to scrutinize one's capacity, to perceive and to gain knowledge. This includes responsibility (the feeling that their work is important and that one has control over his own resources), freedom to act, to choose the goals, to develop one's goals, interesting and simulative tasks, promotion and development opportunities. This type of motivation, closely linked with the quality of active life can have a serious long-term impact, because it's self-driven, not imposed from the outside environment.

Intrinsic reward basically deals with the satisfaction of employee to his jobs emerging out of the pleasure of working that he experiences in a good organization that rewards him for his job. Rewards are very meaningful to employees whether they are extrinsic or intrinsic. Intrinsic reward emerges in a person after the accomplishment of certain task or work (joy, satisfaction, pride etc.) (Scott and Bruce, 1994).

A person who is intrinsically motivated will work with a math problem because it is enjoyable or he will find a solution to a problem because it is challenging and will give him a feeling of pleasure after solving it. It is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for reward.

II. Extrinsic motivation

Extrinsic motivation emanates from outside, to motivate the employees. This refers to palpable rewards such as pay, fringe benefits, work environment, work conditions, and job security. Extrinsic motives cannot merely be gratified by the work itself. That means pleasure comes from something the task leads to, such as money. As according to (Kalimullah *et al*, 2010) the effects of work, as well as its contributing factors are also of importance for the need satisfaction. As a result, work is seen as a means to pursue other motives.

Common extrinsic motivations are recompenses (for example money or grades) for showing the preferred behavior, and the menace of chastisement following misbehavior. Competition is an extrinsic motivator because it encourages the doer to win and to beat others, not simply to enjoy the intrinsic rewards of the activity. While the providing of extrinsic rewards might reduce the desirability of an activity, the use of extrinsic constraints, such as the threat of punishment,

against performing an activity has actually been found to increase one's intrinsic interest in that activity.(source:<http://en.wikipedia.org/wiki/Motivation>)

2.6. Theories of Motivation

The motivational theories are trying to explain how a certain behavior can be started, how can it be prolonged, driven in a certain direction and stopped when the said behavior is no longer considered acceptable by the organization's standards. Being oriented on the content or on the motivational processes these theories have been divided.

In 1970, Campbell et al classified motivation theories into two general categories of content and process theories Campbell, (1976).

2.6.1. Content and process theory

A) Content Theory

Content theories are likewise called needs theories, because they are generally associated with a view that an essence on the importance of determining 'what' motivates us. In other words, they attempt to identify what our 'needs' are and relate motivation to the fulfilling of these needs.

Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in Psychological Review. Maslow successively extended the idea to include his observations of humans' innate curiosity.

Maslow used the terms "physiological", "safety", "belongingness" and "love", "esteem", "self-actualization" and "self-transcendence" to designate the pattern that human motivations generally move through.

According to Chaudhary & Sharma (2012), hierarchy of needs is often represented in the shape of a pyramid with the largest, most fundamental levels of needs at the bottom and the need for self-actualization at the top.

The most fundamental and basic four layers of the pyramid contain what Maslow called "deficiency needs" or "d-needs": esteem, friendship and love, security, and physical needs.

If these "deficiency needs" are not met – with the exception of the most fundamental (physiological) need – there may not be a physical indication, but the individual will feel anxious and tense.

Maslow's theory recommends that the most basic level of needs must be met before the individual will strongly desire (or focus motivation upon) the secondary or higher-level needs. Maslow believed that to understand this level of need, the person must not merely achieve the previous needs, but master them. Kremer, et al., (2013) added Self-Transcendence, that the self only finds its actualization in giving itself to some higher goal outside oneself, in altruism and sanctity.

If the organization is not providing him opportunities to overcome his job assignments up to the level of his abilities, he will never be satisfied. It also increases the level of stress in the place of work.

Instead of the five needs that are hierarchically organized; Alderfer proposed that basic human needs may be grouped under three categories, Existence, Relatedness, and Growth. The theory's name is based on the first letter of each need, (Greenberg, 2000).

Existence: Refers to our concern with basic material existence motivators Physiological and safety needs (such as hunger, thirst and safe condition).

Relatedness: Refers to the motivation we have for maintaining interpersonal relationships. Social and external esteem needs (such as involvement with family, friends, co-workers and employers). Growth: Refers to an intrinsic desire for personal development. Internal esteem and self-actualization need such as the desire to be creative, productive and to complete meaningful tasks. The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.

ERG theory, however, contrast with hierarchy theory in few aspects. According to ERG theory, sometimes multiple needs might be acted as motivation drivers at the same time where one need appears to be more dominant than others (Lai, 2009), and higher levels of needs might come forward before fulfilling the lower level of needs.

According to Herzberg's Motivation-Hygiene Theory, Hygiene Factors this contained within company policies, supervision, working conditions, remuneration, and job security. Examples would be when people felt they weren't paid enough, didn't like their supervisors, were not happy about their working conditions or were insecure in their jobs. However, if they felt that the maintenance factors were satisfactory, that is, their pay and other working conditions were good; they only maintained current levels of production and efficiency. To create satisfaction, it is

needed to address the motivational factors that are associated with work (He calls it "Job Enrichment").

Every job should be examined to determine how it could be improved to satisfy more the employee. Herzberg's work categorized motivation into two factors: motivators and hygiene's (Herzberg, Mausner, & Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, that are related to job dissatisfaction.

B) Process theories

"Process" is how employees work together, as opposed to the what – the "content," the task, the issue they are working on.

Process theories of motivation concentrate on how employee's needs influence their own behavior. In this perspective, "need" accounts for one component of the process through which individuals decide how to behave.

According to Vroom (1964), people are motivated to accomplish things to achieve designated goal if they have trust in the value of that goal. Kootz et al, (2007). This theory recommends that employee's motivation depends on "expectancy", "instrumentality" and "valence".

Expectancy (effort-performance relationship) theory clarifies how reward can lead one's behavior to achieve the authority's goal.

Instrumentality (performance-outcome relationship) is the belief that if you perform well that a valued outcome will be received. Consider the degree to which a first level outcome will lead to the second level outcome. (i.e. if I do a good job, there is something in it for me.)

Valence (value of the outcome) is the importance that the individual places upon the expected outcome. The valence is the value or the attractiveness of a result that an employee expects; it does not exist by itself, only in a relationship with a certain object or state (results). These results can be: tangible (remuneration, better working conditions, etc.), intangible (performance recognition, feeling of fulfillment, etc.) or performance levels. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off.

An employee is ready to perform with a high level of attempt when he or she believes that this will lead to preferred rewards the theory states that that motivation is present only when employees recognize a positive correlation that effort leads to job performance and job

performance leads to rewards Griffin, (2008). Locke Edwin (1968) suggests the Goal-setting theory of motivation.

The theory developed from the idea of expectancy theory where a goal setting is a vigorous tool, which acts as an “instant watchdog of human action" Locke et al., (1981) that leads employees towards achieving the goal. Performance of the company affected by designed Goals due to mobilizing effort, increasing persistence, directing attention and motivating strategy development (ibid).

Setting goal generally does not contain motivational needs but impose employees to be more productive to accomplish the assignment they have prearranged and as an observable result it leads to some reward. In the case of challenging tasks, conversely, this theory is not effective and if the goal set for individuals is not associate with the goals of the organization, conflict may appear, which reasons lack of motivation and ultimately damage individuals' performance.

The equity theory (1963) of motivation undertakes that an individual is keenly motivated by a well-adjusted result of input (such as effort, commitment, ability, flexibility, patience, determination, etc.) and output (such as remuneration, recognition, appreciation, promotion, etc.) i.e. what an employee gives and obtains against of it.

This concept is used to describe how employees evaluate the impartiality of rewards received in proportion to resources devoted for accomplishing a task by assessing one's own investment-reward ratio, and comparing it against of another coworker holding a comparable position, McShane et al., (2000).

2.7. Motivational Factors

Motivation is a factor that catalyzes the success of an organization. Those organizations are blessed who have motivated employees, employees that work hard in the workplace to achieve the goal and objectives of the organizations. People think that pay is the only motivational tool that affects the performance of an employee but workplace environment is also a factor that affects the performance of an employee. Motivation at work not simply ensures that work is done in time but also ensures that quality of work is not compromised.

Human beings are motivated by gratifying their altered kind of needs. Needs has depend on many factors which are diverging by personality, life style, educational background, experience, status, working condition and etc.

This is due, in part, to the fact that what motivates employees changes constantly Bowen &Radhakrishna, (1991). Organizations are able to motivate the labor force most through introducing suitable working condition, remuneration and recognition programs. Bishop (1987) recommended that, remuneration is directly related with productivity and incentive system depends upon the size of an organization. Effective recognition and incentive system can be a respectable motivator but inappropriate recognition and incentive package increase demotivation of the employees. Research commenced by Kovach (1987) advised that, as employees grow into older, interesting work becomes more of a motivator. But as employees' income increases, money turns into less of a motivator.

All employees, therefore, have their own motivational factors to motivate them to perform their bests (Lin., 2007).

Motivation is yield emanates from financial factors, carrier growth and training development, workloads and promotion, co-worker and supervisor relations, working condition, recognition, job security and working environment.

A) Financial factor

Large number of researchers have been pointed out financial rewards is one of motivational factors.

As summarized by Park (2010), monetary incentive acts as a stimulus for greater action and instructs passion and enthusiasm toward work, it helps an employee in recognition of achievement.

Likewise, Beretti et al. (2013) discussed that monetary incentives used to build a positive environment and maintain a job interest, which is consistent among the employee and offer encouragement in the employees for better performance and Murphy, (1981) suggest that the employee should be motivated through a proportional salary according to the efforts done in the job.

For reason, financial rewards motivate employees and enhance commitment in work performance, and psychologically satisfy a person and leads to employee motivation, and shape the behavior or outlook of subordinate toward work in the organization.

B. Carrier growth and development

Personality of employee, education, completed training and courses, behavior and self – presentation, job performance and evaluation of superior, performed job position, company situation, willingness to change performed job or employer can enumerate most demanding factors affecting job career with direct and indirect influence for career and career development. Capacities development, exercise growth opportunity and promotion are considered to be influential motivation factors for employees to gratify their need for esteem and self-actualization Lai, (2009).

In the workplace the career program is a vital human resource development and management function. It empowers the Human Resource Managers, managers, and their stakeholders to work together to plan, organize, formalize, lead, and monitor career programs to develop not only employees' jobs but the whole stage, process, attitude, behavior and state of affairs relating to employees' work life (Ismail, Daud&Madrah, 2011).

