



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

THE IMPACT OF INTRINSIC AND EXTRINSIC FACTORS OF
MOTIVATION ON ORGANIZATIONAL COMMITMENT
THE CASE OF MODERN BUILDING INDUSTRIES PLC

BY
SOFANIT TSEGAYE

JUNE 2017
ADDIS ABABA

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ABSTRACT

The study conducted on the impact of intrinsic and extrinsic motivation on organization commitment. To address the research objective and effectively describe the findings from the respondents the researcher used Explanatory (cause-and-effect relationships) research design. The quantitative and qualitative research approach used through primary and secondary data collected from 126 respondents. Both survey questionnaires and semi structured interview were used. The study applied Stratified sampling technique, which is dividing the population into strata, like Management and Non Management (contract and permanent) employees. The data gathered through questionnaire were analyzed using both descriptive (frequency and percentage) and inferential statistics (correlation coefficient and multiple regression). The findings of the study depict that from the extrinsic motivation, Salary (Money) is the major factor that the employees were disagreed and the reason for leaving the organization. For the relationships between motivation factors and organizational commitment, intrinsic and extrinsic motivation are strongly relates to affective and continuance organization commitment and weak relations with normative organizational commitment.

In order to reduce those problems the researcher suggested that the company should provide improved salary scale, rotate workers within the department in order to have Variety of skills and facilitate new reward systems to encourage workers.

Key words: *Motivation, intrinsic motivation, extrinsic motivation and organizational commitment*

CHAPTER ONE

INTRODUCTION

Motivation is an encourage people to do work, individually or in groups in order to fulfill organizational goals and objective. Employee Motivation is significance for any business to increase the capacity and achieve company's commitment. Motivation objective can be intrinsic or extrinsic, intrinsic motivation is related to doing something inherent for fun or enjoyment, but extrinsic motivation is related to doing something for economic outcome.

1.1 Background of the study

For any business, motivating employees is an important factor, because it derives the inner force that creates the difference between failure and success. Motivation is the methodology that leads to a win-win situation between the organization and the employees. Motivation is to inspire people to work, individually or in groups in the ways such as to produce best results. It is the will to act. It is the willingness to exert high levels of effort towards organizational goals, conditioned by the efforts and ability to satisfy some individual need (Kreitner, 1995).

Intrinsic motivation is employees' desire more from their jobs. Pleasant work environment, mutual respect atmosphere, possibility experiencing accomplishment and self-respect, adequate leisure and low stress seems more desirable. Therefore, intrinsically motivated employees are motivated to share their knowledge because other employees will also exchange their knowledge and this will create the desirable criteria of work environment. This will speed the learning process inside the organization and maintain competitive advantage. (Natalia Marti'n Cruz et al, 2009).

Extrinsic motivation is considered as the set of monetary rewards, direct and indirect that individual receives in exchange for their job. Employees are extrinsically motivated if they are able to satisfy their need that is money. These rewards may provide temporary incentives for knowledge sharing but still not a fundamental force in forming employees' knowledge-sharing behavior.

Organizational commitment is an important part of an employee's psychological state because employees who experience high organizational commitment are theorized to engage in much

behavior, such as citizenship activities and high job performance that are believed to be beneficial to the organization.

According to Becker's theory, the relationship between employee and organization are based on the "contract" of economic exchange behavior stating that committed employees are committed because they have hidden investments, "side-bets," they have made by remaining in a given organization. The second period of organizational commitment was advanced by Porter et al. (1974) with the assertion that organizational commitment is the psychological attachment one had to the organization rather than the side-bets. The latter two approaches, O'Reilly & Chatman (1986) and Meyer & Allen (1990), belong to the multidimensional era, and are rooted in earlier approaches. For both approaches, organizational commitment is a psychological attachment felt by an employee for the organization and may be predicted by three independent factors. As has been mentioned earlier, Meyer & Allen (1991) developed their three component model of organizational commitment (composed of affective, normative and continuance dimension).

Allen and Meyer (1990) theorized that, employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so. They posited that an employee simultaneously experiences commitments to the organization that are based on emotional attachment (affective commitment), a feeling of obligation to the organization (normative commitment) and perceptions that the costs of leaving the organization (continuance commitment).

The main purpose of this paper analyzed how Modern Building Industries PLC was managed their workers, and what the workers feel about their jobs as well as their organization. Specially, the study conducted the impact of intrinsic and extrinsic factors of motivation on organization commitment in MBI.

1.1.1 Background of the organization

Modern Building Industries Pvt. Ltd. Co. (MBI), a member of the MIDROC Technology Group, was established in 1995 and is engaged in the production and marketing of different types of paints, non metallic filler materials, concrete blocks and tiles, plastic floor tiles and glue products. The company has four Operation Units: Filler Factory Operation, Paint Factory Operation, Plastic Tiles Factory Operation and Concrete Blocks & Tiles Factory; and eight service units; all of which are

managed by qualified managers endowed with rich experience, and geared up for company future growth.

Presently, MBI has three production centers, one in Akaki - Paints, Plastic Floor Tiles, and Concrete Tiles & Blocks Factories; another in Awash, where the Fillers Factory is located, and the third one in Addis Ababa, Shola, where the Hydraform Blocks and Floor Tiles Production Plant is operated.

Currently, MBI employs a total number of 393 employees, of whom 294 are permanent and 99 are contract employees.

1.2 Statement of the problem

Managers who've been able to motivate their employees successfully become aware how easy it is to achieve tasks when employees feel encouraged. However, there are many organizational and managerial practices that can reduce employee motivation. When employees never get any rewards or recognition for their work, they quickly start to feel inconvenience putting in the extra effort.

Previous studies on employee motivation mainly focused on the factors that contributed to it being attained. On the other hand, not much research on its impact of motivation factors on organization commitment was made. Great gaps that need to be filled with this study were considered the fact that employees who were associated to different experience cannot realize motivation from the same factors.

Modern Building Industry PLC is a large manufacturing company and has a large number of employees. From the human resource department there are high turnover and absenteeism as well communication problem between employees with supervisors and managers'. As compared to other manufacturing has companies the company's salary scale is lower.

The study conducted on the relationship between Motivation factors and organization commitment. There is a great challenge on the part of managers to determine how exactly they can attain maximum motivation for their employees and a very long way to improve on the organizational commitment.

1.3 Research Question

In order to assess the impact of motivation factors on organizational commitment, the study must answer the following questions:

1. What are the intrinsic factors that influence employee motivation at Modern Building Industries PLC?
2. What are the extrinsic factors that influence employee motivation at Modern Building Industries PLC?
3. Is there any relationship between employee motivation and organizational commitment?
4. What impact does employee motivation have on organization commitment at Modern Building Industries PLC?

1.4 Objective of the study

General Objective

The objective of this study is to understand the impact of Intrinsic and Extrinsic factors of Motivation on organization commitment.

Accordingly, this study has the following specific objectives:

- To identify the intrinsic factors that influence employee motivation at Modern Building Industries PLC
- To identify the extrinsic factors that influence employee motivation at Modern Building Industries PLC
- To determine the relationship between employee motivation and organizational commitment
- To investigate the impact that employee motivation have on organization commitment at Modern Building Industries PLC

1.5 Significance of the study

The study is indicated to assess employees' motivation in the organization. A good employee's motivation practice is essential to achieve organizational goals. In order to fulfill organizational commitment employees have a vital role. The finding of this study made a significant for understanding of employees' commitment to their employing organization.

The findings of this study would be important to various managers especially in Modern Building Industries PLC and would help them to understand employee behavior. The findings would also assist the leaders in any other organization at large that face the problem of understanding how to motivate their employees as well as to improve employees' productivity, organizational efficiencies, increase profitability, competitive advantages, decrease turnover and absenteeism.

1.6 Delimitation of the study

The study was carried only in Addis Ababa, Shola and Akaki production center. But not conducted at Awash production center due to its distance. It is better opportunity to get management levels, non management level and contract employees in factory. The study identified on the impact of intrinsic and extrinsic motivation factors on organizational commitment. Equity theory which is employees compare their own input/output ratios depend on their comparison with the input/outcome ratios of other staff at the same work place or outside the organization not considered.

