



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

**ASSESSING THE PRACTICES OF INTRINSIC MOTIVATION AT SUR
CONSTRUCTION PLC**

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ADDIS ABABA, ETHIOPIA

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**A THESIS IS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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APPROVED BY BOARD OF EXAMINERS

Dean, School of Business

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Declaration

I, hereby assert that this thesis entitled *Assessing the Practices of Intrinsic Motivation at Sur Construction Plc.* It is my own original work and the thesis has been dully acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

Name

St. Mary's University, Addis Ababa

Signature

January, 2021

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First and for most, I praise the Almighty GOD for His light of guidance to complete my education and His care throughout my life. Next, I am grateful to my advisor Shoa Jemal (Asst. Prof.) who takes all the trouble with me while I prepare this paper. Especially, his valuable and prompt advice, his tolerance, guidance, constructive corrections, and insightful comments are highly appreciated.

Abbreviation /acronyms

EM- Extrinsic Motivation

HR-Human Resource

IM- Intrinsic Motivation

SCPLC- Sur Construction Private Limited Company

SPSS- Statistical Package for Social Sciences

Table of Contents

Declaration	3
Acknowledgments	4
Abbreviation /acronyms	1
LIST OF TABLES	IV
LIST OF FIGURE.....	V
Abstract	VI
CHAPTER ONE	7
INTRODUCTION	7
1.1Background of the Study	7
1.2. Statement of the problems.....	8
1.3. Research question	9
1.4. Research objective	9
1.4.1 General objective	9
1.4.2 Specific objectives	9
1.5. Significance of the research	10
1.6. Scope of the study	10
1.7. Limitation of the study	10
1.8. Definition of terms	10
1.9. Organizational of the study	11
CHAPTER TWO	12
REVIEW OF RELATED LITERATURE	12
2.1 Theoretical Literature.....	12
2.1.1Definitions and Concepts of Motivation.....	12
2.1.2 Theories of Motivation.....	13
2.2 Empirical Review.....	17
2.3 Conceptual Framework of the Study.....	18
CHAPTER THREE	19
RESEARCH DESIGN AND METHODOLOGY	19
3.1 Research Design.....	19
3.2 Research approach	19
3.2.1 Quantitative Research	19
3.3. Data Sources	20
3.3.1. Primary Sources of Data	20
3.4. Research Population.....	20
3.4.1 The Target Population.....	20

3.4.2 Sample Size and Technique	20
3.5. Data Collection tool	21
3.6. Data Analysis Technique	21
CHAPTER FOUR	23
DATA PRESENTATION, ANALYSIS AND INTERPRETATION.....	23
4.1. Response Rate.....	23
4.2. Demographic Profile of Respondents	23
4.2.2 Marital status.....	24
4.2.3. Age.....	25
4.2.4. Educational level.....	25
4.2.5. Position	26
4.3. Descriptive Analysis of Intrinsic Motivation Factors	26
4.3.1 Recognition for Performance	26
4.3.2 Respect and Fairness.....	27
4.3.3 Opportunity for Achievement	27
4.3.4 Employee’s Engagement in Work	28
CHAPTER FIVE	29
FINDINGS, CONCLUSION AND RECOMMENDATION	29
5.1 SUMMARY OF FINDINGS	29
5.2. RECOMMENDATIONS	30
5.3 Future Research	30
REFERENCES	31
APPENDIX.....	34

LIST OF TABLES

Table 1: Response Rate of Distributed Questionnaire	23
Table 2: Gender of Respondents	24
Table 3: Marital Status of the Respondents	24
Table 4: Age of Respondents	25
Table 5: Educational Level of Respondents	25
Table 6: Position of Respondents	26
Table 7: Recognition for Job Performance	26
Table 8: Respect and Fairness.....	27
Table 9: Response Rate Regarding Achievement.....	27
Table 10: Response Regarding Engagement	28

LIST OF FIGURE

Figure 1: Conceptual Framework.	18
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Abstract

The Construction industry is a one of greatest sector in many countries that contribute significantly to the economic growth of the country. The main challenges facing managers is the creation of motivated employees to achieve organizational objectives. Employees use their competencies and work experiences towards the success of the organizations when create conditions that intrinsically motivate created them. The primary objective of this study was, therefore, to assess the practices of intrinsic motivation at Sur Construction Plc. This study used questionnaire, and document review as instrument of data collection. Simple random sampling method was used to select samples from the target population (employees who are working Addis Ababa head office). The study employed quantitative survey research design to gather data from a total of 193 employees of the sur construction plc. 193 questionnaires were distributed among which 173 were returned in order to assess the existing motivational practices of the sur construction plc. The study emphasized on the issues concerning intrinsic motivation practices in terms of how engagement and recognition is applicable, how employee's achievement is appropriate and how respect with fairness practices in sur construction plc. After the required data collected descriptive (i.e. frequency, percentage) analysis were used to analyze the data were coded, entered into computer and analyzed and presented in the form of tables using SPSS version 20 Software. The finding from descriptive analysis depicts that the employee's internal motivation is low enough to encourage and inspire the employee in the company. This research concludes with a discussion of the implications of these findings as well as recommendations for further research in the area.