C. Co-worker and Supervisor Relations

A co-worker is a person who holds a position or rank similar to that of an employee in the same company/organization. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support.

Harmonious interactions between an individual and their fellow employees, as well as relations between other corresponding employees with each other, have a positive influence on an individual's level of organizational commitment and motivation (Iqbal 2010).

Respectable relationship between supervisor and the worker is a considerable issue which sources work satisfaction. Employee's bad feeling to their immediate supervisor influence on their job performance which leads to dissatisfaction and lack of motivation.

According to Tyilana (2005) hostile supervision, company policy and administration and interactive relationship with supervisor cause 60% job dissatisfaction. There are different ways to develop the correlation such as, through task (generous comment, capturing ideas from employee, giving consultation etc.) and non-task (showing reverence, thoughtful staffs as individual etc.)

D. Recognition

Recognition makes clear as the gratefulness to the employees for the level of working effectiveness, and accomplishment or an influence to achieve goal. Employees with high self-respect are more essentially motivated, hopeful, willing to work harder, participating at work, work efficiently, and have lower absenteeism rate and are generally more satisfied with their jobs. Lai,(2009).

Employee recognition is the acknowledgement of an individual or team's behavior, effort and accomplishments that support the organization's goals and values and also recognition develops the level of productivity and performance at job whether it is a first-time performance or a repeated action at the job in a progressive way and eventually supports the behavior of employee. Nelson, Bob (1994). Persons like to give out the celebration of their success with others and have to be recognized in the organization. Whereas the needed is satisfied it works to be an excellent motivator.

Further, if employers depend on reward only to recognize influence and success it is most probable that the employee's goals will become altered to protect the pay and nothing more while this will lead to a dishonored culture of the organization. Thus, using recognition correctly, it will be cost-effective way of increasing success and allow employees to feel obscure in the corporation culture. Robbins SP (2005).

E) Work condition

Nature of work and its adjacent environment is the factor that affects the level of motivation of employee significantly. Many research papers have focused on the intrinsic aspect of the employee motivation results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. In (2012), Jung and Kim suggest that good work environment and good work conditions can increase employee motivation and an employee

organizational commitment. So, the employees will attempt to give their best which can increase the employee work performance. Similarly, Cheng et al. (2013) concluded that there were indications of moderating effects of age on the relations between psychosocial work conditions and health. Now the importance and the need of working condition is so describing or defining the physical environment by identifying those elements or dimensions of the physical environment. Employees having poor working conditions will only aggravate negative performance, since their jobs are mentally and physically demanding, they need good working conditions.

F) Job security

Factors affecting employee motivation can make the company successful or destroy it. According to a survey by Human Resource Services Inc., the top motivational factor for employees is job security. That also means the lack of job security is most likely to cause destruction with a company's employee retention.

Whether your company has never laid anyone off before or infrequently experiences employee layoffs, you can reduce the effects of uncertainty by establishing a layoff policy dependent on work performance rather than seniority. Employees are likely to work harder and smarter to secure one of the remaining positions during downsizing attempts, and you will be left with a staff capable of helping your company find success.

On other hand, according to Herzberg, hygiene factors, if there is absence job security, job discontent will happen. But if it is existing in the workplace it will prevent job dissatisfaction but don not lead to satisfaction.

While job security is the goal of many employees, realistically most employees will change jobs several times over the course of a career, and some of the job changes will not be their ideas. Employees must be selective in giving their loyalty to an employer and prepare for the chance that a recession or company restructuring will affect your ability to care for a family. Rest assured that company owners will be looking for ways to survive through tough times, and so should you, Maslow, AH (1943).

G) Workloads

Workloads bring up to the concentration of the job assignments. It has normally been the amount of work allocated or the amount of work likely to be completed by a worker in a time period Dasgupta, (2013). It is a cause of mental stress for employees. Stress is an active state of mind in which human faces opportunity and threat Robbins, (1996). Workload can harmfully affect its overall motivation. The main objectives of measuring and forecasting workloads are to attain an even allocate, manage workload and determine the resources needed to perform the work, Dasgupta, (2013). It is challenging to have a complete control over all the workloads at all the time. But it is probable to recognize its effects and take in advance some actions. Lastly, for using the workload scrutiny as a methodology, it is significant to set time, efforts and resources with the idea of imposing the department's activities and accomplish their objectives.

H) Promotion

Promotion is highly recognized by several scholars that the extrinsic motivators, under which promotions fall, are adequate to effect good performance once in place (Koonz and Leizichi, 1991). Promotion is one of the most well-organized ways to keep employees motivated by contributing them opportunities parallel with their careers, giving them more accountability or even more authority and reduce employee turnover. It may be changed of assignment to a job at a higher level in an organization. The new job normally provides an increase in pay, status and demands more skills and responsibility.

The findings of the study indicate that promotions enable an organization to utilize the skills and abilities of its personnel more effectively thus, good performance realized. The three principle criteria for determining promotions are merit, seniority, and potential. According to Peter Principle as put forward by Armstrong and Bohlander, promotion primarily depends on past performance and seniority that sometimes leads to promotion of employees to levels of their incompetence.

2.8. Empirical Studies

In a complex and dynamic environment, leader of the organization used to create the environment in which employee feel trusted and are empowered to take decisions in the organization which leads to enhance motivation level of employee and ultimately organizational performance are enhanced. Smith and Rupp (2003) stated that performance is a role of individual motivation; organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization. Likewise, Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field.

(Yazdani,B.O. et al,2011) From the literature, gathered for the study, the factors that enhance employee motivation are fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform actions.

Research conducted by Lindner (1998) by using a descriptive survey of twenty-five (25) employees in research center, rank-ordered the motivational factors affecting employee performance as: (a) enticing work, (b) attractive wages, (c) recognition and appreciation, (d) secured job, (e) suitable working conditions, (f) carrier growth opportunities, (g) feeling of being in on things, (h) personal trustworthiness to employees, (i) thoughtful discipline, and (j) kindly help with personal problems. When comes to 2000s years, factors that motivate employees are realized to be changed as there are high-tech developments, speedy growth of competitive rivalry influences among businesses and elastic needs of employee as well as observable increase the participation of female workforce is seen to be effective. A survey made by Hossain and Hossain (2011) found several various important motivation factors such as attractive wage, job security, learning opportunities, remuneration, fairly performance evaluation, admit reasonable working error, obtain ability of resources, opportunities of promotion, suitable working hours, provoking work, appreciation and recognition. Based on a researches and extensive literature review the following conceptual frame work has been adapted.

2.9. Conceptual Framework

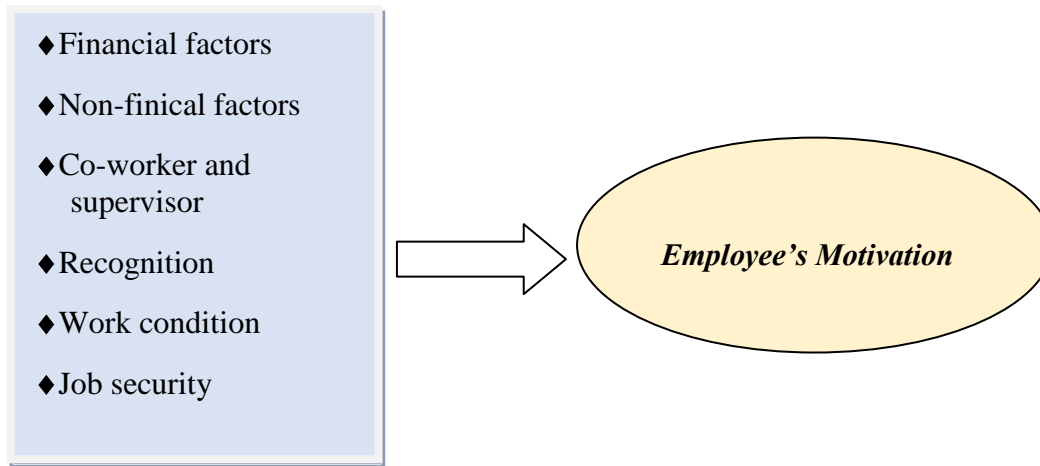


Figure 1 Research Model

Source: adapted from: Rashid Saeed, (2018).

Figure 1; show that the independent variables including financial factors, non-finical factor, relationship with co-workers and supervisor, recognition, work condition and job security may affect the dependent variable (overall employees' motivation) in Ethiopian Roads Authorities.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter describes the approach to organizing the research and the methods for gathering and analyzing data to answer the research questions proposed in the introductory chapter.

3.1. Research Design

The primary purpose of this study is to describe and explain factors affecting employee motivation of ERA in light of the theoretical framework and hence it can be said that it has a nature of cause-and-effect relationships with descriptive nature. The major purposes of descriptive and explanatory research are to describe and explain characteristics of a certain phenomenon. This research also aims to describe and explain the cause and effect of employee motivation process in ERA. Descriptive research designs describe the characteristics of objects, people, or organizations (Zikmund, Babin, Carr & Griffin, 2012:15). Descriptive research paints a picture of the specific details of a situation, social setting, or relationship. By giving answers to who, what, when, where, and how questions. For Kohtari (2006), descriptive research aims at describing a situation in terms of its characteristics. Explanatory research is also jointly conducted in order to assess impacts of specific changes on existing norms, various processes etc. (Creswell & Plano Clark, 2011)

This research was also try to give details on the factors affecting employee motivation process in ERA by motivating employee is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals.

3.2. Population and Sampling Design

Population refers to the full set of cases from which a sample is taken (Saunders, 2009:21). It refers to the larger group from which individuals are selected to participate in a study. As of April, 2018, Census ERA has 1496 employees all over the country. It is a big and complex organization having five regional offices and ten maintenance districts over the country. Out of these 376-regional employees live in Addis Ababa representative's office.

Due to geographical and resource constraints to study the overall employees of the authority the researcher has chosen employees of head office found in Addis Ababa and Head quarter as a

target population which have total of 664 employees included in the study by using probability sampling design. Specifically, stratified sampling technique using the number of departments as a strata and then sample was randomly selected from each strata using to avoid bias in selecting a sample.

As shown figure 2 below, the sample size consist a total of 86 employees from the total number of 664 employees of the authority and it is believed that the sample was a good representative of the population and would increase the external validity of the research.