1.7 Limitation of the study

The major limitation of this study was failure to address all employees who are working at a location of Awash due to its distance. Although the researcher managed to have a great group of participation who were willing to fill the questionnaire, there were some employees who would not volunteer to be part of the study for unknown reasons. Unfortunately non returned questionnaires were a limitation for this study.

1.8 Definition of key terms

Work Motivation – is the steering of human activity towards a desired objective by means of motives generated internally in a person or in his or her environment, on the basis of his or her needs.

Intrinsic Motivation – refers to a desire to work primarily because the work itself is interesting, challenging and satisfying to the person.

Extrinsic Motivation – occurs when an employee performs an activity with the intention of attaining some separable consequence, such as receiving an award, avoiding guilt, or gaining approval.

Organizational Commitment – is a psychological state that characterizes the employee's relationship with the organization and has implications for the decision to continue or discontinue membership in the organization.

Affective commitment – defined as the employee's emotional attachment to identification with and involvement in the organization.

Continuance commitment – is related to costs caused from employees leaving the organization.

Normative commitment – employees who remain out of obligation also tend to outperform those who feel no such obligation, but the effect on performance is not as strong as that observed for desire.

1.9 Organization of the Study

The Study organizes and sub divide into several general parts. The first part is an Introduction which contains the essential information about theoretical details of the paper, major problems to be conduct and the significance of the topic of motivation. Finally, it would be stated the scope and limitations. The second part is Literature it is findings from previous research on motivation. This part contains author's theoretical analysis, briefly discusses and explains the variables.

The third part of this paper is Methodology. The research method and the ways of gathering information, collecting data and preparing the questionnaire are presents. The fourth part of the study shows the Result and Interpretation from the data that are analyzes. The result part was mainly focus on quantitative methodology and results which examine variables that are later explain. The Interpretation part was discussing qualitative results with an explanatory approach.

The last part of this paper was Conclusion, Summary and Recommendation of findings. After analyze the findings and interpret the results the end part is Conclusion and summary. Recommendation is an advice or suggestion which gives by researcher.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is the most important part of the dissertation work because it provides literacy evidences and facts to support the research problem. The literature review is mainly done through having deep insight into different literary sources such as scholarly articles and textbooks. In this context review theoretical studies by define motivation, employees' motivation, commitment and organization commitment. Review motivational theory, and its application in related studies. Intrinsic and extrinsic motivations are distinguish; dimension of organizational commitment and conceptual frame work for motivation factors and organizational commitment was presented.

2.2 Concepts of Motivation and Employee Motivation

Motivation is to inspire people to work, individually or in groups in the ways such as to produce best results. It is the will to act. It is the willingness to exert high levels of effort towards organizational goals, conditioned by the efforts and ability to satisfy some individual need (Kreitner, 1995).

Kreitner and Kinicki (1998) believe that motivation represents “those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed”. In human resource management, motivation refers to an individual desire to perform his/her job in the best way or to put his maximum effort to accomplish required duties (Ayub, 2010).

Motivation is one of the most important aspects in the business field (Bénabou and Tirole, 2003). It has always been a serious dilemma for top management. According to Clark (2003), motivational programs can increase the quality and quantity of performance in any organization if they were used properly, many gaps happen between current performance in the organization and the levels required to achieve business goals due to lack of motivation (Bénabou and Tirole, 2003).

Motivation is very important for employees and management at the same time, for employees, motivation is essential for individuals' activities, to address and realize their behavior, for

management, motivation has direct positive effects on performance and helps management to achieve organizational goals and objectives by more efficient ways (Maria, 2012).

Motivation is one of the most important factors affecting human behavior and performance. Managers must understand the factor that motivates employees with respect to the roles they perform (Hedeian, 1993).

To motivate others is the most important of management tasks. It comprises the abilities to communicate, to set an example, to challenge, to encourage, obtaining feedback, to involve, to delegate, to develop and train, to inform, to brief and to provide a just reward. To say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner (Higgins, 1994).

Employee Motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah et al, 2010).

Motivated employee will increase the capability of the organization to achieve its mission, goals and objectives. It will also engage all to build a strong organizational culture. Also, motivated employees will feel as having a strategic partnership with the organization and their commitments and loyalty will increase from day to day (Bénabou and Tirole, 2003).

According to Jonathan, Christine and Yvonne (2002), motivated people and their commitment are vital to the productivity of the work as they will perform with their full potential and with high quality and Michael and Crispen (2009) stated that having a motivated workforce provides the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity.

Jonathan, Christine and Yvonne (2002), identified that greater motivation will have a direct effect in improving productivity through greater effort and possibly innovation. They also stated that motivation leads to a productive with high performance employee who does the best at work, saves time and effort and also volunteers to do more than what is required. Such employee will be a great resource to the business and a great model to be followed by others.

Motivation objective can be intrinsic or extrinsic, which is considered as a major aspect to increase the level of employee's motivation. Employees have a different perception of rewards, some of them prefer to have intrinsic rewards and others prefer extrinsic rewards. According to the Fredrick Herzberg two-factor theory, couple of factors has been affect towards employees' satisfaction, and increase efficiency in their work. He found that, some of these factors increase the internal happiness (intrinsic motivation); the others increase the external happiness (extrinsic motivation). If some factors are missing, the possibility of employee's dissatisfaction will arise. In order to prevent this result, organizations need to have a deeper understanding of the motivation aspect to reach a perfect level of employees' satisfaction (Saleem, Mahmood, & Mahmood, 2010).

2.3 Review of Motivation Theories

Motivation theories can be distinguished between content and process motivation theories. Content theories focus on WHAT, while process theories focus on HOW human behavior is motivated. Content theories are the earliest theories of motivation. Within the work environment they have the greatest impact on management practice and policy, whilst within academic circles they are the least accepted. Content theories are also called needs theories: they try to identify what our needs are and relate motivation to the fulfilling of these needs. The content theories cannot entirely explain what motivate us. Process theories are concerned with "how" motivation occurs, and what kind of process can influence our motivation.

The main content/need theories are: Maslow's needs hierarchy (1943), Alderfer's ERG theory (1954), McClelland's achievement motivation (1960) and Herzberg's two-factor theory (1959).

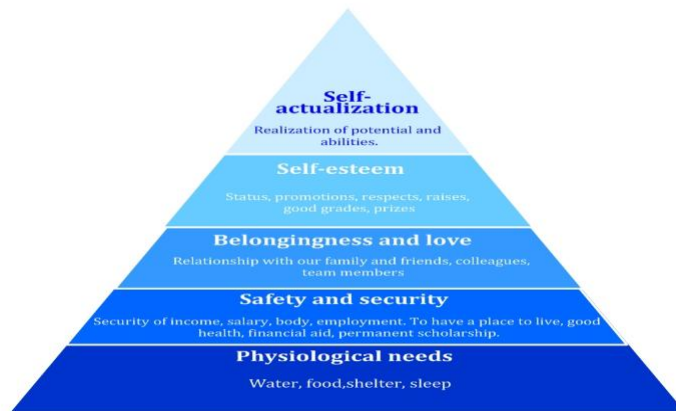
The main **process theories** are: Skinner's reinforcement theory, Victor Vroom's expectancy theory, Adam's equity theory and Locke's goal setting theory. The main **Contingency theory** is: Fiedler's contingency theory.

2.3.1 Maslow – hierarchy of needs

This is the earliest and most widely known theory of motivation, developed by Abraham Maslow (1943) in the 1940s and 1950s. This theory condenses needs into five basic categories and shown in the shape of a pyramid. Maslow ordered these needs in his hierarchy, beginning with the basic psychological needs and continuing through safety, belonging and love, esteem and self-actualization. In his theory, the lowest unsatisfied need becomes the dominant, or the most powerful

and significant need. The most dominant need activates an individual to act to fulfill it. Satisfied needs do not motivate. Individual pursues to seek a higher need when lower needs are fulfilled.