Keywords: *Intrinsic Motivation, Competency, Work Experience, Practice, staff*

CHAPTER ONE

INTRODUCTION

This section presents the introductory part of the research. It includes the background of the study, a statement of the problem, objectives of the study, significance of the study, research question, scope of the study, limitation of the study and organization of the paper.

1.1 Background of the Study

You can motivate by fear, and you can motivate by reward. But both those methods are only temporary. The only lasting thing is self-motivation. (Homer rice)

When you pursue an activity for the sheer joy of it, you are doing so because you are intrinsically motivated. You engage in the activity simply because they choose to. it means something to you. And that, in itself, can be its own reward.

Motivation inspires the person with zeal to work for the accomplishment of organizational objectives. Effective motivation succeeds not only in having an order accepted but also in gaining determination to see that it is fulfilled efficiently and effectively. In motivating and being motivated at least two individuals are involved and the object here has been to study the individual who is motivating and the one being motivated in different roles. (Nirmal Singh, 2005).

Motivation can be influenced by personal or situational factors and it can change with changes in personal, social, or other factors especially in the service industry motivation of employees is a major determinant of organizational performance as the service industry requires direct contact of employees and customers. Creating an environment that motivates employees to function as effectively as possible is paramount to delivering service quality. Reducing customer defects and retaining customers is crucial to service organization survivability (Rosemary Thomson, 2002).

Intrinsic motivation can come from a number of sources including the desired and skillful a manager to improve a particular skill or to further the company s mission. Intrinsic motivation is the reason why personal development objectives are so important to successful performance management. Intrinsic motivation comes from within while external motivation arises from outside. When you are intrinsically motivated you engage in an activity solely acted, you enjoy it and get personal satisfaction from it. You are intrinsically motivated when you do an activity at work for the enjoyment and pleasure it brings you , these activities may bring rewards like positive emotions, but you don't do them b/c of rewards (like Money or promotion) intrinsic motivation is the desire to accomplish goals and develop proficiency.

The construction industries sector plays fundamental role in satisfying a wide range of physical, economic and social needs and contributes significantly to the fulfillment of various major national goals. Therefore, it is pointed out that the construction sector plays crucial roles in contributing to growth and employment.

In this area it's possible to find different research studies but most of them focused on the relationship between extrinsic rewards and employee motivation .therefore it is difficult to find on assessing the practice of intrinsic motivation. Therefore, the major purpose of this study is examined on assessing the practices of intrinsic motivation at Sur construction plc.

1.2. Statement of the problems

Employees play a vital role in shaping the perception of customers towards any company through their actions and behavior. Companies spend large amounts of money to create customer loyalty but often ignore the critical aspect of enhancing employee motivation in order to achieve their financial and non-financial goals.

In the conditions of intense competition that companies operate in today, employees can play a very important role in winning customers "hearts and minds (Huselid, 1995).However, satisfying employees need by implementing motivational techniques is very challenging for managers, having committed and motivated workforce is a crucial requirement to create and maintain organizational value and deal successfully with global challenges .

The student researcher, as an employee of Sur construction plc. For more than ten year, observed and the recent five years data (2015-2019), showed that there is a critical problem especially in the customer service. Employees resign and leave the company frequently and majority of the employees fail to deliver fast and accurate service for the customer service and their commitment towards the company they worked for is negligible. (Sur construction annual progress report). This is known as the unsolvable problem that made many organizations face a difficult situation to remain their daily operation and cost management since they have to recruit new employees many times.

This fact puts the organization in a difficult situation that they have to spend a large amount of money and time to recruit and train new staff several times. Especially in the service field, where the staff's training is considered as the most important factor deciding the success of the organization and the training cost is very high. Therefore, it is crucial for construction industries to satisfies their employees and retain them for a long time. Once employees feel dissatisfies with the current job, they switch over to the next job. It is the responsibility of the employer to know how to attract, satisfies, and retains its best employees. However, many organizations are facing problems to retain their employees due to certain factors. The costs that are involved in

replacing the employee including the cost of attracting applicants, testing, medical exams, and entrance interview, and so on. Besides the replacement cost, the turnover of employees incurs the cost of separation and training costs. This cost will have a direct effect on organizational productivity and good performance. The organization will fall short of its targets state under the business plan because of the cost incurred in employee retention. There is the risk of losing a competitive advantage due to the loss of capable employees in critical sectors or positions. To maintain high productivity and keep the employees to the organization, the management focused on intrinsic motivation factors such as recognition of job performance, respect and fairness, opportunity for achievement, employee engagement, and feeling of responsibility. The management is facing difficulty in managing the employees especially when the employees' attitude and behavior towards their work are not at a satisfactory level.

These consequences will cause poor work performance and productivity will also be affected. Thus, this study tried to assess the practices of intrinsic motivation in Sur Construction Company with special reference to recognition, engagement, opportunity for achievement and respect with fairness.

1.3. Research question

The basic research questions of this study that require possible solutions were listed below

- 1) Does performance recognition in the construction company motivate employees at the Work place?
- 2) To what extent engagement intrinsically encourage employees performance in the Construction Company?
- 3) Does achievement inspire employees to perform better in the company?
- 4) Does the company practice in treating employees with respect and fairness?

1.4. Research objective

1.4.1 General objective

The general objective of this study was to assess the practices of intrinsic motivation in Sur Construction Plc.