A concurrent sampling in which quantitative probability and qualitative purposeful sampling are combined in this research. Purposive or judgmental sampling is used to extract qualitative data and stratified sampling is used to draw samples for the quantitative data. A purposive sampling method enables the researcher to use personal judgment in selecting cases that will best enable him/her answer research question(s) and meet objectives (Saunders, 2009). Denscombe (2007) states that sample, in case of purposive sampling, is hand-picked. It is important when the researcher wishes to select cases that are particularly informative.

Teams of management (directors) are handpicked based on purposive sampling and interviewed to gain a comprehensive reflection on the employee motivation process of ERA. A purposive non-probability sampling technique is employed to select this sample because of the huge level of impact the selected persons play in the employee motivation process. The management team leads the overall employee motivation process including approval of business plans of different work units and also evaluation of Performance. A stratified sampling technique is applied to identify sample from team leaders and the remaining target population. A stratified sample can be defined as one in which every member of the population has an equal chance of being selected in relation to their proportion within the total population (Denscombe, 2007:14). A stratified sampling is chosen as the target population comprises of seven strata, RAM & ROD, PPM, EPD, QARM & RDD, FDM, HRD and FMD.

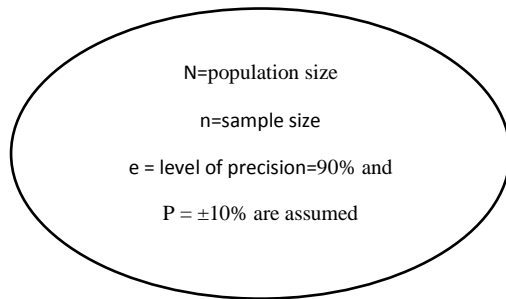
If the population from which a sample is to be drawn doesn't constitute a homogeneous group, then stratified sampling technique is applied so as to obtain a representative sample (Kohtari, 2004). In this technique, the population is stratified into a number of non-overlapping subpopulations or strata and sample items are selected from each stratum.

As cited in Glenn, 2012, there are several approaches to determine the sample size, this includes using a census for small populations, imitating a sample size of similar studies using published tables and applying formula to calculate a sample size. Among all these alternatives, this study prefers the formula derived by Yamane, (1967) cited in Glenn, 2012, rule of thumb, based on the information from the data, for the population of 664 at 10% margin of error and 90% confidence level the sample size is 86.

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

Figure 2 computation of sample size

Where



$$n = 664 / (1 + 664(0.10)^2) = 86$$

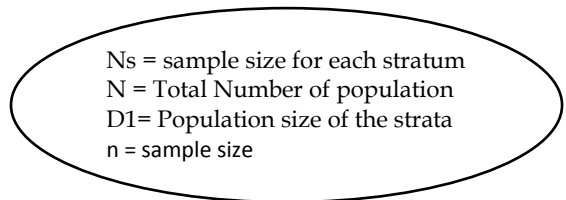
The total number of managerial staff is 137. Non-managerial employees are however 527. The above sample size, 86, is proportionately distributed into these two strata to guarantee Strata one consists of the managerial staff (i.e. directors, team leader and leader) and strata two consists of the non-managerial employees.

The applicable formula to identify the respective sample size for each stratum is

$$N_s = (D_1 / N) * n$$

Figure 3 computation of stratum size

Where



The total number of sample from managerial staff, Strata one is 17.

$$N_s = (137 / 664) * 86 = 17$$

The total number of sample from the employees, Strata two is 69.

$$N_s = (527 / 664) * 86 = 69$$

The researcher used 86 respondents as a sample. In addition, selection of respondents was made by stratified sampling.

According to Catherine (2007), Quota sampling is a probability version of stratified sampling. The distinguishing feature of a proportional sampling is that guidelines are set to ensure that the sample represents certain characteristics in proportion to their prevalence in the population Sample size.

| Office | RAM & ROD | PPMD | EPD | QARM D & RDD | FDM | HRD | FMD | Total |
|----------------------|-----------|-------|-------|--------------|------|-------|-------|-------|
| No. of employees | 405 | 33 | 34 | 126 | 20 | 19 | 27 | 664 |
| Managerial staff | 81 | 7 | 7 | 25 | 4 | 4 | 5 | 133 |
| Non-Managerial staff | 324 | 26 | 27 | 101 | 16 | 15 | 22 | 531 |
| percentage | 0.610 | 0.050 | 0.051 | 0.190 | 0.03 | 0.029 | 0.040 | 1 |
| Sample size | 53 | 4 | 5 | 16 | 2 | 2 | 4 | 86 |

Accordingly, the sample for RAM & ROD, PPMD, EPD, QARMD & RDD, FDM, HRD and FMD was 53, 4, 5, 16, 2, 2 and 4 respectively. The method of calculation is as follows;

RAM & ROD $\frac{405}{664} = 0.61$ (Percentage out of the total population)

$0.610 * 86 = 53$ (No. of respondents out of the total sample size)

PPMD $\frac{33}{664} = 0.050$ (Percentage out of the total population)

$0.050 * 86 = 4$ (No. of respondents out of the total sample size)

EPD $\frac{34}{664} = 0.051$ (Percentage out of the total population)

$0.051 * 86 = 5$ (No. of respondents out of the total sample size)

$QARM\text{D} \& RDD_{126/664} = 0.190$ (Percentage out of the total population)

$0.190 * 86 = 16$ (No. of respondents out of the total sample size)

$FDM_{20/664} = 0.030$ (Percentage out of the total population)

$0.030 * 86 = 2$ (No. of respondents out of the total sample size)

$HRD_{19/664} = 0.290$ (Percentage out of the total population)

$0.0290 * 86 = 2$ (No. of respondents out of the total sample size)

$FMD_{27/664} = 0.040$ (Percentage out of the total population)

$0.040 * 86 = 4$ (No. of respondents out of the total sample size)

3.3. Source of Data and Data Collection Tools used

In this study both primary and secondary data are collected. Primary data are those which are collected afresh and for the first time, and happen to be original in character (Kohtati, 2004:95). Secondary sources are those which are made available or have been collected for other research purposes. It refers to data that are already available i.e. data which have already been collected and analyzed by someone else (Kohtari, 2004).

As sources of primary data, interviews were conducted to directors and questionnaires were distributed managerial staff (i.e. team leaders and lead employees) and non managerial staff. Interview was used to collect data from the sample drawn based on purposive sampling. The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kohtari, 2004:97). Interview is opted for since its potential as a data collection method can be best exploited when used for the exploration of more complex and subtle phenomena (Denscombe, 2007). This plus its ability to enable the researcher gain insights into the respondents' opinions, feelings, emotions and experiences make the interview method appropriate in this case. Among the various forms of interview, the semi structured one was used. Such interview was used since it was believed that it allows the researcher to know specific information which can be compared and contrasted with information gained in other interviews

at the same time maintaining flexibility. This is helpful in gaining a fuller understanding of the various components of management. The interview was conducted in the office of the respondents and followed the framework provided under the interview guide which is attached under Appendix B.

Questionnaires were used to collect data from the 86 employees drawn based on stratified sampling. Saunders (2009) affirmed de Vaus's (2002) definition of questionnaire as a general term which includes all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order. Questionnaires were used in this case since they can be administered to a large number of people at less cost and reach respondents who are not easily approachable. Questionnaires also give respondents adequate time to give well thought out answers (Kohtari, 2004).

Dencombe (2007) defines close ended questionnaires as those which structure the answers by allowing only answers which fit into categories that have been established in advance by the researcher. Since most of the questions demand the level of agreement of the employees, a Likert scale was used. A five-scale format namely strongly agrees, agree, neutral, disagree, and strongly disagree. Close ended format is chosen as it is easier and quicker for respondents to answer, easier to compare the answers of different respondents easier to code and statistically analyze. The questionnaires distributed to the management and other employees are similar but additional interview was made only to management group.

As far as the secondary sources of data are concerned, sources such as journals, websites, minutes of meeting, prior similar studies will be used.

3.4. Data Collection Approach

As far as the mode of inquiry is concerned, this research followed a mixed approach. Mixed methods approach is a procedure for collecting, analyzing and mixing both quantitative and qualitative data (Creswell, 2009). Mixed research design is opted for since it allows gaining a fuller understanding of the employee motivation process at ERA. Neither qualitative nor quantitative research methods are sufficient to have a full understanding of the situation. The quantitative and qualitative data, when used in tandem, complement each other and allow more complete analysis (Creswell, 2009).

Quantitative data can reveal generalizable information for the larger portion of the sample. Qualitative data collected from the four respondents via interview has provided an in-depth understanding on the subject matter. Qualitative research techniques are particularly appropriate to research planning because organizational processes are being studied and these processes vary according to the type of organization, the experience of people, and people's perceptions and judgments about that experience (Miles & Huberman, 1994).

3.5. Validity and Reliability

Validity defined as the extent to which data collection method or methods accurately measure what they intended to measure. To ensure the validity of the study: Data has been collected from the reliable sources, i.e. respondents who have experiences in Ethiopian Roads Authorities. Furthermore the study has been examined by the advisor and other colleagues to determine its clarity. The reliability of the research instrument was measured by the cronbache's alpha. Furthermore Multicollinearity cause was checked and revealed that there was no multicolliniariy problem and Normality test also tested and this data are approximately normally distributed.

3.6. Data Analysis Methods

Zikmund & et.al,1997 define data analysis as the application of reasoning to understand the data that have been gathered by determining consistent patterns and summarizing the relevant details revealed in the investigation. It is done with the aim of making sense out of data collected using various methodologies. All questionnaires were deposited in one place and completeness and accuracy of each was checked. The invalid ones were excluded. The results of the questionnaire were encoded into SPSS (Statistical Package for Social Sciences) version 20. Moreover, in order to test reliability of the instrument Cronbach Alpha (α) was conducted.

It is the most common measure of scale, Cronbach's Alpha (α) which was originally designed by Lee Cronbach in 1951. According to Sekaran (2003), reliabilities less than 0.6 are considered to be poor, those in the 0.7 range to be acceptable and those over 0.8 are good. The reliability coefficient closer to 1 is better.

The researcher has employed descriptive and explanatory data analysis method to analyze the collected data and data collected through questionnaires has been analyzed by SPSS.

The gathered data has been visibly presented by using tables which are articulated in the form of frequency, percentage, mean and standard deviation. To scrutinize the relationship between employees' motivation and factors affecting it, the Pearson's Correlation has been used. Furthermore, linear regressions have also been used to make out the most important factors of motivation that contribute to employee's motivation or to discover which variables have the greatest influence on employee motivation. The researcher described and analyzed clearly each findings of the study.