Figure 1. Maslow's Hierarchy of Needs



Source: Maslow's own figure

1. **Physiological needs (e.g. food, water, shelter, sleep)**

It includes the most basic needs for humans to survive, such as air, water and food. Maslow emphasized, our body and mind cannot function well if these requirements are not fulfilled. These physiological needs are the most dominant of all needs. So if someone is missing everything in his/her life, probably the major motivation would be to fulfill his/her physiological needs rather than any others. A person who is lacking food, safety, love (also sex) and esteem, would most probably hunger for food (and also for money, salary to buy food) than for anything else.

2. **Safety and security (secure source of income, a place to live, health and well-being)**

If the physiological needs are relatively well contented, new needs will appear, the so called safety needs. Safety needs refer to a person's desire for security or protection. Basically everything looks less important than safety and protection (the physiological needs even sometimes). The healthy and fortunate adults in our culture are largely satisfied in their safety needs. The peaceful, sure, safety and unwavering society makes us feel in safety enough from criminal assaults, murder, unbelievable natural catastrophes, and so on. In that case people no longer have any safety needs as first-line motivators.

Safety and security needs include: Personal security; Financial security; Health and well-being; Safety mesh against accidents, illnesses and their adverse impacts.

3. Belongingness and love (integration into social groups, feel part of a community or a group; affectionate relationships)

If both the physiological and the safety needs are fulfilled, the affection, love and belongingness needs come into prominence. Maslow claimed people need to belong and accepted among their social groups. Group size does not mean anything: social groups can be large or small. People need to love and be loved – both sexually and non-sexually – by others. Depending on the power and pressure of the peer group, this need for belonging may overbear the physiological and security needs.

Love needs involve giving and receiving affections (love is not synonymous with sex – sex is a physiological need). When they are unsatisfied, a person will immediately eliminate the lack of friends, peers and partner. Many people suffer from social nervousness, loneliness, social isolation and also clinical depression because of the lack of this love or belongingness factor.

4. Esteem (respect for a person as a useful, honorable human being)

In our society most people long for a stable and high valuation of themselves, for the esteem of others and for self-respect or self-esteem.

Esteem means being valued, respected and appreciated by others. Humans need to feel to be valued, such as being useful and necessary in the world. People with low self-esteem often need respect from others. Maslow divided two types of esteem needs: a ‘lower’ version and a ‘higher’ version. The ‘lower’ version of esteem is the need for respect from others: for example attention, prestige, status and loving their opinion. The ‘higher’ version is the need for self-respect: for example, the person may need independence, and freedom or self-confidence.

5. Self-actualization (individual’s desire to grow and develop to his or her fullest potential) ‘What humans can be, they must be.’ (Maslow, 1954)

Self-actualization reflects an individual’s desire to grow and develop to his/her fullest potential. People like opportunities, choosing his/her own versions, challenging positions or creative tasks. Maslow described this level as the ‘need to accomplish everything that one can, to become the most that one can be’. Maslow believed that people must overcome their other needs – described above -, not only achieve them. At this level, individual differences are the largest.

As each level is adequately satisfied, we are then motivated to satisfy the next level in the hierarchy, always new and higher needs are coming. This is what we mean, when the basic human needs are drawn like a pyramid, a hierarchy. Life experiences, including divorce and loss of job, may cause an individual to fluctuate between levels of the hierarchy.

2.3.2 Alderfer – ERG theory: Existence needs, relatedness needs and growth needs

Alderfer distinguished three steps or classes of needs: existence, relatedness and growth. Maslow's physiological and safety needs belong together to existence needs. Relatedness can be harmonized to belongingness and esteem of others. Growth is the same as Maslow's self-esteem plus self-actualization. Both Maslow and Alderfer tried to describe how these needs, these stages of needs become more or less important to individuals.

- *Existence needs*: These include needs for basic material necessities. In short, it includes an individual's physiological and physical safety needs.
- *Relatedness needs*: Individuals need significant relationships (be with family, peers or superiors), love and belongingness, they strive toward reaching public fame and recognition. This class of needs contain Maslow's social needs and external component of esteem needs.
- *Growth needs*: Need for self-development, personal growth and advancement form together this class of need. This class of needs contain Maslow's self-actualization needs and intrinsic component of esteem needs.

Alderfer agreed with Maslow that unsatisfied needs motivate individuals. Alderfer also agreed that individuals generally move up the hierarchy in satisfying their needs; that is, they satisfy lower-order before higher-order needs. As lower order needs are satisfied, they become less important, but Alderfer also said: as higher-order needs are satisfied they become more important. And it is also said that under some circumstances individuals might return to lower need. Alderfer thought that individuals multiply the efforts invested in a lower category need when higher categorized needs are not consequent.

2.3.3 McClelland – Need for achievement, affiliation and power

In the early 1960s McClelland – built on Maslow's work – described three human motivators. McClelland claimed that humans acquire, learn their motivators over time that is the reason why this theory is sometimes called the 'Learned Needs Theory'. He affirms that we all have three

motivating drivers, and it does not depend on our gender or age. One of these drives or needs will be dominant in our behavior.

McClelland's theory differs from Maslow's and Alderfer's, which focus on satisfying existing needs rather than creating or developing needs.

This dominant motivator depends on our culture and life experiences, of course (but the three motivators are permanent). The three motivators are:

- **Achievement:** a need to accomplish and demonstrate competence or mastery
- **Affiliation:** a need for love, belonging and relatedness
- **Power:** a need for control over one's own work or the work of others.

Achievement motivation – a need to accomplish and demonstrate competence or mastery. It pertains to a person's need for significant success, mastering of skills, control or high standards. It is associated with a range of actions. Individuals seek achievement, attainment of challenging (and also realistic) goals, and advancement in the school or job.

Individuals with high need for achievement like to receive regular feedback on their progress and achievements; and often like to work alone; seek challenges and like high degree of independence.

Sources of high need for achievement can be: praise for success, goal setting skills, one's own competence and effort to achieve something, and it does not depend only on luck; of course positive feelings and also independence in childhood. McClelland said that training, teaching can increase an individual's need for achievement. For this reason, some have argued that need for achievement is not a need but a value.

Affiliation motivation – a need for love, belonging and relatedness. These people have a strong need for friendships and want to belong within a social group, need to be liked and held in popular regard. They are team players, and they may be less effective in leadership positions. High-need-for-affiliation persons have support from those with whom they have regular contact and mostly are involved in warm interpersonal relationships. After or during stressful situation individuals need much more affiliation. In these situations people come together and find security in one another. There are times when individuals want to be with others and at other times to be alone – affiliation motivation can become increased or decreased. Individuals do not like high risk or uncertainty.

Authority/power motivation – a need to control over one's own work or the work of others. These persons are authority motivated. There is a strong need to lead and to succeed in their ideas. It is also needed to increase personal status and prestige. This person would like to control and influence

others. McClelland studied male managers with high need for power and high need for affiliation and found that managers with a high need for power tended to run more productive departments in a sales organization than did managers with a high need for affiliation.

McClelland argues that strong need for achievement people can become the best leaders – as we wrote it above. But at the same time there can be a tendency to request too much of their employees, because they think that these people are also highly achievement-focused and results-driven, as they are. Think about your teachers and professors! I am sure they all want the best for you, they would like to develop you, but I do not think you feel the same every time. McClelland said that most people have and show a combination of these characteristics.

2.3.4 Herzberg – 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.

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 relate 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. Achievement
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
13. Status
14. Job security

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.

According to Herzberg (1967) as quoted in Ukaegbu (2000), intrinsic elements of the job are related to the actual content of work, such as recognition, achievement and responsibility. 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 Attner, (1986) hygiene factors are the primary causes of unhappiness on the job. They are extrinsic to the job- that is, they do not relate directly to a persons' 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 relate 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 are provided in sufficient quality, they affect and provide job satisfaction and high performance. People require different kinds and degree of motivation factors. What will be stimulating to one may not be to another. To individuals who desire them, motivation factors with the right amount of quality act as stimuli for psychological and personal growth. These factors include: (Herzberg, 1975, pp. 16-17)

- Achievement - opportunity for accomplishment and for contributing something of value when presented with a 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 position as a result of job performance.
- The work it self - opportunity for self expression, personal satisfaction, and challenge.
- Possibility of growth - opportunity to increase knowledge and develop through job experience.