1.4.2 Specific objectives

The specific objectives are:

1. To examine how practice of employee recognition in the construction company motivates Employees at the workplace
2. To assess the extent of engagement intrinsically encourage employees performance in the

Construction Company

3. To recognize how achievement inspire employees to perform better in the construction Company
- 4) To examine how the construction company practice in treating employees with respect and Fairness

1.5. Significance of the research

The results of this study would be significant in a variety of respects. Hence, on the basis of the findings of the study, the report is try some conclusions and identifies certain problems in Sur construction and other construction industries. Furthermore, the study would add value to the existing literatures and may serve as additional source of reference. And it will also be aspiring board for other researchers who want to conduct detailed research on the issue.

1.6. Scope of the study

There are many intrinsic motivation factors that make employees enjoy contributing their knowledge and skills towards the achievement of organizational objectives. Among these, recognition, engagement, achievement and respect with fairness are the focus of this study. Methodologically, descriptive research design with quantitative approach was employed. The study area is Sur Construction Plc., Head Office which is located in Addis Ababa

1.7. Limitation of the study

It would have been desirable if both questionnaire and interview be used as data collection methods. Unfortunately, due to the fact that avoiding close contact with anyone has been used by the public as one of the strategies to *prevent the spread of COVID-19. Consequently*, the researcher is unable to conduct face-to- face conversation (interview) with the company concerned bodies. This obviously is one major limitation of this study.

1.8. Definition of terms

Motivation: - motivation is defend as the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need. Although, in general, motivation refers to effort exerted toward any goal. (Robbins Stephen p.2012).

Intrinsic Motivation: - came from a person's internal desire to do something, motivated by such things as interest, challenges, and personal satisfaction.

Engagement: - engaged employees as those who are involved in, enthusiastic about, and committed to their work and workplace.

Recognition:-refers to acknowledgment of an individual`s contribution showing appreciation and something as valid or as entitled to consideration.

Achievement:-refers to opportunities that the organization offers for advancement.

Respect and Fairness: - refers to positive work culture where employees are loyal, fulfilled, and motivated to perform at their best for their company.

Staff:-all the people work in the company (manager, superintendent, or a member of staff).

1.9. Organizational of the study

This thesis contains five chapters. The first chapter (introduction) presents the background of the study, problem statement, research questions, research objective, and the significance of the study. Chapter two comprises summarizes the literature reviews. Chapter three details different issues such as the research design, research strategy, research population, sample size, sampling technique, and data collection procedure. Chapter four focuses on the data analysis, followed by Chapter five which presents conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This portion mainly reviews related literature written by different authors and researchers based on the research basic questions and objective. Moreover, empirical review studied by different researchers regarding to motivation, and the conceptual framework is presented

2.1 Theoretical Literature

2.1.1 Definitions and Concepts of Motivation

Motivation is the force that ignites, directs and maintains our behavior. The definition has three key components. The first is ignition, is the initial feeling of interest that a person has towards achieving a set goal. The second is direction the set of actions that people will take in order to achieve their goal. Direction is influenced by what an individual most desires to do. The third is maintenance of the behavior until the goal is achieved. Maintenance equates to how much an individual is willing to stay in that direction when difficulties arises (Di Cesar and Sadri, 2003).

Motivation is an art targeted to getting people work willingly, and an art of inducing one to behave in a particular manner to achieve a task. Mee-Edoie and Andawei (2002) viewed motivation as a human engineering approach being triggered by the individual needs. Flippo (1982) defined motivation as a psychological process initiated by the emergence of needs involving goal directed action and behavior aimed at satisfying particular desire. It is the inducement given to workers higher output. According to Greenberg and baron (2000:1900) Motivated behavior has three basic characteristics: the first part looks at arousal that deals with the drive, or energy behind individual's action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behavior tasks. The last part deals with maintaining behavior clearly defining how long have to persist at attempting to meet their goals.

Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. As Deci et al. (1999) observes, -Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifesting behaviors such as play, exploration, and challenge seeking that people often do for external rewards. Researchers often contrast intrinsic motivation with extrinsic motivation, which is governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Deci et al., 1999). Therefore, the definition and concept of motivation in this research paper is the definition of Zorlu (2009) as discussed above.

2.1.2 Theories of Motivation

Theories of Motivation that are directly to the study are reviewed here under

2.1.2.1. Theory X and Theory Y of McGregor (1960)

McGregor (1960) postulates Theory X and Theory Y based on extreme assumptions about people and work. Theory X assumes that average employees dislike work, and that the only way to maintain or increase productivity is to simplify the operational process, supervise the employees closely, and motivate them in short term through financial incentive schemes. Theory Y assumes that average employee's desire self-direction and self-control, seek and accept responsibility, enjoy physical and mental effort, and have the potential to be self-motivating.

2.1.2.2. Expectancy theories of Vroom (1964) and Lawler (1973)

The expectancy theories of Vroom (1964) and Lawler (1973) are regarded by Maloney (1986) people chooses how to behave from among alternative courses of action, based on their expectation what there is to gain from each action. It is as approach to analyzing the three important variables (performance outcome expectancy, Valence and Effort performance expectancy).

2.1.2.3 Theory Z of Ouchi(1981)

According to Theory Z of Ouchi(1981) as quoted in Maslow (1954), the key factors to managerial success are technology and a holistic way of managing employees by a strong company philosophy, a distinct corporate culture, long-term staff development, staff- participation in decision-making, and modification or improvement of worker behavior.