3.7 Ethical Considerations

The researcher treated all the information given by staffs kept confidentially without disclosing respondent's identity. The conclusions and recommendations drawn were based on the findings of the research. Moreover, the literature used here in the study was fully acknowledged. That means, acknowledging the authors of books and articles is necessary. Furthermore, the data were collected from the appropriate and relevant sources. Therefore, with respect to the current study, the researcher has respected and complied with existing ethical principles to make the research trustworthy and acceptable by the academic communities and users of the result. The privacy of participants' (Director, Team leaders, Leads and Staff employees) were maintained in that their names, addresses, signature and their roles in company were not seemed and filled in the questionnaire. In addition, respondents were fully volunteers to participate in the study and their rights/privacy was respected. The researcher has presented the findings of the study without any distortion of the reality.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1. DATA PRESENTATION AND ANALYSIS

The data after collection has been processed and analyzed in accordance with the outline and down for the purpose at the time of developing research plan. Technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis.

The analysis is based on the information obtained from 86 employees. In order to get a representative data, 86 questionnaires were developed and distributed to employees of Ethiopian Roads Authority in Addis Ababa. Out of these 86 questionnaires distributed to the respondents, 81 questionnaires were collected. Thus, the analysis is based on the valid 81 questionnaires responded by employees. The rest are not correctly filled (3) and not returned (2). The following table shows the response rate.

Table 4.1: Response rate of questionnaires administered

| Item | Employees of Ethiopian Roads Authority | | |
|------------|--|----------------------|--------------|
| | Correctly filled and returned | Not correctly filled | Not returned |
| Number | 81 | 3 | 2 |
| Percentage | 94.19% | 3.48% | 2.33% |

Source: own survey, (2018)

As clearly presented on the above table, the response rate of respondents is 81 (94.19%). This implies the response rate is large enough to analyze the data. The rest uncollected questioners which accounts 3 (3.48%) not correctly filled and 2(2.33%) were not returned.

4.2. Reliability of the Instrument

As proclaimed by Bhattacharjee (2012), reliability is the degree to which the measure of a construct is consistent or dependable. This research has administered the most commonly used internal consistency reliability measure of Cronbach's alpha which was originally designed by Lee Cronbach in 1951.

According to Sekaran (2003), reliabilities less than 0.6 are considered to be poor, those in the 0.7 range to be acceptable and those over 0.8 are good. The reliability coefficient closer to 1 is better.

Table 4.2: Reliability coefficients

| Scale | No. of items | Cronbachalpha coefficient |
|--|--------------|---------------------------|
| Financial factors | 4 | 0.788 |
| Non-Financial factors | 3 | 0.660 |
| Co-worker and supervision Factors | 3 | 0.610 |
| Recognition Factors | 4 | 0.743 |
| Work condition Factors | 4 | 0.780 |
| Job security Factors | 2 | 0.769 |

Source: own survey, (2018)

Table 4.2 shows that instrument used in this study was reliable with cronbach's alpha value of 1st independent variable (financial factors) 0.788, with cronbach's alpha value of 2nd independent variable (Working condition) 0.780, with cronbach's alpha value of 3rd independent variable (Job security) 0.769, with cronbach's alpha value of 4th independent variable (Recognition) 0.743, with cronbach's alpha value of 5th independent variable (Non-finical factor) 0.660 and with cronbach's alpha value of 6th independent variable (Co-worker supervision) 0.610. Consequently, as all the coefficients are above 0.6 and the four are above to 0.7, the overall reliability of coefficients is considered as better.

4.3. Demographic profile of respondents

The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to personal and demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent table. These variables include: Gender, Age, Educational background, category/group and number of years the worker worked with the organization or experience.

Table: 4.3 Characteristics of respondents by Gender, Age and Educational background.

| Characteristics | Frequency | Percentage (%) |
|-------------------------------|-----------|----------------|
| Gender | | |
| Male | 46 | 56.8 |
| Female | 35 | 43.2 |
| Age | | |
| 20-30 | 28 | 34.6 |
| 31-40 | 40 | 49.4 |
| 41-50 | 10 | 12.3 |
| >50 and above | 3 | 3.7 |
| Educational background | | |
| Certificate | - | - |
| Diploma | 7 | 8.6 |
| Undergraduate | 52 | 64.2 |
| Post Graduate and above | 22 | 27.2 |

Source: Own survey, (2018)

As indicated in table 4.3, about 56.8% of respondents are male and the remaining 43.2% of the respondents are female. Regarding the age of the participants, the largest group (49.4%) is in the range of 31-40 years' age group. The second largest group (34.6%) indicated in the range of 20-30 years of age group. The third largest groups (12.3%) of the respondents are in the 41-50 years' age group and finally the last group is (3.7%) of the respondents are age of above 50 years. The demographic Characteristics also show educational background division of respondents and undergraduate or BA (BSC) degree holder is dominant (64.2%) followed by post graduate or Masters Holders (27.2%) and Diploma (8.6%), respectively.

Table: 4.4. Number and percentage of respondents by work experience and category/group.

| Number of years of experience on the job | Frequency | Percentage (%) |
|---|------------------|-----------------------|
| Less than a years | 3 | 3.7 |
| 1 - 4 years | 11 | 13.6 |
| 4 - 6 years | 33 | 40.6 |
| 6 - 8 years | 10 | 12.3 |
| Above 8 years | 24 | 29.6 |
| Category or Group | | |
| Director | 4 | 4.9 |
| Team Leader | 8 | 9.9 |
| Lead | 6 | 7.4 |
| Staff | 63 | 77.8 |

Source: Own survey, (2018)

The number of years of experience of an individual can contribute a lot towards the way he/she thinks, the method he/she performs his/her duty and the like. To this end, it is believed that the more an individual stay on administrative and staff level, the more he/she can acquire an experience of which factor affects his/her motivation and how to deal with these factors in an organization which intern leads to minimization of conflict of interests. With this regard the data collected from the respondents, as we can observe from table 4.4, the largest groups of respondents 33 (40.7%) have between 4-6 years of working experience, 24 (29.6%) have a working experience of 8 years and above on the current job whereas 11 (13.6%) have between 1-4 years of experience, and the rest 10 (12.3%) have a working experience between 6-8 years. Regarding the category or group of employees the major groups of respondents are staffs 63 (77.8%) followed by Team leaders 8(9.9%), Lead 6 (7.4%) and Director 4 (4.9%) respectively.

4.4. Level of employees' perception towards motivational factors

This section presents the employees' perception towards motivational factors in Ethiopian Roads Authority. Motivational factors are composed of financial, non-financial, coworker and supervisor relation, recognition, working condition and job security. The respondents were asked to rate each statement concerning their perception of these factors.

As stated in the research methodology, Likert scale was used to measure the influence of motivational factors for building employee's motivation. The researcher has explored employee's perception levels towards motivational factors in Ethiopian Roads Authority. The degree of motivation towards motivational factors is set from 1 to 5 (5 is the highest motivation whereas, 1 is the lowest motivation).

The translation of level ranking is analyzed based on the following criteria of employees' satisfaction designed by Best (1977: 174).

Less than mean value of 1.80 is lowest motivation

Mean value of the score between 1.81 – 2.61 is low motivation

Mean value of the score between 2.62 – 3.41 is average motivation

Mean value of the score between 3.42 – 4.21 is high motivation and

Mean value of the score above 4.22 is highest motivation

The average perceptions (on the scale from 1 to5) of the proposed 20 motivational factors were rated by the respondents.

Table 4.5 presents the item statistics, which is sorted by occurrences in the questionnaire.

4.4.1. Assessment of the factors that determine employees' attitude towards motivation

In this section, the researcher by applying descriptive statistics (specially mean and standard deviation) for the sake of better understanding and summarization, 20 items are grouped into 6 basic factors based on which construct every questionnaire item is measuring. And the analysis is made individually as well as in a grouped manner.

Table 4.5: Motivational factors

| Motivational factors | N | Mean | Std. Deviation | Rank |
|--|----------|-------------|-----------------------|-------------|
| Remuneration affects motivation of employee. | 81 | 4.111 | .89443 | 1 |
| An incentive plan of your organization (like, over time work) create motivations of employee. | 81 | 4.0864 | .91101 | 4 |
| The financial rewards in your organization motivate employees in at a higher level. | 81 | 3.7037 | 1.00554 | 16 |
| The monetary compensation salary structure in organization has an impact on your level of motivation. | 81 | 4.111 | .85147 | 2 |
| The extent to which you feel you are being trained and developed at your job has an impact on your motivation. | 81 | 3.9506 | 1.02349 | 14 |
| Opportunities for employee's carrier growth and development give impact on motivation. | 81 | 3.9877 | .95517 | 10 |
| The training program relating to your jobs provided by your organization give impact on motivation. | 81 | 3.4444 | 1.24499 | 18 |
| Feeling of team spirit and cooperation among coworkers affects motivation positively. | 81 | 3.9506 | 1.02349 | 14 |
| The constant job feedback attained by your immediate supervisor will affect your level of performance and influences how much you are motivated to perform your job. | 81 | 3.9877 | .95517 | 10 |
| My level of motivation at my job is to an extent influenced by my co-workers | 81 | 3.3827 | 1.14638 | 19 |
| Recognition makes clear as the gratefulness to the employees for the level of working effectiveness and accomplishment to achieve goal. | 81 | 4.0741 | .94575 | 5 |
| Employees with high self-respect are more essentially motivated and willing to work hard. | 81 | 4.0247 | .93508 | 8 |
| Employee empowerment and autonomy at your organization is superior for your motivation. | 81 | 3.5679 | 1.16123 | 17 |
| The recognition and appreciation for your contribution will impact your motivation. | 81 | 4.0123 | .98099 | 9 |
| The quality of working environment at your organization has an influence on your motivation level. | 81 | 3.3457 | 1.08582 | 20 |

| | | | | |
|--|----|--------|----------|----|
| The degree of trust revealed at your work place is a determinant of your level of motivation at work. | 81 | 4.0494 | 1.04763 | 6 |
| The degree of stress employee exhibit in your organization is as a result of their levels of motivation at the work place. | 81 | 4.0864 | .92463 | 3 |
| Jobs are mentally and physically demanding good working conditions for employee to be motivated | 81 | 3.9753 | .96145 | 13 |
| I believe the level of employee motivation in the organization has an impact on the employee retention practices. | 81 | 4.0247 | .97436 | 7 |
| Employee of your organization is overall motivated to do their job. | 81 | 3.9877 | 1.00615 | 12 |
| Average overall employee motivation | | 3.8932 | 1.001712 | |

Source: Own survey, (2018)

4.4.2 Relative importance of motivational factors

To make out factors motivating employees in the head office, 20 attributes have been selected which are shown in the above table (Table 4.5). The significance of different attributes has been ranked by measuring mean and standard deviation. High mean score stands for high level of agreement; while low mean score dictates high level of disagreement. The standard deviation on the other hand presents the degree of scattering of responses from the mean score. Accordingly, the highest mean value is found for the variable " remuneration affects employee motivation" and the lowest mean value are found for the variable "quality of working environment". The analysis of the factors is discussed below and the means and the standard deviations of these variables are depicted in Table 4.5 above.