Herzberg theory's implication for managers is that, they can use it to focus their efforts on insuring the presence of and quality in hygiene and motivation factors as a foundation on which to build motivation. In the absence of quality, employees may face an unclean environment, which can lead to dissatisfaction for the workforce. (Plunkett & Attner 1986)

2.3.5 Skinner's reinforcement theory

The Reinforcement theory, based on Skinner's operant conditioning theory, says that behavior can be formed by its consequences. Positive reinforcements, for example praise, appreciation, a good mark/grade, trophy, money, promotion or any other reward can increase the possibility of the rewarded behaviors' repetition.

Negative reinforcement when we give a meal to a hungry person if he behaves in a certain manner/way. In this case the meal is a negative reinforcement because it eliminates the unpleasant state (hunger). Contrary to positive and negative reinforcement, punishment can be undesired reinforcement, or reinforce undesired behavior.

2.3.6 Vroom's expectancy theory

The expectancy theory places an emphasis on the process and on the content of motivation as well, and it integrates needs, equity and reinforcement theories.

Victor Vroom's (1964) expectancy theory aims to explain how people choose from the available actions. Vroom defines motivation as a process that governs our choices among alternative forms of voluntary behavior. The basic rationale of this theory is that motivation stems from the belief that decisions will have their desired outcomes.

The motivation to engage in an activity is determined by appraising three factors. These three factors:

- Expectancy – a person's belief that more effort will result in success. If you work harder, it will result in better performance..
- Instrumentality – the person's belief that there is a connection between activity and goal. If you perform well, you will get reward.
- Valence – the degree to which a person values the reward, the results of success.

The expectancy theory highlights individual differences in motivation and contains three useful factors for understanding and increasing motivation. This theory implies equity and importance of consistent rewards as well.

2.3.7 Adams' equity theory

The equity theory states that people are motivated if they are treated equitably, and receive what they consider fair for their effort and costs. The theory was suggested by Adams (1965) and is based on Social Exchange theory.

At the workplace the workers put inputs into the job, such as skills, knowledge, education, experience, effort, energy, and expect to get some outcomes such as salary, reward, promotion, verbal recognition, and interesting and challenging work each in equal amounts

The problem with equity theory is that it does not take into account differences in individual needs, values, and personalities. One person may perceive a certain situation as inequitable while another does not. Nevertheless ensuring equity is essential to motivation.

2.3.8 Locke's goal-setting theory

Locke's (1990) goal setting theory is an integrative model of motivation just like the expectancy theory. It emphasizes that setting specific, challenging performance goals and the commitment of these goals are key determinants of motivation. Goals describe a desired future, and these established goals can drive the behavior. Achieving the goals, the goal accomplishment further motivates individuals to perform.

Goal-setting is a useful theory which can be applied in several fields, from sport to a wide range of work settings. Sports psychology in particular has adopted its recommendations. The concept of goal-setting has been incorporated into a number of incentive programmers and Management By Objectives (MBO) techniques in a number of work areas. Feedback accompanying goal attainment may also enhance a worker's job performance and ability to become more innovative and creative on the job through a trial-and-error learning process. Since goal-setting is a relatively simple motivational strategy, it has become increasingly popular.

2.3.9 Fiedler's contingency theory

Fiedler's contingency theory is one of the contingency theories that states that effective leadership depends not only on the style of leading but on the control over a situation. There needs to be good leader-member relations, task with clear goals and procedures, and the ability for the leader to mete out rewards and punishments. Lacking these three in the right combination and context will result in

leadership failure. Fiedler created the least preferred co-worker (LPC) scale, where a leader is asked what traits can be ascribed to the co-worker that the leader likes the least.

Fiedler's contingency theory emphasized the leader's personality, or psychological disposition, is a main variable in her/his ability to lead, and said that how the group receives the leader, the task involved, and whether the leader can actually exert control over the group are the three principle factors that determine how successful the leader-led arrangement will be. Thus, the values from the least preferred co-worker (LPC) are added and then averaged to produce the score.

2.4 Intrinsic and Extrinsic Motivation

Intrinsic and extrinsic debate was started back in the 1970s, when several studies began to investigate the reality of extrinsic and intrinsic motivation. The study of Deci (1971) considered as one of the first studies that investigated the differences between intrinsic and extrinsic motivation and linking these both types of motivation with motivational theories. After that, Deci and Ryan, (1985) in their study tried to distinguish between intrinsic and extrinsic motivation depending on the different objectives or goals that give rise to an action. In one word, intrinsic motivation is related to doing something inherent for fun or enjoyment, but extrinsic motivation is related to doing something for economic outcome.

When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or reward” (Ryan and Deci, 2000).

This type of motivation is related to internal tendencies and can affect behavior without need for using any rewards (Deci and Ryan, 1985). Usually, presence of this type of motivation has a special affirmative effects on employees, it enhance employees concerning about their work, make them trying to do their duties at the best ways, and it increase employees willingness and adherence toward their jobs (Thomas, 2000).

The other type of motivation is the Extrinsic motivation which can be defined as “an activity is done in order to attain some separable outcome, extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value” (Ryan and Deci, 2000).

According to Amabile (1993) extrinsic motivation is related to attaining or meeting some exterior goals. This mean when employees are extrinsically motivated, they have a desire to do the work in order to get some benefits such as a suitable salary, bonuses, rather than the work itself.

2.5 Concepts of Commitment and Organization Commitment

Commitment is an attitude about employees' loyalty towards organization and it's a continuous process that show itself by individuals' participation in organizational decisions, paying attention to members, and organization's welfare and success. Liman W. Porter and his colleagues have defined organizational commitment as relative level of defining individual's identity in relation to organization and his participation in it. Based on this definition, organizational commitment includes three factors:

1. Accepting organization's objectives and values
2. Having tendency towards strong effort for organization
3. Having strong tendency to continue membership in organization

Organizational commitment is defined as an individual belief in and acceptance of the organization's goals and values and his or her willingness to exert considerable effort on behalf of the organization (Porter *et al.*, 1974).

There are many reasons why an organization should increase the level of commitment in its members (Blanchard, 1999). First, organizational commitment is a new concept and generally is different from independence and job satisfaction. Second, researches have indicated that organizational commitment has a positive relationship with some outcomes such as job satisfaction, presence, social organizational behavior and job performance (Meyer, Allen and Smith, 1997) and a negative relationship with tendency to quit job. Most organizations believe that as organization's commitment to employee has decreased, there is an expectation that employee's commitment to organization has been decreased, too.

Employees' organizational commitment has serious and potential effects on organization's performance and can be an important predictor of organizational effectiveness; therefore, ignoring it is damaging to organization and may impose extra costs (Allen, 1990). Moorhead and Griffin (1995) have considered organizational commitment as a sense of identity and individual's dependence to organization. Based on their opinion, commitment will influence on some crucial

behaviors like transfer and absence, and may have numerous positive consequences. Employees who enjoy commitment, are more orderly, stay at organization for a longer period of time, and work more.

2.5.1 The Dimensions of Organization Commitment

The most basic theory of employee commitment is Allen and Meyer's conceptualization. They identified three dimensions of employee commitment: affective, continuance, and normative commitment (Allen & Meyer, 1990).

2.5.1.1 Affective organizational commitment

Affective organizational commitment refers to an employee's affection to, recognition with, and participation in the organization. An employee who has a strong affective organizational commitment to an organization stays with the organization because he or she needs to continue working in the organization. Members who are committed to an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization. Affective commitment involves three aspects such as the formation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In this context, affective commitment reflects the identification and commitment situation where the employees stay in the organization with their own will (Allen & Meyer, 1990; Meyer *et al.*, 2004). According to Meyer and Allen (1997) affective commitment is influenced by factors such as job challenge, role clarity, and goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, Organizational Support, Autonomy, feedback, participation, and dependability.

2.5.1.2 Continuance organizational commitment

Continuance organizational commitment refers to the awareness of cost linked with the departure from the organizations. Employees with a strong continuance organizational commitment know that leaving the organization may be harmful to them fiscally due to the lack of employment option and a loss of savings. In continuance commitment, the employees consider the disadvantages of leaving the organization and avoid quitting. Those with high levels of continuance commitment stay with the organization because they *need to*. Thus, the employee keeps his organization membership thinking it might cost him too much to leave the organization (Allen & Meyer, 1990).