2.1.2.4 Reinforcement Theory of B.F Skinner's

Reinforcement theory which is associated with the psychologist B.F Skinner, shows how the consequences of past behavior affects future actions in a cyclical learning process (Stephen et al,1986)

2.1.2.5. Herzberg's Two Factor Theory

In 1959 Herzberg and his co-workers had performed an in depth analysis of sources of satisfaction and dissatisfaction among 200 engineers and accountants in the Pittsburgh area. A conventional approach to the problem would call for the experimenter to measure over-all job satisfaction on a scale, and then relate these scores to various factors making up or surrounding the individuals' jobs. Herzberg chose a somewhat different "semi- structured" interview approach, in which he and his co-workers asked a few general questions and then pursued items as they saw fit, without attempting to force the responses into any preconceived scalar format(Behling,et al,1968).

Stephen et al, (1986) elaborated that Herzberg asked the respondents to identify any “critical incidents” which had led to satisfaction or dissatisfaction on the job. If the first incident recalled concerned a satisfying experience, the respondent was then asked to recall one which had led to dissatisfaction. If the first incident had been dissatisfying he was asked to recall a satisfying one. All of the incidents (a number of the interviewees came up with three or four during the course of the interview) were discussed and the respondents were asked to rate how strongly their feelings toward their jobs had been affected by each one. The various ideas which appeared in the transcripts of the interviews were then subjected to a post hoc classification, from which 14 factors emerged:

1. Recognition
2. Advancement
3. Possibility of growth
4. Advancement
5. Salary
6. Interpersonal relations
7. Supervision-technical
8. Responsibility
9. Company policy and administration
10. Working conditions
11. Work itself
12. Factors in personal life Status
13. Job security
14. status

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

According to Herzberg (1967) as quoted in Christian (2000), intrinsic elements of the job are related to the actual content of work, such as engagement, recognition, achievement and responsibility respect and fairness. These were referred to as 'motivational' factors and are significant elements in job

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

According to Plunkett and A t o n e r , (1986) as cited in Okeola (2009) hygiene factors are the primary causes of unhappiness on the job. They are extrinsic to the job that is, they do not related directly to a person's work, to its real nature. These are part of a job's environment it is context, not its content. When an employer fails to provide these factors in sufficient quality to its employees, job dissatisfaction will be the result. When they are provided in sufficient quality, they will not necessarily act as Motivators-stimuli for growth and greater effort. They will only lead to workers to experience no job dissatisfaction. The factors include:

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

Motivational (intrinsic) factors are the primary causes of job satisfaction. They are intrinsic to the job because they related directly to the real nature (job content) of the work people perform when an employer fails to provide these factors in sufficient quality to employees; they will experience no job satisfaction. When they provide in sufficient quality, they affect and provide job satisfaction and high performance. People require different kinds and degree of motivational factors. What will be stimulating to one may not be to another.to individual who desires them,

motivation factors with the right amount of quality act as stimuli for psychological and personal growth. These factors include (Herzberg, 1959).

- Achievement: - opportunity for accomplishment and for contributing something of value when presented with challenge.
- Recognition:-Acknowledgement that contributions have been worth the effort and that the effort has been noted and appreciated
- Responsibility:-actuation of new duties and responsibilities, either through the expansion of work or by delegation.
- Advancement:-opportunity to improve one's organizational positions a result of job performance.
- The work itself: - opportunity for self-expression, personal satisfaction, and challenge.
- Possibility of growth:-opportunity to increase knowledge and develop through job experience.

2.1.2.6 Equity Theory

Robins and Coulter (2006), elaborated that employees perceive what they get from a job situation (outcome) in relation to what they put into it (inputs) and then compare their inputs-outcomes ratios with inputs-outcome of relevant others. If an employee perceives his/her ratio to be equal to those of relevant others, a state of equity exists. In other words, he/she perceives that his/her situation is fair-that justice prevails. However, if the ratio is unequal, inequity exists and he/she views his/herself as under rewarded or over rewarded. Whenever employees perceive inequity they will act to correct the situation. The result might be higher or lower productivity, improved or reduced quality of output, increased absenteeism, or voluntary resignation. Moreover, Plunkett and Atoner (1986), asserts that people are influenced in their behavior choices by the relative rewards they receive or are going to receive. This theory is based on the assumption that people are motivated by a desire to be equitably treated at work.

According to Christian (2000), inequity has both structural and specific components. Structural inequity refers to a belief by workers that a general discrepancy exists between the amount of effort they commit to their work and the rewards offered by the organization. By contrast, specific inequity refers to situations where employers reward specific workers on the basis of criteria unrelated to employee performance and productivity. Some of the particularistic criteria include blood relationship, friendship or gossip.