Table 4.5 shown above reveals that the mean value of effects of remuneration, the monetary compensation salary structure, the degree of stress employee, an attractive incentive plan, gratefulness to employee, degree of trust, believe in employee motivation, high self-respect, and finally recognition and appreciation originate more than average mean of 4.11 for the 1st and 2nd, 4.09 for the 3rd and 4.07 for the 4th, 4.05 for the 5th, 4.05 for the 6th, and 4.03 for the 7th, 4.01 for the 8th and 9th and Standard deviation of 0.894, 0.851, 0.923, 0.911, 0.946, 1.047, 0.974, 0.935 and 0.981 respectively which proves monetary compensation and an attractive incentive plan, the degree of stress employee and gratefulness to employee have been seen recently one of the major concerns of employees retrenchment. This is a financial, recognition and working condition (Safety, Social and Esteem needs), according to Maslow.

Furthermore, any slight changes in the working environment would make them bothered about their social and security. Organizations also have to ensure proper communication if any crucial change occurs in the organization. On the other hand, job security is a hygiene factor according to Herzberg. If there is lack of job security, job dissatisfaction will happen. But if it is existing in the workplace, it will prevent job dissatisfaction but do not lead to satisfaction.

Workplace is vigorous where employees have suitable working condition, fair remuneration and gratefulness to the employees and besides the level of working effectiveness leads to higher performance. And also if they have fair payment, good working condition, and having feeling of team spirit guide them towards synergistic solution. In addition to this the current study appreciated by the respondents mean value of 4.11, 4.09, 3.95 and SD 0.894, 0.925, and 1.023 respectively having greater than higher motivation level. It is safety, social and esteem factor according to Maslow (1943).

Introducing friendly social environment is somewhat convincing issue which causes employee motivation and work satisfaction. Employee's bad feeling toward their organization and co-workers has impact on their job performance which leads to dissatisfaction.

Poor remuneration is crucial factor for demotivating employees or in another word fair payments are crucial factor for motivating employees. But, this study supports with this statement. Poor remuneration has been ranked 1st according to the mean value 4.11 and SD=0.894 and financial rewards has been spotted as slightest important which is ranked 16th the mean value of 3.70 and SD=1.01, in this study. It is, however, not almost powerful factor like others that do have higher effect on employee motivation. This result substantiates Herzberg's two factor theories which state that monetary compensations are the hygiene factor which can avert employee's dissatisfaction only but do not necessarily motivate them. However, fair payments and good incentives should be provided with the aim of attracting and retaining qualified people and organizations should not rely solely on salary, bonus and other financial and non-financial incentives to motivate the diverse work force. Likewise, degree of stress, recognition, degree of trust and feeling of team spirit to the employees at all times and level of motivation influenced by working condition, self-respect, co-workers, as well as physical incentive is one of the most desires of employees which motivate and keep them productive by enhancing their morale. This allows them to enhance positive self-evaluation and ability to contribute for organization.

According to the mean value of the responses, this factor has been ranked 3rd, 5th, 6th and 14th with their respective mean and standard deviation of 4.09, 4.07, 4.05, 3.09 and SD= 0.925, 0.946, 1.048, 1.023 respectively. It is a safety, esteem and social factor according to Maslow (1943). Herzberg's two factor theory (1959) described it as motivator that makes employees more satisfied.

Furthermore, providing employee empowerment and autonomy and good working environments are other essential factors that affect the level of motivation of employee significantly. Employee empowerment and autonomy and quality of working environment have scored 17th and 20th according to the mean value 3.57 and 3.35 with a standard deviation of 1.161 and 1.085 respectively. This implies that, if companies wish to enhance their employees' need for self-actualization, they must have to offer empowerment and autonomy that will push employee innovation, creativity, wisdom of achievement and increased responsibility. According to Herzberg (1959), this factor is a motivator. Assuring presence in the workplace will enhance high motivation and satisfaction. Besides, this study found quality of working environment as 20th important motivational factor (mean value 3.35). This prove that if an organizations become unable to provide better working environment high dissatisfaction will arise from the part of employees (Herzberg 1959). But ensuring better working condition by itself only may not be a high satisfier. Furthermore, this study found constant feedback, financial rewards, inappropriate training program and co-worker influence has a slightly affect employee's motivation.

4.5. Descriptive Statistics for Perceptions of Employees Regarding Motivation

Table 4.6 Opinion Managerial staff and non managerial staff towards finical factors affects on employee motivation.

| Description | Summery Finical Factor | | | | | | | |
|-------------------|--|---------|---|---------|---|---------|--|---------|
| | Remuneration affects motivation of employee. | | An incentive plan of your organization (like, over time work) create motivations of employee. | | Financial rewards motivate employees at a higher level. | | The monetary compensation salary structure has an impact on motivation | |
| | Count | Percent | Count | Percent | Count | Percent | Count | Percent |
| Strongly Disagree | 2 | 2.5 | 2 | 2.5 | 2 | 2.5 | 2 | 2.5 |
| Disagree | 4 | 4.9 | 2 | 2.5 | 10 | 12.3 | 2 | 2.5 |
| Neutral | 4 | 9.9 | 12 | 14.8 | 14 | 17.3 | 7 | 8.6 |
| Agree e | 44 | 54.3 | 36 | 44.4 | 39 | 48.1 | 44 | 54.3 |
| Strongly agree | 27 | 33.3 | 29 | 35.8 | 16 | 19.8 | 26 | 32.1 |
| Total | 81 | 100 | 81 | 100 | 81 | 100 | 81 | 100 |

Source: Own survey, (2018)

Regarding finical factors that affects motivation of employee, the survey results reveal that 87.6%, 80.2%, 67.9%, and 86.4% of the respondents was decided remuneration, incentive plan, finical reward and salary structure affects employee motivation respectively this implies that from finical factor remuneration salary structure and incentive plan is the most leading motivation factor.

Table 4.7. Opinion Managerial staff and non managerial staff towards non financial factors affects on employee motivation.

| Description | Summary Non-finical Factor | | | | | |
|-------------------|---|---------|--|---------|--|---------|
| | The extent to which you feel you are being trained and developed at your job has an impact on your motivation | | Opportunities for employee's carrier growth and development provide fairly in your organization give impact on your motivation | | The training program relating to your jobs provided by your organization give impact on motivation | |
| | Count | Percent | Count | Percent | Count | Percent |
| Strongly Disagree | 2 | 2.5 | 2 | 2.5 | 10 | 12.3 |
| Disagree | 8 | 9.9 | 3 | 3.7 | 7 | 8.6 |
| Neutral | 8 | 9.9 | 16 | 19.8 | 16 | 19.8 |
| Agree | 37 | 45.7 | 33 | 40.7 | 33 | 40.7 |
| Strongly agree | 26 | 32.1 | 27 | 33.3 | 15 | 18.5 |
| Total | 81 | 100 | 81 | 100 | 81 | 100 |

Source: Own survey, (2018)

For the statement that seeks the level of agreement about to what extent it is possible to get felling being trained impact of motivation, employees opportunities for carrier growth, and training program related the job are 77.8%,74% and 59.2% of employees agreed and strongly agreed respectively. This indicates that being trained has the highest motivation factor from non financial factors that affects employee motivation. This leads to assess pre training needs and to test out post training is significant to assure the level of satisfaction.

Table 4.8. Opinion Managerial staff and non managerial staff towards Co-workers and supervision factors affects on employee motivation.

| Description | Summary of Co-workers and supervision | | | | | |
|-------------------|---|---------|---|---------|--|---------|
| | Feeling of team spirit and cooperation among coworkers affects motivation positively. | | The constant job feedback attained by your immediate supervisor will affect your level of performance and influences how much you are motivated to perform your job | | My level of motivation at my job is to an extent influenced by my co-workers | |
| | Count | Percent | Count | Percent | Count | Percent |
| Strongly Disagree | 2 | 2.5 | 2 | 2.5 | 5 | 6.2 |
| Disagree | 8 | 9.9 | 3 | 3.7 | 14 | 17.3 |
| Neutral | 8 | 9.9 | 16 | 19.8 | 21 | 25.9 |
| Agree | 37 | 45.7 | 33 | 40.7 | 27 | 33.3 |
| Strongly agree | 26 | 32.1 | 27 | 33.3 | 14 | 17.3 |
| Total | 81 | 100 | 81 | 100 | 81 | 100 |

Source: Own survey, (2018)

On the question that the researcher is interested to acquire the reaction of the feeling of team spirit and cooperation among coworkers, constant job feedback attained by your immediate supervisor and level of motivation influenced by my co-workers reveled at your work place determine your level of motivation by 77.8%, 74% and 50.6% agreed and strongly agreed respectively were believed on the point. Having this in mind, it is then possible to bring to a close that feeling of team spirit among coworkers and constant job feedback is essential than co-worker influence as a strategy dose workable for employee motivation.

Table 4.9. Opinion Managerial staff and non managerial staff towards Recognition factors affects on employee motivation.

| Description | Summary of Recognition factor | | | |
|-------------------|--|---------|---|---------|
| | The recognition and appreciation for your contribution will impact your motivation | | Employee empowerment and autonomy at your organization is superior for your motivation. | |
| | Count | Percent | Count | Percent |
| Strongly Disagree | 5 | 6.2 | 6 | 7.4 |
| Disagree | - | - | 10 | 12.3 |
| Neutral | 8 | 9.9 | 13 | 16.1 |
| Agree | 44 | 54.3 | 36 | 44.4 |
| Strongly agree | 24 | 29.6 | 16 | 19.8 |
| Total | 81 | 100 | 81 | 100 |

Source: Own survey, (2018)

Table 4.9 above, clearly shows that the majority or 83.9%, of respondents agreed and strong felling about the recognition and appreciation and create superior motivation to employee. And 64.2% of the respondents have positive reaction with the empowerment and autonomy. From this one can draw a hypothesis that employee recognition and appreciation have strong roll in employee motivation.