2.5.1.3 Normative Organizational commitment

Normative commitment reflects a feeling of obligation to continue employment. According to (Allen & Meyer, 1990) those with high levels of normative Commitment stay with an organization because they feel they *ought to remain*. According to Schneider (2003), normative organizational commitment is the ethical Obligation the employee develops after the organization has spent on him or her.

2.6 The relationship between Motivation and organizational commitment

Research shows that a fairly good correlation between motivation and organizational commitment there. Part of the correlation may be related to the fact that employees positively to motivation and organizational commitment as a response measure in a positive way, they will react or employees may have wanted to avoid dissonance. Therefore, staff convinces their current job satisfaction and a sense of loyalty towards the organization, are graduates of this dissonance. (Evans M.G 1986).

Motivation can be increased by creating a system of performance appraisal, reward systems and incentive to create. "Porter" and his commitment to the values of acceptance and involvement in the organization define and measurements that include motivation, desire to continue working and accepting values as an organization.

There are many people, who have the commitment, goals and organizational values at the accepted, earnest desire and effort to accomplish organizational goals and continue to remain very interested in the organization (Allen and Meyer, 1993) Organizational commitment and effort and performance are linked. The greater the commitment of employees to their organization, their efforts to do more and to do better person because it stays in the organization as to the organization cost (Ghamari, 2009).

2.7 Empirical Review of the Studies

Many Authors did research on the relationship between employee motivation and organizational commitment. I.F.W. van den Berg (2011) Present research aims to explore possible relationships between intrinsic motivation, extrinsic motivation and two forms of commitment: occupational commitment and organizational commitment. These two forms of commitment could be separated within three\ types of commitment: affective, normative and continuance. The researcher used an online English questionnaire was used to collect data from 162 respondents. These respondents

were university teachers of several departments of one participating university. The result for this research shows that there is negative relation between intrinsic motivation and affective commitment to the organization which is partially mediated by work engagement. With regard to extrinsic motivation and normative commitment to both the organization and occupation, the results are positive, but not significant. The coefficients of the relations between extrinsic motivation and continuance commitment to both the organization and the occupation are consistent with the hypotheses, which predicted a positive result. This research shows the first results on the relation between the several types of motivation and commitment. Although there are positive results with regard to extrinsic motivation and commitment, more research is recommended.

Caroline Njambi (2014) Factors influencing employee motivation and its impact on employee performance in Amref Health Africa in Kenyan Organizations. The major conclusions are that employee motivation is a highly sensitive concept which is affected by a multiplicity of factors which are extrinsic within the organization. The study also asserts that the issue of motivation as personal or inherent factor in an employee predisposes and employee to develop a certain mind set regarding their jobs. The study recommended that the organization should acknowledge and exploit the extrinsic factors in their human resource management practices particularly in the strategic human resource management to ensure that the employees are well motivated to perform their tasks. In addition, the organization should include such extrinsic factors as encouraging employee involvement in the decision making and innovation, and increase the opportunities for the personal growth for the employees among other practices that can positively influence the intrinsic factors and facilitate the establishment of high levels of employee motivation. Furthermore, the organization and the general management should consider implementing policies and practices that positively affect employee motivation. And lastly, that the future researchers should conduct more study on the issue of employee motivation in order to facilitate the understanding of this intricate concept.

Munirah Salim (2013) the study has conducted on the contribution of employee motivation towards organizational commitment among MARA Professional college lecturers (Malaysia). Data were collected via questionnaires from 132 lecturers of MARA Professional Colleges. The study utilizes correlation and regression statistics to analyze the data. The findings of the survey show there is a significant relationship between job satisfaction ($r=0.307$). Employee motivation correlated with organizational commitment has significant positive correlations ($p<.05$) were formed. The result of linear regression analysis is $\text{Organizational commitment} = 2.926 + 0.346 \text{ employee motivation} +$

0.671 shows that the independent enabler which is employee motivation is the indicator with correlation ($\beta=0.346$, $t=3.679$ and $p=0.000$) ($p<0.05$) and the value of R^2 ($R^2=0.094$) contributes 9.4% towards organizational commitment among MARA Professional College lecturers. Thus H1 were accepted. The results suggest an improvement of social change by increasing employee motivation is an efficient way of obtaining highly committed human resource. The results of the study have valuable implications for policy makers in MARA Higher Education Division, college administrators and educators.

2.8 Hypothesis

The following are the hypotheses tested based on data to achieve the objective of the study:

H1: There is significant and positive relationship between Intrinsic and Extrinsic Motivation and Affective organizational commitment (AOC)

H2: There is significant and positive relationship between Intrinsic and Extrinsic Motivation and Continuance organizational commitment (COC)

H3: There is significant and positive relationship between Intrinsic and Extrinsic Motivation and Normative organizational commitment (NOC)

2.9 Conceptual frame work

Based on the overall review of related literatures and the theoretical framework, the following conceptual frame work in which this specific study governed is developed. As explained in the literature, intrinsic and extrinsic motivation has significant relationship influence on organizational Commitment. Therefore in this study Organizational Commitment will be taken as dependent variable while, intrinsic and extrinsic motivation is as independent variable. In the independent variables are Intrinsic motivations includes achievement, recognition, responsibility and advancement and Extrinsic motivation includes salary, job security, working conditions, status, company policies, quality of technical supervision and quality of interpersonal relationships among peers, supervisors, and subordinates.

The relationship of the variable for this study is proposed to as follows:

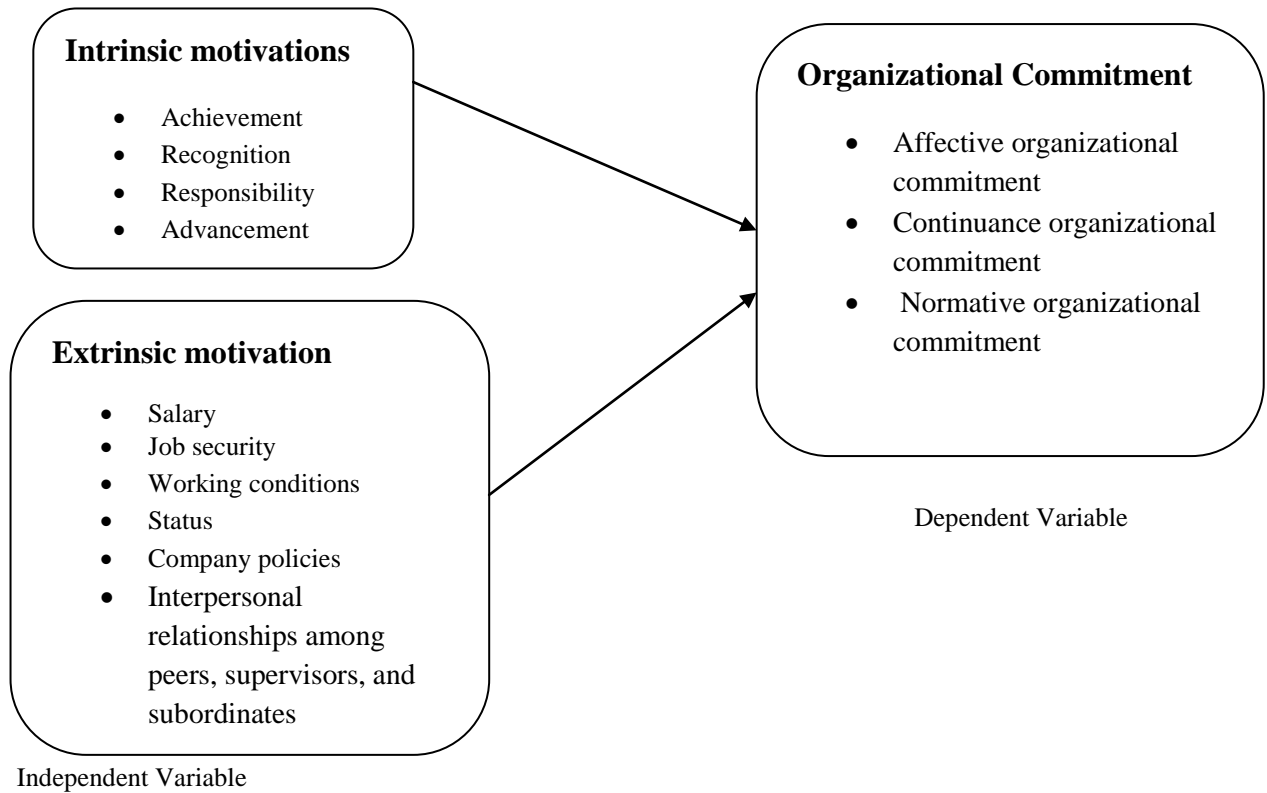


Figure 2. Conceptual frame work, the relationship between intrinsic and extrinsic motivation factor and organization commitment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The main objective of the study is the impact of intrinsic and extrinsic factors on employee motivation on organizational commitment in MBI. Hence, this chapter attempted to describe methodological elements of the study including research design, sample size and sampling techniques, Sources and tools/instrument of data collection and Method of Data Analysis.