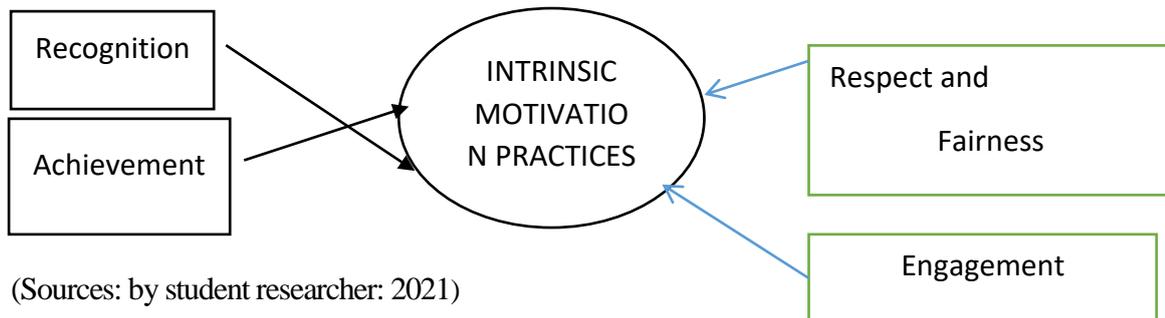
2.2 Empirical Review

According to Chew and chain (2008) as cited in Kobra (2014) in a research studding the impact of human resource practices and staff organizational commitment found that human resources management practices (attracting and recruiting , training, job opportunity development) are opportunities for staff organizational commitment and service reward and compensation had a positive relationship with organizational commitment. Wright and Kehoe, (2007) in a study human resource management practice and staff organizational commitment showed that human resource practice (reward, service compensation, promotion policies, job opportunities) had a positive and meaningful relationship with staff organizational commitment.

According to Herzberg’s two-factor theory (Herzberg et al., 1967), there are two distinct sets of factors for job satisfaction and job performance in organizations. One set, labeled “satisfiers” or “motivators”, results in satisfaction when adequately Business student satisfaction fulfilled. The other set, labeled as “dissatisfies” or “hygiene factors”, causes dissatisfaction when deficient. The motivators are typically intrinsic factors: they are part of job content and are largely administered by the employee or (in this case) the Student. The hygiene factors are extrinsic factors and are under the control of the Supervisor or someone other than the employee or student. The important point here is that Herzberg’s theory did not define satisfaction and dissatisfaction as being at opposite ends of the same continuum. The opposite of satisfaction is not dissatisfaction, but no satisfaction. The opposite of dissatisfaction is not satisfaction, but no dissatisfaction. The extrinsic factors affect job satisfaction and if not adequately fulfilled can cause dissatisfaction, even if the motivating factors themselves are addressed satisfactorily. In applying Herzberg’s theory to this study, faculty performance and classes are directly related to the outcome from a college experience and may be considered motivators or satisfiers (e.g. growth and achievement). On the other hand, the performance of advising staff may be considered similar to hygiene factors or dissatisfies that may cause dissatisfaction but not satisfaction (i.e. an environmental factor). While the absence of good advising staff performance may lead to dissatisfaction, its presence may not lead to satisfaction, since students may not see it as directly related to the expected outcomes from a college experience, and usually faculty provides similar academic/career advising. For example, fair and equable rules and policies are expected at a higher educational institution. It is only in the absence of respect and fairness that the student experiences dissatisfaction. Muogbo (2013), said that in his study „The impact of employee motivation on organizational performance of selected firms in Nigeria“ showed that the existence of relationships between motivation and organizational performance. The study exposes those intrinsic motivators given significant influence on the workers performance.

2.3 Conceptual Framework of the Study

The proposed conceptual framework was presented in figure as below, the frame is developed based on the research objectives and reviewed literature'



(Sources: by student researcher: 2021)

Figure 1: Conceptual Framework.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This section focuses on the research methodology which integrates the various techniques that are used to achieve the research objectives. It takes into account issues such as the research design,

Research strategy, research population, sample size, sampling technique, data collection procedure, and finally data analysis

3.1 Research Design

According to Burns and Bush (2002), the research design is defined as, a set of advance decisions that make up the master plan specifying the methods and\ procedures for collecting and analyzing the need and requires information. The Research designs was descriptive research which lays the foundation for a research project since research designs influence the subsequent research activities including the type of data to collect, methods and procedures for data collection as well as the plan for the data analysis (Malhotra, 2007). According to Malhotra (2007), descriptive research design can be used to determine the degree to which dependent and independent variables are associated. This study focuses on describe the relationship between reward fairness, Training, job characteristics, and leadership style toward employee loyalty. The researcher used quantitative research method.

3.2 Research approach

There are three main research approaches which social science research including business studies will conduct. These are qualitative (interpretive), quantitative (positivist) research approaches and mixed research approaches (Tashakkori&Teddlie, 1998). The researcher used quantitative research approach.

3.2.1 Quantitative Research

Saunders (2007) Defines a quantitative research strategy as explaining phenomena by collecting numerical data which are analyzed by using mathematically based methods. The objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships. The researcher used quantitative research approach.

3.3. Data Sources

According to Ghauri and Gronhaug (2005), two types of data sources available for a study include primary and secondary data sources. In line with the research design employed for the current study, the researcher used primary data sources for the study.

3.3.1. Primary Sources of Data

Primary data sources when someone refers to "primary data" they are referring to data collected by the researcher himself/herself. This is data has never been gathered before, whether in a particular way, or at a certain period of time. Researchers gather this type of data by using questionnaire.

3.4. Research Population

Saunders (2007) defines the research population as the full set of cases from which the sample is taken. In line it also states that a population is a group of people who are subject to a piece of research. The population for this study was employee working in Sur construction. The total population involve to the total number of units of phenomenon exist in the area of study that was undergo investigation is 373.