Table 4.10. Opinion Managerial staff and non managerial staff towards working condition factors affects on employee motivation.

| Description | Summery Working condition factor | | | | | |
|-------------------|--|---------|--|---------|--|---------|
| | The quality of working environment at your organization has an influence on your motivation level. | | The degree of stress employee exhibit in your organization is as a result of their levels of motivation at the work place. | | Jobs are mentally and physically demanding good working conditions for employee to be motivated. | |
| | Count | Percent | Count | Percent | Count | Percent |
| Strongly Disagree | 5 | 6.2 | 2 | 2.5 | 2 | 2.5 |
| Disagree | 12 | 14.8 | 4 | 4.9 | 3 | 3.7 |
| Neutral | 25 | 30.9 | 7 | 8.6 | 17 | 21 |
| Agree | 28 | 34.6 | 40 | 49.4 | 32 | 39.5 |
| Strongly agree | 11 | 13.6 | 28 | 34.6 | 27 | 33.3 |
| Total | 81 | 100 | 81 | 100 | 81 | 100 |

Source: Own survey, (2018)

On the question that the researcher is interested to acquire the reaction of the quality of working environment, the degree of stress and mentally and physically suitable working condition reveled at your work place determine your level of motivation, 48.2%, 84% and 72.8% respectively, At the end, the researcher has got an evidence to bring to a close to assume that degree of stress and mentally and physically suitable working condition more motivation factors.

Table 4.11 Employee Overall satisfaction on job security

| Employee of your organization is overall motivated to do their job. | | Frequency | Percent |
|---|-------------------|-----------|---------|
| valid | Strongly Disagree | 3 | 3.7 |
| | Disagree | 4 | 4.9 |
| | Neutral | 11 | 13.6 |
| | Agree | 36 | 44.4 |
| | Strongly Agree | 27 | 33.3 |
| | Total | 81 | 100 |

Source: Own survey, (2018)

According to the overall satisfaction on the base of job security, 33.3% are strongly agreed with job security, 4.9% are disagreed with the point and only 3.7% are strongly disagreed and the highest percentage 44.4% employees are agreed/satisfied with their job security. Finally, 13.6% employees are indifferent with the idea. From this one can draw a hypothesis that job security has strong roll in employee motivation.

Summary of all factors for comparison

Table 4.12 Summarized statistics of all factors

| All factors of employee attitude | N | Mean | Std. Deviation |
|----------------------------------|----|------|----------------|
| Financial factors | 81 | 4.00 | 0.718 |
| Non finical factor | 81 | 3.79 | 0.834 |
| Co-worker and supervision | 81 | 3.77 | 0.783 |
| Recognition | 81 | 3.92 | 0.759 |
| Work condition | 81 | 3.86 | 0.782 |
| Job security | 81 | 4.01 | 0.893 |
| overall employee motivation | 81 | 3.89 | 0.795 |
| Valid N (list wise)81 | | | |

Source: Own survey, (2018)

From the above summarizing table, it can be clearly understood that Ethiopian Roads Authority is working with its employees relatively in better ways in the areas of Job security (average mean of 4.01 with SD=0.893), finical factor (average mean of 4.00 with SD=0.718), Recognition (average mean of 3.92 with SD=0.759), Work condition (average mean of 3.86 with SD=0.782), Co-worker and supervision (average mean of 3.77 with SD= 0.783) ,Non finical factor (average mean of 3.79 with SD 0.834) respectively. In the areas of working condition, non-finical factor and finical factor however, little attention is given (average mean scores of 3.86, 3.79, 3.77 and SD=0.782, 0.834, 0.783 respectively).This implies that level of motivation of the authorities is more than average level.

4.6. Correlation and Regression analysis

4.6.1. Correlation analysis

According to Marczyk, DeMatteo and Festinger (2005), correlations are possibly the most important and most capable measure of association between two or more variables expressed in a single number called a correlation coefficient (r). Correlations give information about the direction of the relationship (either positive or negative) and the strength of the relationship (-1.0 to $+1.0$). Usually, correlations of $.01$ to $.30$ are considered to be small, correlations of $.30$ to $.70$ are considered to be moderate, correlations of $.70$ to $.90$ are considered to be large, and finally correlations of $.90$ to 1.00 are considered to be very large. Correlation coefficients, which scores greater than 0.3 and significance level below 0.10 are considered to be acceptable in this study. The following correlation tests are made to assure whether there exists a relationship between independent and dependent variable. In general, significance level between $0.01 < .05 < .10$ is considered to be acceptable in the study, while the confidence level could be 99% , 95% , or 90% respectively.

Testing for model fit

Table 4.13 tasting the model ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 51.573 | 6 | 10.315 | 63.545 | .000 ^b |
| | Residual | 12.174 | 74 | 0.162 | | |
| | Total | 63.747 | 80 | | | |

Source Owen survey, (2018)

- a. Dependent Variable: Overall employee motivation
- b. Predictors: (Constant), Financial factors, Non-Financial factors, Co-worker and supervision Factors, Recognition Factors, Work condition Factors, Job security

To test how well the regression model fits the data, ANOVA (analysis of variance) provides F value where F equals to mean square of explained data divided by mean square of residual data (Sekaran, 2003). Table 4.13 revealed an F value of model 1 to be 63.545 Thus; one can decide that regression model best fits the data at a significance level of $.000$.

4.6.1.1. Inter component correlation

Table 4.14 correlation between the six independent variables

| | | Finical factor | Non Finical Factor | Co-Worker Factor | Recognition | Working Condition | Job Security | Overall Employee Motivation |
|-----------------------------|---------------------|----------------|--------------------|------------------|-------------|-------------------|--------------|-----------------------------|
| Finical factor | Pearson Correlation | 1 | | | | | | |
| | Sig. (2-tailed) | | | | | | | |
| Non Finical Factor | Pearson Correlation | .829** | 1 | | | | | |
| | Sig. (2-tailed) | .000 | | | | | | |
| Co-Worker Factor | Pearson Correlation | .772** | .789** | 1 | | | | |
| | Sig. (2-tailed) | .000 | .000 | | | | | |
| Recognition | Pearson Correlation | .875** | .875** | .747** | 1 | | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | | | |
| Working Condition | Pearson Correlation | .782** | .754** | .722** | .759** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | | | |
| Job Security | Pearson Correlation | .737** | .849** | .795** | .794** | .798** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | | |
| Overall Employee Motivation | Pearson Correlation | .878** | .893** | .876** | .884** | .861** | .896** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | .000 | .000 | |

**Correlation is significant at 0.01level (2-tailed) *Source: Own survey, (2018)*

Table 4.14 shows that associations between all variables are positive as presented above. Significant relationship is also found among many variables. Finical factor, Non-finical factor, Co-worker and supervision, Recognition, Working condition and Job security have significant and positive relationship separately with overall employee motivation at the value .000 which is less than 0.01level. Even if the required level of significance has less than 0.10.

4.6.1.2 Model results and discussion

The study conducted a linear regression analysis for the independent variables and the dependent variable. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable overall employee motivation that is explained by all the six independent variables (Financial factor, Non-financial factor, Co-worker and supervision, Recognition and Working condition and Job security).

4.6.1.3 Value of R square

The value of R square explains how much of the variance in the dependent variables are identified by the model and the larger the value of r square implies the better the model is. Thus, as we can see Table 4.15, Financial factor, Non-financial factor, Co-worker and supervision, Recognition, working condition and Job security for 79.6% (adjusted R² = 0.796). The rest 20.4% were other variables that are not included in this study.

Table 4.15 Regression model summary

| Model | R | R square | Adjusted R square | Std.Error of Estimate |
|----------|-------------------------|-------------|-------------------|-----------------------|
| 1 | .899^a | .809 | .796 | .403 |

4.6.1.4. Assessment of Multicollinearity

Tolerance value below 0.10, VIF greater than 10 in correlation matrix and the predictors is the causes for multicollinearity (Klein, 1962; Greene, 2000; Freund and Littell 2000). Tolerance is a statistics used to indicate the variability of the specified independent variable that is not explained by the other independent variables in the model.

Table 4.16 Muticollinearity statistics

| Model | collinearity Statistics | |
|----------------------------------|-------------------------|-------|
| | Tolerance | VIF |
| Finical factor | .174 | 5.744 |
| Non Finical factor | .157 | 6.389 |
| Co-worker and Supervision Factor | .285 | 3.503 |
| Recognition factor | .157 | 6.358 |
| Working Condition factor | .279 | 3.584 |
| Job security | .191 | 5.236 |

Source Owen survey, (2018)

Table 4.16 shows the tolerance levels for all variables are greater than 0.10 and the VIF value are less than 10. These all revealed that there was no multicolliniarity problem that alters the analysis of the findings. Thus, R value, tolerance and VIF are acceptable.

4.6.1.5. Assessment of Normality

Normality test was used for total satisfaction, main factors and sub-factors in each group of independent variables by using The Shapiro-Wilk test P-value. Normality test in each group of independent variables are applied. (Shapiro & Wilk, 1965; Razali& Wah,2011). If the significant level of any group is above the 5% level, null hypothesis cannot be rejected. This means that the considering data is normally distributed.

Table 4.17 Normality test

| Tests of Normality | | | | | | |
|---------------------------|---------------------------------|----|-------|--------------|----|------|
| | Kolmogorov-Smirnov ^a | | | Shapiro-Wilk | | |
| | Statistic | df | Sig. | Statistic | df | Sig. |
| Finical factor | .260 | 81 | .036 | .930 | 81 | .409 |
| Non Finical Factor | .171 | 81 | .200* | .940 | 81 | .518 |
| Co-Worker Factor | .130 | 81 | .133 | .945 | 81 | .072 |
| Recognition | .193 | 81 | .200* | .960 | 81 | .766 |
| Working Condition | .146 | 81 | .051 | .945 | 81 | .071 |
| Job Security | .188 | 81 | .015 | .874 | 81 | .005 |

*. This is a lower bound of the true significance. Source Owen survey, (2018)

a. Lilliefors Significance Correction

Normality test of total motivation revealed that the values of total employee motivation in each group of independent variables are normal, since significant levels of the groups are above the 5% level of threshold significance value and null hypothesis cannot be rejected. Table 4.17 shows that according to Shapiro-Wilk test P-value, we can assume that this data are approximately normally distributed.