3.2 Research Design

Research design is the overall plan for connecting the conceptual research problems to the important and achievable empirical research. In this study the Explanatory (Causal) and Inferential research design when use and specifically in Explanatory research it is useful to identify the extent and nature of cause-and-effect relationships. Causal research can be conduct in order to assess impacts of specific changes on existing norms, various processes etc. Causal studies focus on an analysis of a situation or a specific problem to explain the patterns of relationships between variables.

On the other hand inferential research is techniques that allow the researcher to use these samples to make generalizations about the populations from which the samples were drawn. It is, therefore, important that the sample accurately represents the population. The study apply both qualitative and quantitative, the mixed approaches design which enables to capture the best.

3.3 Sample Size and Sampling Techniques

The population includes those employees who are working in Addis Ababa and Akaki of this study consists of Management and Non Management (permanent and contract) employees in Addis Ababa and Akakai branch, the researcher was not conducted data from Awash because of its distance, far from Addis, Head office of Modern Building Industries PLC. In order to get sample size of the population, by applying Yaman (1967) formula the researcher gets 128 employees of sample size, from a total number of target populations are 189.

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

Where, N - target population

n - Sample size

e - Acceptable sampling error (5%) and 95% confidence levels

A set of questionnaire which is formulate from Minnesota short form and organization commitment which is distribute to the employees. The questionnaire comprises of 3 sections which contains demographic information, employee motivation and organizational commitment. The respondents were asked to rate work motivation and organizational commitment using a five-point scale, ranging from “1-strongly disagree” to “5-strongly agree”.

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure to select items for the sample. Sample design is determine before data are collect. There are two sampling procedures, Probability and Non probability random sampling. For collecting data’s for this study the researcher was used probability random sampling Stratified sampling technique is apply to obtain a representative sample. Under stratified sampling the population is divided into several sub-populations that are individually more homogeneous than the total population (the different sub-populations are called ‘strata’) and then the researcher select items from each stratum from the total number Management level employees the researcher selects 5 of them. There are permanent and contract employees for Non Management levels among them the researcher selects 128 from 189 target population to constitute a sample. The researcher was capable to get more precise estimates for each stratum and by estimating more accurately each of the component parts.

3.4 Sources and tools/Instrument of data collection

3.4.1 Target population

The target population of this study are employees of MBI PLC, who are working in Addis Ababa and Akaki branch in the job category of management level, non management (Permanent and contract) employees.

3.4.2 Sources of Data

On research study collecting the required information is useful. However, sometimes the information required is already available and need only be extracted. Based upon these broad approaches to information gathered, data can be categorized as: Primary data and Secondary data collection. To gather primary data; *structured interview* (the set of questions are predetermined and obtain uniform information) and survey questionnaire are use.

For collection of secondary data, necessary documents such as articles, journals, published and unpublished theoretical literatures, empirical studies, manuals, magazine and Internet website uses for gathering data's.

3.4.3 Research Method

The objective of this study is the impact of Intrinsic and extrinsic factors of motivation on organizational commitment. In addition, this study was analyzed what are the relationship between motivation factors and organizational commitment. The researcher prefers both Qualitative and Quantitative method research approach design. For quantitative approach, first prepare questionnaire which is filled by the employees of MBI PLC and analyzed. For qualitative research approach, interview was conducted for Management level employees to express about their employee feeling and company commitment.

The questionnaire for the quantitative study is constructed from Minnesota short form and organization commitment; it consists of 7 questions represents intrinsic motivation factors, 9 questions represents extrinsic motivation factors, 9 questions represents organizational commitment, and 4 questions for demographic factors. All of the questions on motivation factor and organization commitment are closed-ended questions and used likert scale ranged as strongly agree, agree, indifferent, disagree and strongly disagree. It gives the respondent an opportunity to tell what they are really feels about their work. In order to avoid any language constraint and to address all the employees the questions were prepared in Amharic and English.

For qualitative study structured interview is design. This is useful for gather additional information from Management level employees about their employees; the researcher was selected 5 of them based on their willingness and availability.

3.5 Method of Data Analysis

The study used both quantitative and qualitative data collection from sample respondents. As a result, both explanatory and inferential statistical tools were applied by using Statistical Package for Social Science (SPSS). The data collected through close ended questionnaires for non management level employees as well as interview for management level employees. For explanatory (causal) analysis which was identified reasons behind a wide range of processes, as well as, assessed the impacts of variables. Inferential statistics mainly correlation coefficient used to measure the strength of relationships between Intrinsic and extrinsic motivation variables and components of organizational commitment.

3.5.1 Descriptive Analysis

Descriptive statistics are applied to populations, and the properties of populations, like the mean or standard deviation which represent the population. To summary values and computed each statistics mean and standard deviations are essential. The result was represented by using table, frequency distribution and percentage to provide a summarization picture of the data.

3.5.2 Correlation

Correlation is a bivariate analysis that determines the strengths of association between dependent and independent variables and the direction of the relationship. In this study the relationship between motivation factors and organizational commitment is measure. In terms of the strength of relationship, the value of the correlation coefficient varies between +1 and -1. When the value of the correlation coefficient lies around ± 1 , then it is said to be a perfect degree of association between the two variables. As the correlation coefficient value goes towards 0, the relationship between the two variables would be weaker. The direction of the relationship is simply the + (indicating a positive relationship between the variables) or - (indicating a negative relationship between the variables) sign of the correlation.

3.5.3 Multiple Regressions

Multiple regression is an extension of simple linear regression. It is used when the researcher want to predict the value of a variable based on the value of two or more other variables. The variable the researcher wanted to predict is called the dependent variable (Organizational commitment). The

variables used to predict the value of the dependent variable are called the independent variables (Intrinsic and Extrinsic motivation).

When there are two or more than two independent variables, the analysis concerned the relationship is known as multiple correlations and the equation described such relationship as the multiple regression equation. Explain multiple correlation and regression taking only two independent variables and one dependent variable (Intrinsic and Extrinsic motivation factors on organizational commitment).

In this situation the results are interpreted as shown below:

Multiple regression equation assumes:

$$Y = a + b_1X_1 + b_2X_2 + e_i$$

Where

X1 and X2 - are two independent variables

Y – is the dependent variable

a, b1 and b2 - are the regression model coefficient determined in the analysis.

e_i . is the residual error or difference between the observed and estimated dependent variables.

The “b” values are called regression weights and are computed in a way that minimizes the sum of squared deviations.

3.6 Reliability

For further research, the data must be verified and the results are measured as reliable and valid by using reliability test (Cronbach’s alpha). To provide the following rule of thumb for the Cronbach’s alpha >0.9 excellent, >0.8 good, >0.7 acceptable, >0.6 questionable, >0.5 poor and <0.5 unacceptable. On table 1 the composite reliability and the Cronbach’s alpha of all variables are 0.873. This indicates that the responses of all of the question items are stable and consistent.