3.4.1 The Target Population

The target population was from the employee and managers whom target population for this study. The researcher select the sample of 193 employees were conducting to the research.

3.4.2 Sample Size and Technique

Sampling techniques according to Saunders (2007), provide a variety of different methods that allow the researcher to lessen the total quantity of data desire and collect by taking into account only data from a sub-group rather than all possible cases. Depending on the confidence level that researchers choose, the interval margins of error and respective range also change. The most used confidence intervals in the social science study literature are the 95%. The narrower the margins of an interval are, the higher was the estimate accuracy. The 95% confidence interval is traditionally the most used interval in the literature and this relates to the generally accepted level of statistical significance $P < 0.05$ (Kothari, 2004). The researcher will determine the sample size with the use of Yamane (1967) formula to calculate sample sizes.

Based on (Yamane, 1967) formula the sample size for this study would be 193.014 which are approximately 193.

$$n = \frac{373}{1+373(0.05^2)}$$

Therefore, for each cluster the sample size was determined based on proportional sampling principle

$$Cn = \frac{X}{N} * n$$

Where; Cn is sample size, X is total population of the cluster and N is the whole population of the study project.

$$Cn = \frac{277}{373} * 193$$

From the above equation, the sample size was 193 out of the total population of 373 in Sur construction. The study was applied simple sampling techniques. According to Kothari (2004), probability sampling was also known as ‘random sampling’ or ‘chance sampling’. Under this sampling design, every items of the universe have an equal chance of inclusion in the sample.

3.5. Data Collection tool

Questionnaires were used as a study tool for data collection. Two different sets of structured questionnaires were used for the study including open and close end questionnaires. The use of open and close-end questionnaires ensures that quantitative data can be capturing (Vitale et al., 2008). Data was collected using primary data collection instruments such as questionnaire. The researcher would be applied one of probability sampling technique was simple random sampling technique for the sample collection. The study employed questionnaires to gather relevant data from Sur construction give the respond from 193 questioner 373 employees in the Sur construction. The researcher used the structured questionnaires as the data collection instrument. The questionnaire was made up of five sections. The questionnaires are made up of two (2) sections. The first section deal with the demographic characteristics of the respondents, section two paid particular attention to describe the accesment of intrinsic motivation in Sur construction such as employee recognition, employee engagement, opportunity for achievement, and respect as fairness.

3.6. Data Analysis Technique

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. According to Shamoo and Resnik

(2003), various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data. Data analysis is a process of inspecting, cleansing, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains. After Data obtain from the questionnaires the researcher was firstly analyzed in Microsoft Excel and later in the SPSS software. Microsoft Excel allows create various tables and an overview of collected data for descriptive purpose.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The data collected from the employees of SUR Construction PLC using questionnaires are presented and analyzed thoroughly in this chapter. In this chapter, data was presented and analyzed by using descriptive statistics. In this case, the researcher used tables, bar charts, and other forms of graphical illustrations used for presentation. Once the validity of the data gathered, and determined the structural paths in the research model by using a tool such as Statistical Package for the Social Sciences (SPSS) and P-values less than or equal to 0.05 are considered significant. All data analyses are performed using IBM SPSS version 20.

4.1. Response Rate

Table 1: Response Rate of Distributed Questionnaire

Category	Frequency	Percentage
Questionnaire not returned	20	10.36
Questionnaire returned	173	89.64
Total	193	100

(Source: Survey Result, 2020)

Table 1 indicates that 193 questionnaire were administered of which 173 were returned. The overall response rate was 89.64% and not returned rate was 10.36%. The overall response rate was believed to be sufficient to proceed with the data analysis.

4.2. Demographic Profile of Respondents

After the research was carried out in Sur construction, questionnaires were handed and collected correctly. The characteristics of respondents which formed the basis of the analysis of this study are gender, and marital status, education level, income level, and position age of respondents

4.2. 1Gender:

Table 2: Gender of Respondents

Gender	Frequency	Percent
Male	136	78.6
Female	37	21.4
Total	173	100

(Source: Survey Result, 2020)

As shown in the above table 2 the majority of the respondents were male, which consists of 136 persons (78.6%), whereas the female consists of 37 persons (21.4%) out of the 173 respondents.

4.2.2 Marital status

Table 3: Marital Status of the Respondents

Marital status	Frequency	Percent
Single	58	33.5
Madrid	99	57.2
Divo	16	9.3
Total	173	100

(Source: Survey Result, 2020)

Based on the above table 3 given, the marital status of the respondent was allocated as follows: the majority of respondent would cover that the marital status group under married accounted for the highest with respondents 99 (57.2%), followed by the single68 (33.5%) and the least one is divorce accounted 16(9.3%) out of 173(100%) respondent.

4.2.3. Age

Table 4: Age of Respondents

Age	Frequency	Percent
20-30	43	27.5
31-40	89	51.2
41-50	29	15
Above 50	12	6.2
Total	173	100

(Source: Survey Result, 2020)

As shown above table 4 given, the age of the respondent was allocated as follow: researcher could realize that the age group from 31-40 years old accounted for the most with respondents (51.2%), followed by the group 20-30 27.5%, from 41-50 accounted 15.2% and the least one is above 50% that were accounted 6.2% out of 173 respondents.