4.6.2 Regression Coefficient Analysis

Regression is a method of estimating or predicting a value on some dependent variable given the values of one or more independent variables. Like correlations, statistical regression examines the association or relationship between variables. Unlike with correlations, however, the primary purpose of regression is prediction (Marczyk, DeMatteo and Festinger, 2005). Since we have six independent variables, linear regression models were used as a measure for their relationship. Eventually, the prediction equation then is calculated as: $Y = A + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + B_6X_6$; where Y is the predicted dependent variable, A is the constant term, B is the beta coefficient of each independent variables and X is the value of each independent variable.

In any regression model, the +ve or -ve sign of beta (β) shows the effect (increase or decrease) of the independent variables coefficients over the dependent variable. And as shown in Table 4.18 below, beta sign of all the independent variables shows the positive effect of the predicting dependent variables.

That means any proportional increase in the independent variables lead to a proportional increase in the dependent variable. This finding is consistent with most of the earlier researches that are identified in literature reviewed section.

Table 4.18 Regression Coefficients

| Model | Unstandardized coefficients | | standardized Coefficients | t | Sig. | Adjusted R ² | F Value with Sig. .000 |
|---------------------------------------|-----------------------------|-----------|---------------------------|-------|------|-------------------------|------------------------|
| | B | Std.Error | | | | | |
| 1 (Constant) | .045 | .118 | | .381 | .705 | | |
| Finical factor | .164 | .068 | .161 | 2.422 | .018 | | |
| Non finical factor | .226 | .048 | .243 | 4.680 | .000 | | |
| Co-worker and supervision Recognition | .087 | .061 | .099 | 1.413 | .162 | .796 | 63.545 |
| Working Condition | .142 | .067 | .148 | 2.117 | .038 | | |
| Job security | .172 | .049 | .185 | 3.511 | .001 | | |
| | .191 | .052 | .234 | 3.676 | .000 | | |

Source Owen survey, (2018)

a. Dependent Variable: overall employee motivation

Based on the coefficients of the dependent variable (β sign) all the six variables proposed by the researcher are positively correlated and acceptable but one of them variable is not acceptable (Co-worker and supervision). Because six variables stated the positive relationship between the independent and the dependent variables are meet. However, The variable with the level of significance (sig) between 5% and 10% could make a significance unique contribution to the predicted value of the dependent variable except (co-worker and supervision is the level of significance (sig) value greater than 10% which is 16.2%); beyond this level of significance the variable is not making a significance contribution for the prediction of the dependent variable.

Thus, as we can see on Table 4.18, five independent variables (Non- financial factor, Job security, working condition, financial factors and recognition) are significantly contribute for the dependent variable Overall employee motivation at 90% level of confidence (p is between 0.01and 0.05 and also $P < 10\%$). This implies that Non- financial factor, Job security and Working condition are the most important determinants and they need more emphasis for the effectiveness of employee motivation in case of Ethiopian Roads Authorities.

Y = overall employee motivation (dependent variable)

A = Constant

X1 =Financial factor

X2 = Non-finical factor

X3 = co-worker and supervision

X4 = Recognition

X5 = Working condition

X6 = Job security

For this case: overall employee motivation= $0.45 + (0.243 * \text{Non-financial factor}) + (0.234 * \text{Job security}) + (0.185 * \text{working condition}) + (0.161 * \text{Financial factor}) + (0.148 * \text{Recognition}) + (0.099 * \text{Co-worker \& supervision})$ From this result, one can deduce that, non-financial factors and Job security are the major predictor of overall employee motivation, followed by work condition, financial factor, recognition and Co-worker & supervision respectively. Regression table measures the amount of total variation in dependent variable due to the independent variable. Table 4.18 above, shows the value of Adjusted R^2 is 0.796. This value indicates that there is almost 79.6% variation in dependent variable (overall employee's motivation) due to a one unit change in independent variables. The value of F must be greater than 5. In this study, the value of F is 63.545 at 0.000 significant levels which are greater than 5, this shows that the model is good as its value is p is between 0.01and 0.05 and also less than 0.10.

i. Predicting the level of motivation from the six independent components

The relative importance of the significant predictors is determined by looking at the standardized coefficients. In this study, Non-financial and Job security have the highest standardized coefficient (.243 and .234 respectively) and the lowest significance (0.000) which is the best predictor. Analyzing the whole table results, the order of significance for predictors of overall employee motivation is non-financial factor, job security, working condition, financial factor, recognition, and co-worker and supervision. Non-financial factor and Job security have the highest beta coefficient which implies that non-financial factor and job security have significant impact on employee's motivation.

ii. Evaluating the strength of prediction

In regression analysis, apart from prediction, strength or magnitude of the relationship requires further attention. According to Ho, (2006), a measure of the strength of the computed prediction equation is R-square, sometimes called the coefficient of determination. In the regression model, R-square is the square of the correlation coefficient between the observed and predicted value of dependent variable. If R square is 1, there exists a perfect linear relationship between the predictors and dependent variable. An R-square of 0 indicates no linear relationship. In this research, since adjusted R square of all the six components is 0.796 from table 4.18 above, we can say that the strength of relationship between Non financial factor, job security, working condition, financial-factor, and recognition as predictors and overall employee motivation as dependent variable is significant in descending order, except co-worker and supervision, which is not significant.

Table 4.19 Predictor of employee motivation

| Rank | variables | beta | T | Significance |
|-----------------|---------------------------|-------|-------|--------------|
| 1 st | Non-finical factor | 0.243 | 4.680 | .000 |
| 2 nd | Job security | 0.234 | 3.676 | .000 |
| 3 rd | Working condition | 0.185 | 3.511 | .001 |
| 4 th | Finical factor | 0.161 | 2.422 | 0.018 |
| 5 th | Recognition | 0.148 | 2.117 | 0.038 |
| 6 th | Co-worker and Supervision | 0.099 | 1.413 | 0.162 |

Source: Own survey, (2018)

Furthermore, the beta value indicates the amount of change in the dependent variable (overall employee motivation) due to changes in independent variables (Non-financial factor, Job security, work condition, finical factor, recognition and co-worker and supervisor). From this the researcher supposed that, non-finical factor and job security have superior impact on employee motivation; however working condition, finical factor and recognition have moderate level and co-worker and supervision has least important motivational factor.

In this study, non-finical factor, job security and working condition factor have significant impact on employee motivation.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter indicates the results and the findings based on the analysis done on the data collected from respondents. This research concentrates on the factors affecting employee motivation in Ethiopian Roads Authority. The discussion then will attempt to carry out all the objectives of the study. As a result, recommendations are given for the target organization to confront problem at hand. Limitation of the study is also one of the emphases of this chapter from which future research clear perception are conceived.

5.1. SUMMARY

- Compare and contrast of the mean value of all motivational factors indicates that the mean score of impression towards poor remuneration affecting motivation of employee and monetary compensation and salary structure ($m=4.11$) is the highest among others.
- The ascribes comprehend overall motivation are dispersed between the six motivational factors measurements. The highest mean of motivational factor is Job security ($m=4.01$), followed by financial factors ($m=4.00$), recognition ($m=3.92$), working condition ($m=3.86$) and non-financial factors (such as feeling being trained, opportunities for employees carrier growth and development and training program relating the jobs) ($m=3.79$). However, Co-worker and supervision ($m=3.77$) are less mean value compared to the other factors.
- From correlation analysis finding, Job security has the highest positive correlation ($r=.896^{**}$, $p<0.01$) with overall employee's motivation and Non-finical factor indicating the second highest positive correlation ($r=.893^{**}$, $P<0.01$) with overall employee's motivation followed by recognition factors ($r= .884^{**}$, $p<0.01$).
- Looking the standardized coefficients helps to determine the relative importance of the significant predictors. From this point non finical and job security factor have the highest standardized coefficient and the lowest significance, which means non-finical factor, are the best predictor. Non-finical and overall employee motivation had a high correlation of $.893^{**}$ and the value of $R^2 = .796$. This point out that variability's in employee's

motivation can be explained by non-finical aspect which accounts 79.6%, the remaining (20.4%) of variability could be explained by the other factors.

- The impacts of non-financial factor (such as feeling being trained, opportunities for employees carrier growth and development and training program relating the jobs), job security, work condition, financial factor, recognition and co-worker and supervision on employee's motivation are .243, .234, .185, .161,.148 and .099 respectively, in their descending order demonstrating that non-finical factor and job security have the highest impact on employee motivation. Furthermore, working condition has moderate impact but finical factor, recognition has lower values and co-worker and supervision has bottom values, this implies that these the last three factors have less impact on employee's motivation.

5.2. CONCLUSION

Investigating the factors that influence employee motivation was the main objective of the study. To look at the attitude of staff towards finical reward, to examine the attitudes of staff towards non-finical rewards, identifying the intrinsic motivational factor and discovering the extrinsic motivational factors that influence employee motivation were also the specific objectives of the study.

Regarding the extrinsic motivational factors, we can conclude from our findings that managers perceive that they undoubtedly have a positive influence on employee engagement and without them employees most likely would not be engaged.

To this end the study was about effect of employee motivation working at Ethiopian Roads Authority and assesses to identify their motivational level and ranked by its key factors. Assessment of the data explores several factors, from them the effect of remuneration one of ranked the highest and quality of working environment ranked least important factors, which discovered that remuneration and working environment is the highest and the least extrinsic motivation factor.

From the upshot that were obtained it can be said that the key factors that contribute to employee motivation are non-finical factor (feeling being trained, opportunities for employees carrier growth and development and training program relating the jobs), job security, work condition, financial factor, recognition, and co-worker and supervision in descending order.

In another words feeling being trained, opportunities for employee's carrier growth and development have identified as the components of intrinsic motivational factor and job security also extrinsic motivational factors which leads primarily and secondly motivated employees respectively.

The findings agrees with Abdullah and Djebavni (2011) who identified that trained employees are more motivated with their jobs as opposed to the untrained employees.

Non-finical factor and job security are identified as the most important factor that improves employee motivation in Ethiopian Roads Authority. Working conditions has also confirmed to be a strong influence on employee's motivation as an extrinsic motivational factor, Chintaloo and Mahadeo (2013) who also identified that the work environment as an extrinsic factor affecting employee motivation and likewise recognition similarly one of the intrinsic motivation factors that initiate employee to do their best and develop independency.

These findings also agree with (Kalimullah et al., 2010) who also found out that recognition and appreciation of employees by the organization among other recognitions influences employees motivation and enhances employee job satisfaction and motivation. The importance of money in this case should not be underestimated. Everybody needs money. So, financial factor plays an important role in the employee's motivation.