Table 1, Reliability statistics

Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized items	N of items
0.871	0.873	25

3.7. Ethical Considerations

The study was primarily focused on gathering primary and secondary data to analyze impacts of Intrinsic and extrinsic motivation on organizational commitment. The study neither involves any experiment on human subjects nor conducted without the approval of the study participants. Above all, the issue is not sensitive and secret and the researcher did not ask the study participants to engage in to risks as a result of participating in this study. The respondents were given the right to refuse to take part in the study as well as to withdraw any time during the interview.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The study attempted to study the impact of intrinsic and extrinsic motivation factors on organizational commitment. Hence, in this chapter primary data was collected by using questionnaire for non management and interview for Management employees of MBI. The questionnaires are developed as likert scale divided in to five and ranging from strongly agree, agree, Indifference, disagree and strongly disagrees. The secondary data was collected through reviewing the company's HR manual and the organization's website. The data is described and statistically analyzed correlation and multiple linear regressions. From 189 of the total target population, by using Yemane's formula the sample size is 128. Among them, 122 questionnaires are collected, the rest 6 is uncollected. The collected data are presented and analyzed by using statistical package for the social science software (SPSS) 20 version.

4.2 Demographic Background of the respondent

The demographic background of the respondents is present in this section. The respondents profile is analyze as per their age, gender, academic qualification, and years of service in the organization.

Table 2 Demographic Background of the respondent for MBI Employees

Background	Distribution	Frequency	Percentage
Age	Below 25	18	14.8
	25-35	57	46.7
	36-45	26	21.3
	Above 45	21	17.2
Gender	Female	66	54.1
	Male	56	45.9
Academic qualification	Below 10 th grade	9	7.4
	10+2	14	11.5
	Diploma	38	31.1
	BA/BSc	61	50.0

Year of Service in MBI	Less than 1 year	16	13.1
	1-2 years	21	17.2
	3-5 years	25	20.5
	6-10 years	20	16.4
	Above 10 years	40	32.8

Table 2 shows the demographic characteristics of MBI employees regarding gender, age, academic qualification and year of service. From the total number of respondents 66 (54.1%) are female and the remaining 56 (45.9%) are males. This shows the company gives more opportunity to work for females. As shown above the age variation, below 25 years is 18 (14.8%) and above 45 years are 21 (17.2%). Most of the age groups are between 26-35 years which is 57 (46.7%), the rest are groups of 36-45 which accounts 26 (21.3%). This shows that the company has young working groups. In relation to academic qualification 61 (50%) of the respondents have bachelor degree, 38 (31.1%) have diploma, 14 (11.5%) are complete 10+2 and the rest 9 (7.4%) are below 10th grade. From the educational background, the majority of the respondents are educated and qualified.

Therefore, it is possible to conclude that the information obtained from them can be considered as a reliable and reasonable due to their academic background. As a result for the years of service, 40 (32.8%) of employees are above 10 years of experience, 20 (16.4%) are 6-10 years, 25 (20.5%) are between 3-5 years experience while 21 (17.2%) are 1-2 years and 16 (13.1%) are below 1 year. Relatively more than 50% of the employees are greater than 5 years of work experience. This shows that the company has more experienced workers, although the majority of the employees doesn't know the company's mission, vision and values as well as not visible to all employees.

Relatively the majorities of company's workers are female as well as below 35 years old; this mainly indicated that the company gives the greatest chance to females and also having young working groups. Most of the employees are skilled manpower which has certificate as well as first degree holders on educational background and as compared to year of work experience, there are more experienced workers are available in the company which shows that the employees are stable for a longer period of time.

4.3 Result of Descriptive Analysis on the factors

In descriptive statistics the quantitative data is describe and summarize the respondent sample population, through mean, Standard deviation, frequency and percentage in relation to dependent and independent variables in the table below.

Table 3 Descriptive Statistics with frequency and percentage (Intrinsic motivation)

Statement	Mean	Std. Dev ⁿ	Strongly Agree		Agree		Indiff.		Disagree		Strongly Disagree	
			F	%	F	%	F	%	F	%	F	%
Int.1 Achievement	1.787	0.864	51	41.8	56	45.9	5	4.1	10	8.2	-	-
Int.2 Advancement	1.76	1.028	62	50.8	44	36.1	2	1.6	11	9.0	3	2.5
Int.3 Work itself	1.902	0.885	43	35.2	59	48.4	9	7.4	11	9	-	-
Int.4 Recognition	2.16	0.947	32	26.2	51	41.8	27	22.1	11	9	1	0.8
Int.5 Responsibility	2.361	1.020	25	20.5	50	41	27	22.1	18	14.8	2	1.6
Int.6 Independence	2.156	0.970	26	21.3	71	58.2	8	6.6	14	11.5	3	2.5
Int.7 Growth	1.893	0.977	44	36.1	64	52.5	1	0.8	9	7.4	4	3.3

As indicated in the above table, the majority of the respondents is agree and strongly agree on the intrinsic motivation. For achievement 51(41.8%) strongly agree, advancement 62(50%) strongly agree, work itself 59 (48.4%) agree, Recognition 51 (41.8%) agree, responsibility 50 (41%) agree, Independence 71 (58.2%) agree and growth 64 (52.5%) agreed. This shows that intrinsic motivation lies on strongly agree and agree.

For Intrinsic motivation factor the total mean value is 2.17, relatively except responsibility the rest, achievement, advancement, work itself, recognition, independence and growth agree and strongly agree by the employees.

According to (Ryan and Deci, 2000) intrinsic motivation is related to an insider desire of human, and the internally enjoyment and satisfaction. This type of motivation is related to internal tendencies and can affect behavior without need for using any rewards.

Usually, presence of this type of motivation has special affirmative effects on employees, it enhance employees concerning about their work, make them trying to do their duties at the best ways, and it increase employees willing and adherence toward their jobs (Thomas, 2000).

From the result, in Modern Building Industries PLC, the employees are highly desire, willing and internally satisfied by their works without any additional rewards.

Table 4 Descriptive Statistics with frequency and percentage (Extrinsic motivation)

Statement	Mean	Std. Dev ⁿ	Strongly Agree (1)		Agree (2)		Indiff. (3)		Disagree (4)		Strongly Disagree (5)	
			F	%	F	%	F	%	F	%	F	%
Ext.1 Company policy	2.500	1.062	19	15.6	50	41.0	33	27.0	13	10.7	7	5.7
Ext. 2 R/ship with peers	1.705	0.859	57	46.7	53	43.4	5	4.1	5	4.1	2	1.6
Ext. 3 Work security	1.721	0.874	58	47.5	50	41.0	4	3.3	10	8.2	-	-
Ext. 4 R/ship with supervisor	2.377	1.123	22	18.0	64	52.5	12	9.8	16	13.1	8	6.6
Ext. 5 – Money	3.164	1.138	9	7.4	28	23.0	34	27.9	36	29.5	15	12.3
Ext. 6 – Money	2.934	1.359	24	19.7	31	25.4	9	7.4	45	36.9	13	10.7
Ext. 7 – Work condition	1.992	0.818	35	28.7	58	47.5	25	20.5	3	2.5	1	0.8
Ext. 8 – Authority	2.172	0.950	27	22.1	62	50.8	22	18	7	5.7	4	3.3
Ext. 9 – Varity	2.607	1.016	15	12.3	47	38.5	35	28.7	21	17.2	4	3.3

In the above table, for extrinsic motivation, except money 36 (29.5%) and 45 (36.9%) disagree; the rest variables are agreed and strongly agrees. For company policy 50 (41%) agree, R/ship with peers 57 (46.7%) strongly agree, work security 58 (47.5%) strongly agree, relationship with supervisor 64 (52.5%) strongly agree, working condition 58 (47.5%) agree, authority 62 (50.8%) agree and Varity 47 (38.5%) agree.

For Factors of Extrinsic motivation the total mean value is 2.35, except Money the rest company policy, r/ship with peers and supervisor, work security working condition and authority is strongly agree and agree by the employees

According to (Ryan and Deci, 2000), extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value.

Employees are extrinsically motivated, they have a desire to do the work in order to get some benefits such as a suitable salary, bonuses, rather than the work itself (Catania and Randall, 2013). From the findings of extrinsic motivation except money (Salary), all are satisfied by the employees of Modern Building Industry PLC. The employees are dissatisfied by the salary scale. In order to apply high levels of efforts and spend their extra time the employee needs some additional rewards. Hence, majority of the employees are leaving the organization due to their personal problems as well as the company's salary scale.