4.2.4. Educational level

Table 5: Educational Level of Respondents

Educational level	Frequency	Percent
Diploma	15	13.5
Degree	126	72.8
Master	32	17.3
Total	173	100

(Source: Survey Result, 2020)

AS shown above table 5 given, the educational level was allocated as follow: the majority of respondents hold degree with 126 respondents (69.2%), master's degree 32 respondents (17.3%), and diploma 15 respondents (13.5%) out of 173(100%) respondent.

4.2.5. Position

Table 6: Position of Respondents

Position	Frequency	Percent
Staff	30	21.6
Lower	58	31.4
Middle	66	35.7
Top	19	11.4
Total	173	100

(Source: Survey Result, 2020)

AS shown above table 6 given, In terms of position, 66 of the 173 respondents representing 35.7% of the employee had a middle level with the majority of them to give respond and next highest number is lower than accounts 58 the respondents representing was 31.4% the rest is the staff and top-level accounted 30, and 19 respondents representing 421.6%, 11.4%% respectively.

4.3. Descriptive Analysis of Intrinsic Motivation Factors

The importance of various variables engaged in forming the various construct, mainly four in numbers such as employee recognition, respect, employee engagement, and opportunity for achievement were analyzed and presented in the table below. The tables present the means, frequency and percentage. The mean value of the variables ranged from the lowest 2.36 to the highest of 3.77.

4.3.1 Recognition for Performance

Table 7: Recognition for Job Performance

Scale	Scale Description	Frequency	Percent age	Mean Scale
1	Strongly Disagree	36	23.8	2.60
2	Disagree	44	28.0	
3	Indifferent	39	20.2	
4	Agree	39	20.2	
5	Strongly Agree	15	7.8	
Total		173	100.00	

(Source: Survey Result, 2020)

Table 7 presented respondents response of recognition for current performance. From table 4.6 44 (28%) and 36 (23%) of respondents disagreed and strongly disagreed about their satisfaction for their current performance recognition respectively.

4.3.2 Respect and Fairness

Table 8: Respect and Fairness

Scale	Scale Description	Frequency	Percentage	Mean Scale
1.	Strongly Disagree	39	25.4	2.36
2.	Disagree	80	46.6	
3.	Indifferent	5	2.6	
4.	Agree	33	17.1	
5.	Strongly Agree	16	8.3	
Total		173	100	

(Source: Survey Result, 2020)

According to table 8:80 (46%) and 39 (25%) of respondents were disagreed and strongly disagreed on respect and fairness of current job with a mean scale of 2.6, i.e. near to disagreed. Whereas 33 (17%) and 16 (8%) of the respondents were answered as agreed and strongly-agreed on respect and fairness of current job performance. The remaining 5 (2%) were indifferent about recognition and fairness for current job performance.

4.3.3 Opportunity for Achievement

Table 9: Response Rate Regarding Achievement

Scale	Scale Description	Frequency	Percentage	Mean Scale
1.	Strongly Disagree	94	53.9	2.77
2.	Disagree	20	10.4	
3.	Indifferent	17	8.8	
4.	Agree	10	5.2	
5.	Strongly Agree	32	21.8	
Total		173	100.00	

(Source: Survey Result, 2020)

As can be seen in table above, most of the employees were satisfied with opportunity for achievement. About 94 (54%) of the respondents strongly disagreed, in addition about 20(10.4%) of the respondents were dis agreed with the satisfaction of opportunity for achievement. Whereas, about 10(5.2%) and 32 (21.8%) of the respondents were agreed and strongly agreed on which their job provides them with opportunity for achievement while 17 (8%) of the respondents were indifferent. To sum up, the mean of the distribution of responses was found to be 2.7, which was near to disagree', indicating that frequency of responses concentrated around disagreement on satisfaction with opportunity for achievement.

4.3.4 Employee's Engagement in Work

Table 10: Response Regarding Engagement

Scale	Scale Description	Frequency	Percentage	Mean Scale
1.	Strongly Disagree	12	8.2	3.75
2.	Disagree	16	8.3	
3.	Indifferent	24	12.4	
4.	Agree	87	50.3	
5.	Strongly Agree	34	22.8	
Total		173	100.00	

(Source: Survey Result, 2020)

Table 10: shows as about 87 (50%) of the employees agreed on their engagement in work related matter work. In addition, about 34 (23%) strongly agreed on their work engagement. While, 16 (8%) and 12 (8%) of the respondents were disagreed and strongly disagreed for their engagement and satisfaction on work engagement. The rest of the employees which constitute 24 (12%) of the respondents were indifferent on the issue. Moreover, the mean of the distribution of responses was about 3.7 which were nearest to the value of Agree. Therefore, the majority of employees showed their satisfaction on employees' engagement on their jobs.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF FINDINGS

Based on the data presented and analyzed in chapter four of the study

The study result shows that, the level of satisfaction of staff with regarded to the current motivational packages was not satisfactory. This demonstrates that employees' have not been satisfied with the current motivational packages provided by Sur construction plc.