On the components of employees' attitude towards motivational factors, six major factors namely: non-financial factors (felling being trained has an impact of motivation, opportunities for employees carrier growth and development provided fairly, training program relating the jobs give impact on motivation), job security, work condition, financial factors (poor remuneration, attractive incentive plan, financial reward, salary structure and monetary compensation), recognition, and co-worker and supervisor relation were identified from many sources of literature. And the empirical study showed that non-financial factors such as opportunities for employee carrier growth and development, felling being trained and developed at your job, and training program related to your job have found to be a strong and positive effect on employee motivation in view of the fact that the mean score are above average (3.99, 3.95 and 3.44) respectively. This implies that employees, who receive greater level of non-finical along with intrinsic motivational factors, are more motivated than others. The results further suggest that finical factor, recognition and co-worker and supervision are relatively insignificant to overall employee motivation.

This is also supported by research undertaken by Kovach (1987) suggested that, as employees' income increases, money becomes less of a motivator. Also, as employees become older, interesting work (intrinsic motivation) becomes more of a motivator.

We can further conclude that intrinsic motivational factors, motivation that is internal to the employee, generally have a larger influence on the psychological aspects of employee engagement. Employees must feel psychologically safe and comfortable at work in order to be able to openly communicate with their coworkers and superiors. This open communication in turn will lead to meaningful interactions and connections, and the development of personal relationships.

Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good remuneration, and (c) job security. The comparison of all factors average mean and standard deviation of employee's motivation level is 3.89 and 0.795 respectively; which indicates that the motivation level of employee working at Ethiopian Roads Authority lies between moderate and high level.

The effect of independent variable namely, (non-financial factors, job security, work condition, financial factors, recognition, and co-worker and supervisor relation) on overall employee motivation is tested using correlation and regression analysis.

Accordingly, Non-finical factor and job security have positive and strong impact on overall employee motivation followed by working condition, financial factor and recognition whereas co-worker and supervision has less impact on motivation compared to the others.

Therefore, the most influencing factor of employee motivations are felling being trained, opportunities for employee's carrier growth and development provided fairly, training program relating the jobs categorized under non-financial which are intrinsic motivational factors, followed by job security and work condition. Co-worker and supervision have less impact on employees' motivation. With the help of significant results of regression, it was shown that 16.2% which is greater than 10% level of significant.

5.3. RECOMMEDATIONS

After analyzing the result of the survey analysis, the study has suggested some of the strategies which might be effective in constructing positive employees' attitudes toward motivational factors.

- Ethiopian Roads Authority should focus on other motivational factors, apart from money oriented factors, such as non-financial (feeling being trained, opportunities for employees carrier growth and development and training program relating the jobs), job security, work condition, recognition, and motivated employees and smooth relationship with co-workers and managers to enhance its employees' motivation.
- In turn to minimize threat related to job security, the company should convert temporary employee to permanent employee as far as the work is not accomplished by other permanent staff and the work is take long and reasonable time.
- In order to retain experienced employees, the company should focus on employee retention mechanism by providing training relating the jobs and creating opportunities for employee's carrier growth development. To do this in practice the authority should asses and provide need based training program and creating new job opportunities to reduce job dissatisfaction to establish secured job opportunities by persuading employees being trained to bring scene of loyalty.
- The company should distinguish best performers and gives recognition and appreciation by providing awards and Certificate and it also establish system based employees' carrier growth development.
- Ethiopian Roads Authority should carry out seasonal assessments on factors affecting motivation of its employees to gain an understanding the need of employees so that their productivity could be improved.
- The company should laid down systematic based carrier growth promotional system development in order to motivate them.

5.4. LIMITATION OF THE STUDY

Since the research uses Likert scale questioner, it has its own limitation. This is because of likert scale measures perception and this perception might lead to some what unrealistic conclusion. As such, individuals' perceptions are not claimed to accurately measure the underlying reality that they are supposed to represent.

ERA is a big and complex organization having five regional offices and ten maintenance districts over the country. These districts are highly dispersed and distantly located geographically which can limit their accessibility.

So, regional offices were not including in the study because of time and economic constraints to access them and collect data relevant for the study. In terms of sample size, the study has been involved only 86 from 664 employees working in the head office.

Another expected limitation was the target respondents may not give the right answer due to fear of unnecessary consequences of their responses which may come from third parties, probably from the authority, even though they were told that their response would be kept and handled confidentially. Accordingly, all possible remedial actions have been taken to hinder those limitations from being materialized.

5.5. IMPLICATIONS FOR FURTHER RESEARCH

As the present research is an attempt to examine the factor that affect employee motivation in a head office, at Addis Ababa, therefore additional studies needed to be under taken to examine employee motivation patterns in other ten maintenance districts across the country and five regional offices with larger samples. On the other hand, the researcher would argue that these findings provide additional insight into employees' perceived motivation within the other Ethiopian Road Authority domain. Results of this study should hearten strategy development for management particularly in the areas of non-finical factor, job security and working condition.

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APPENDICES



St. Mary's University ተደብተ ግርዖን ዩኒቨርሲቲ
committed to excellence

School of Graduate studies MBA Program

Appendix A. Questionnaire

Dear Respondent,

I am a final year MBA student at St Mary's University, School of Graduate Studies. As part of the requirements in completion of the MBA program, I am undertaking a research on *Factors affecting employee motivation of Ethiopian Roads Authority*. To this end, I am collecting data from people working in the Authority. You have been selected as a valuable participant for this research. In order for the research to yield valid results, it is important that answer all questions as honestly and truthfully as possible.

It is solely for an MBA Thesis and responses will remain anonymous and confidential.

Leave those non-applicable.

For more information, you can contact at any time needed through my address's + 251911 439672, E-mail seyew772@gmail.com and outlook address, Tesfaye Teshome.

Thank you for your willingness to participate in this study.

It is highly appreciated.

- N.B. No need to write your name
- Put (✓) inside the box or table for an alternative you think is right.

Part I: Demographic Information

1. Gender: Male Female
2. Age: 20-30 31-40 41-50 Above 50
3. Educational background: Certificate Diploma
 Under graduate Post Graduate and above
4. What is your current Job position? _____
5. How many years have you served in ERA?

- Less than a year 1 – 4 years 4 – 6 years
 6 – 8 years above 8 years

Part II: Survey of your perceptions towards factors affecting employee motivation.

Indicate the extent of your agreement with respect to each of the following statements by marking 'X' in the box of your choice. You can leave those non-applicable.

Note that :(SD=Strongly Disagree, D= disagree, N=Neutral, A=Agree &SA= Strongly Agree)

| <i>I/No</i> | <i>Identified Factors Affecting Employee Motivation on Ethiopian Roads Authority</i> | | | | | |
|-------------|---|----|---|---|---|----|
| A | Financial factors | SD | D | N | A | SA |
| 1 | Remuneration affects motivation of employee. | | | | | |
| 2 | An attractive incentive plan of your of organization (like, over time work) create motivation of employee. | | | | | |
| 3 | The financial rewards in your organization motivate employees in at a higher level. | | | | | |
| 4 | The monetary compensation salary structure in organization has an impact on your level of motivation. | | | | | |
| B | Non-Financial factors | | | | | |
| 5 | The extent to which you feel you are being trained and developed at your job has an impact on your motivation. | | | | | |
| 6 | Opportunities for employee's carrier growth and development provide fairly in your organization give impact on your motivation. | | | | | |
| 7 | The training program relating to your jobs provided by your organization give impact on motivation. | | | | | |
| C | Co-worker and supervision Factors | | | | | |
| 8 | Feeling of team spirit and cooperation among coworkers affects motivation positively. | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 9 | The constant job feedback attained by your immediate supervisor will affect your level of performance and influences how much you are motivated to perform your job. | | | | | |
| 10 | My level of motivation at my job is to an extent influenced by my co-workers | | | | | |
| D | Recognition Factors | | | | | |
| 11 | Recognition makes clear as the gratefulness to the employees for the level of working effectiveness and accomplishment to achieve goal. | | | | | |
| 12 | Employees with high self-respect are more essentially motivated and willing to work hard. | | | | | |
| 13 | Employee empowerment and autonomy at your organization is superior for your motivation. | | | | | |
| 14 | The recognition and appreciation for your contribution will impact your motivation. | | | | | |
| E | Work condition Factors | | | | | |
| 15 | The quality of working environment at your organization has an influence on your motivation level. | | | | | |
| 16 | The degree of trust revealed at your work place is a determinant of your level of motivation at work. | | | | | |
| 17 | The degree of stress employee exhibit in your organization is as a result of their levels of motivation at the work place. | | | | | |
| 18 | Jobs are mentally and physically demanding good working conditions for employee to be motivated. | | | | | |
| F | Job security Factors | | | | | |
| 19 | I believe the level of employee motivation in the organization has an impact on the employee retention practices. | | | | | |
| 20 | Employee of your organization is overall motivated to do their job. | | | | | |

If you have any comment regarding employee motivation, please mention it.

Thank you for the time you have spent in completing this questionnaire!

Appendix B. Interview Guide

- Could you tell me about your position and what you do in your organization?
- How do you motivate your employees?
- How do you perceive that your employees act when they are motivated?
- Are your employees more motivated by intrinsic factors or extrinsic factors?
- Could you tell me about the work environment in your organization?
- Do you do anything to improve the work environment of your organization?
- Do you do anything to improve employees' relationships with coworkers, managers, including yourself?
- What are the common challenges factors affecting employee motivation process faces in organizations?
- What measures do you recommend to improve the employee motivation scheme?
- Is the management of the Authority aware on the factors affecting employee motivation?
- What is the current trend of the employee motivation?
- Is there anything else you want to add not discussed during the interview?

DECLARATION

I, declare that the thesis entitled “Factors affecting employee motivation in Ethiopian Roads Authorities” is my original work and has not been presented for a degree in any other university and that all sources of material used for the thesis have been duly acknowledged.

Declared by: Tesfaye Teshome

Signature

Confirmed by: Aberaraw Chane (PhD.)

Signature

Place and Date of submission:

St. Marry University

June, 2018

ENDORSEMENT

This is to certify that Mr. Tesfaye Teshome has completed, his thesis entitled “*Factors affecting employee motivation in Ethiopian Roads Authority*”. As I have evaluated, his thesis is appropriate to be submitted as a partial fulfillment requirement for the Award of Degree in Masters of Business Administration (General MBA).

Aberaraw Chane (PhD.)

Signature

Place and Date of submission:

St. Marry University

June, 2018