5.2. CONCLUSIONS

Based on the analysis the following major conclusions were drawn:

1. Employee engagement is a property of the relationship between an organization and its employees. An “engaged employee” is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization’s reputation and interests. The finding of the study generally indicated that employees engagement is relatively good in the company
2. Making the staff know their hard work is being recognized by the management can help motivate the company’s most valuable asset and happy employees are more productive. Being recognized gives your staff the feeling of job mastery and those they are a great fit for their role and for the company. However, the practice of recognition in the company would not get focus, these lead the employee dissatisfaction
3. Achievement motivation means that when it comes to how you’re evaluated and perceived by others, you want people to notice your achievements. You actively seek a sense of accomplishment that you can attribute to your personal effort and hard work, and peer recognition means a lot to you. However the result shows that employees are dissatisfied and unhappy in their work area.
4. Respect is the foundation of any positive and healthy workplace. It’s the support beam

Of every team, holding people up at eye-level with each other. Respect in the workplace is recognizing that you, your employees and co-workers all have individual opinions, rights, values, beliefs, experience and competence. But the study shows that employees are dissatisfied due to lack of respect and fairness

5.3. RECOMMENDATIONS

Based on the conclusions drawn the following recommendations are made for management considerations which are necessary for the betterment of the working conditions of SUR Construction PLC.

1. Employee engagement is a positive work attitude. Therefore, the manager should create a culture conducive to develop and nurture engagement so as to elevate the level of ownership, and to further the organization interest as a whole.
2. Management should be intentionally observing employee performance and looking for opportunities to recognize outstanding work achievement behavior.
3. The findings showed that dissatisfactions were already found within the construction and need further development by management. Specifically, management should be developed towards healthy worker attitudes, administering praise, and building respect and fairness for the satisfaction of self-fulfilled needs.
4. Management's ability to implement a method of motivation to avoid the actual cause of demotivation should be developed. This could be done through continuous skill and professional development either in-house by appraise the employee achievement in the company
5. Employees should properly know the goal and values of the company and strive to achieve them. Moreover, they should engage themselves in activities which are important for the development and growth of the company.

5.3 Future Research

The intrinsic motivation factors that are internal driver of work performance are many. In these study only four factors namely recognition, achievement, engagement and respect and fairness have been considered as a focus of the study. It is, therefore, suggested that other researchers undertake a research based on other motivational factors.

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APPENDIX
ST. MARY UNIVERSITY SCHOOL OF GRADUATE STUDIES
QUESTIONNAIRE

Dear Respondents,

This questionnaire is designed to gather data on” **ASSESSING THE PRACTICES OF INTRINSIC MOTIVATION AT SUR CONSTRUCTION PLC**”. The purpose of the study is to fulfill a thesis requirement for the Masters of Business Administration (MBA) at St. Mary University. Your highly valued responses for the questions are extremely vital for successful completion of my thesis. The information that you provide will be used only for the purpose of the study and will be kept strictly confidential. You do not need to write your name. I appreciate your cooperation for devoting your valuable time for my request.

Address

Name of student DESTA ABEBAW

Tel. +251911445304

Email destaabebaw@gmail.com

General Instruction

1. Please answer all questions.
2. These questions are open and closed ended, so please insert (√) for close ended.
3. All information given will remain confidential, No name is required but for the case of the case of analysis pleas indicate your personal details as presented in questioners.

Part One: General Information

Please tick (✓) in one of the following boxes below

1: Gender:

1. Sex Male----- Female-----.
2. Age groups below 20 -----from 20-----30 from 31-----40 from 41-----50 above 50 years-----.
3. Marital status, Married----- single-----.
4. Education-, TVT or Diploma----- Degree----- Master----- PHD-----.
5. Monthly income, below 2000----- from 2001-----4000 from 4001-----6000 from 6000 -----10000 above 10000-----.
6. Position of staff, Top level Manger----- Middle level manger-----Lower level Staff----

Part 2: opinion survey on the overall views of intrinsic motivation

Instruction: please select and mark (/) only one of the numbers which is best reflects your opinion on the statement. Please indicate your level of agreement with each of the following statements response range as:

1-strongly disagree, 2-disagree, 3- neutral, 4-agree, and 5-strongly agree.

Recognition	1=Strongly Disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly Agree
I get praise regularly ,while I complete duties successfully					
I get positive feedback from my manager ,while I complete the job					
I am happy and satisfied on credit I get					
I have got recognition from manager					

Engagement	1 =Strongly disagree	2 = Disagree	3 = Neutral	4= Agree	5 = Strongly agree
I am satisfied with my job and am committed to the company					
I have a strictly business relationship with my line manager					
I am friendly with my team and I enjoy my work					
I feel 'emotionally attached' to this organization.					
This organization has a great deal of personal meaning For me.					
I feel a strong sense of belonging to my company.					

Achievement	1 =Strongly disagree	2 = disagree	3 = Neutral	4= Agree	5 = strongly agree
I am satisfied with the type of work I perform, since it provides me opportunity for achievement.					
The strategy of Sur construction plc.is support us to do something better or more efficient than it has been done before					
I have opportunity of getting achievement training that meets me with successes.					
We have technology advancement, which support us getting a high achievement					

Respect and fairness	1=Strongly Disagree	2=Disagree	3=Neutral	4=Agree	5=Strongly agree
Management of the company treats all employees equally.					
Employees expected to do too much work for small pay					
The relatives of owners and managers receive higher salaries and Faster promotions.					
Gossipers get favorers from owners and managers.					
Other organizations pay more than I earn for the same type of job.					