Table 5 Descriptive Statistics with frequency and percentage (Organizational commitment)

Statement	Mean	Std. Dev ⁿ	Strongly Agree (1)		Agree (2)		Indiff. (3)		Disagree (4)		Strongly Disagree (5)	
			F	%	F	%	F	%	F	%	F	%
Aff. 1	2.74	1.23	21	17.2	36	29.5	30	24.6	23	18.9	12	9.8
Aff. 2	1.98	0.83	36	29.5	59	48.4	20	16.4	7	5.7	-	-
Aff. 3	2.23	1.22	42	34.4	41	33.6	12	9.8	22	18.0	5	4.1
Cont. 1	2.98	1.25	16	13.1	35	28.7	19	15.6	39	32.0	13	10.7
Cont. 2	2.88	1.09	13	10.7	37	30.3	28	23.0	39	32.0	5	4.1
Cont. 3	2.22	1.01	31	25.4	54	44.3	16	13.1	21	17.2	-	-
Norm.1	2.31	1.20	34	27.9	49	40.2	14	11.5	17	13.9	8	6.6
Norm. 2	2.83	1.33	32	26.2	30	24.6	23	18.9	25	20.5	12	9.8
Norm. 3	2.95	1.28	19	15.6	33	27.0	18	14.8	39	32.0	13	10.7

In the above table, organizational commitment has three components (Affective, Continuance and Normative organizational commitment). Affective organizational commitment, Aff. 1, 36 (29.5%) strongly agree, Aff. 2, 56 (48.4%) agree and Aff. 3, 42 (34.4%) agree. Majority of the respondents are agree and strongly agree. According to (Allen & Meyer, 1990; Meyer et al., 2004) affective commitment reflects the identification and commitment situation where the employees stay in the organization with own will.

Continuance organization commitment, Cont.1, 39 (32.0%) disagree, Cont.2, 39 (32.0%) disagree, Cont.3, 54 (44.3%) agree and Cont.4, 49 (40.2%) agree. According to (Allen & Meyer, 1990) the employee keeps his organization membership thinking it might cost him too much to leave the organization. From the result the respond ranges from agree to disagree which indicates 50% satisfied the rest not on continuance commitment.

Normative organizational commitment, Norm.1, 32 (26.2%) strongly agree and Norm.2, 39 (32%) disagree. According to (Allen & Meyer, 1990) Normative commitment reflects a feeling of obligation to continue employment. From the result some of the respondents are stay within the company due to ethical obligation the other not.

For organizational commitment conducts by the total mean value of 2.75; as shown on the table above majority of the respondents disagree on organizational component due to the existence and practice of continuance and normative organizational commitment except affective organizational commitment which is employees are stays within the organization due to needs to continue working in the organization.

4.4 Relations and Impacts of Intrinsic and Extrinsic motivation on Organizational commitment

4.4.1 Relations of Intrinsic and Extrinsic motivation and Organizational commitment

Correlation determines whether and how strong pairs of variables are related. To know whether there is a correlation between the variables and what the level is of the linear relationship between the variables, the Pearson R correlation coefficient is examined. The Pearson's correlation coefficient (r) can vary from -1 to +1, when $0.1 < r > 0.29$ small positive relation, when $0.3 < r > 0.49$ is medium positive relation and when $0.5 < r > 1$ large positive relation. The larger the value, the stronger the relationship.

A coefficient of +1 indicates a perfect positive relationship and a coefficient of -1 indicates a perfect negative relationship. 0 indicates that there is no linear relationship between the variables (Field, 2009).

Table 6 Correlation Matrix

	Intrinsic	Extrinsic	Affective organizational commitment	Continuance organizational commitment	Normative organizational commitment
Intrinsic motivation	1				
Sig. (2 tailed)					
Extrinsic motivation	0.584**	1			
Sig. (2 tailed)	0				
Affective organizational commitment	0.525**	0.515**	1		
Sig. (2 tailed)	0	0			
Continuance organizational commitment	0.355**	0.480**	0.586**	1	
Sig. (2 tailed)	0	0	0		
Normative organizational commitment	0.089	0.302**	0.336**	0.445**	1
Sig. (2 tailed)	0.328	0	0	0	

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

Table 6 as shown above comparatively, the correlation of intrinsic motivation (0.525) has higher value and strong positive relation with Affective commitment than extrinsic motivation (0.515). For continuance and normative commitment, (0.480 and 0.302) extrinsic motivation has relatively higher value and medium correlation relation (below 0.5) than intrinsic motivation (0.355 and 0.089) respectively. For Intrinsic motivation (0.089) relates to normative organization commitment, the value is nearer to zero (0).

According to I.F.W. van den Berg (2011) Present research aims to explore possible relationships between intrinsic motivation, extrinsic motivation and occupational commitment and organizational commitment. The result shows that there is negative relation between intrinsic motivation and affective commitment to the organization which is partially mediated by work engagement. With regard to extrinsic motivation and normative commitment to both the organization and occupation, the results are positive, but not significant. The coefficients of the relations between extrinsic motivation and continuance commitment to both the organization and the occupation are consistent with the hypotheses, which predicted a positive result. Although there are positive results with regard to extrinsic motivation and commitment, more research is recommended.

From the data Employee motivation correlated with organizational commitment has significant positive correlations ($p < .05$) were formed. As indicated above dependent and independent variables are significance except Intrinsic motivation correlated with normative commitment ($P = 0.328$). Both intrinsic and extrinsic motivation has a positive relation with organizational commitments (Affective, Continues and normative commitment).

4.4.2 Impact of Intrinsic and Extrinsic motivation on Organizational commitment

In regression analysis the data use it to forecast the value of the dependent variable from the one or more independent variables. This research uses multiple regression analysis (more than one independent variable) to determine the value of the dependent variable.

The following regressions were analyzed;

1. Regression analysis Intrinsic and extrinsic motivation on Affective organizational commitment (AOC)

The results shows below that Intrinsic and extrinsic motivation have a significant effect on Affective organizational Commitment. In the table below the multicollnearity test also shows by VIF (Variance inflation factors), which is 1.517. The variable is $Vif < 10$, which indicates, the data

used has no multicollinearity problem and also the linear relationship between the variables is shown. The equation for this model is:

$$\text{AOC} = 0.369 + 0.465 \cdot \text{Intrinsic} + 0.426 \cdot \text{Extrinsic}$$

Table 7 Coefficients (Regression analysis Intrinsic and extrinsic motivation on Affective organizational commitment (AOC))

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics
	B	Std. Error	Beta			VIF
(Constant)	0.369	0.260		1.421	0.158	
Intrinsic	0.465	0.125	0.341	3.718	0.000	1.517
Extrinsic	0.426	0.123	0.316	3.453	0.001	1.517

Dependent Variable: Affective organizational commitment

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	0.585 ^a	0.342	0.331	0.67973

a. Predictors: (Constant), EXTRINSIC, INTRINSIC

In the model summary it finds that 34.2% of Affective organizational commitment is explained by factors in Intrinsic and extrinsic motivation.

The adjusted R square is 0.331 and R square is 0.342, the value are closer which shows Affective commitment and Motivation factors (Intrinsic and Extrinsic) are more honest relationship among them.

2. Regression analysis Intrinsic and extrinsic motivation on Continuance organizational commitment (COC)

The results shows below that intrinsic motivation has insignificant which means the factor is not good and extrinsic motivation have a significant effect on Continuance organizational Commitment. In the table 8, the multicollinearity test also shows by VIF (Variance inflation factors), which is 1.517. The variable is $Vif < 10$, which indicates, the data used has no multicollinearity problem and also the linear relationship between the variables is shown.

The equation for this model is:

$$\text{COC} = 1.007 + 0.148 * \text{Intrinsic} + 0.540 * \text{Extrinsic}$$

Table 8 (Regression analysis Intrinsic and extrinsic motivation on Continuance organizational commitment (COC))

Model	Unstandardized coefficients		Standardized coefficients	T	Sig.	Collinearity statistics
	B	Std. Error	Beta			VIF
(Constant)	1.007	0.270		3.725	0.000	
Intrinsic	0.148	0.130	0.112	1.141	0.256	1.517
Extrinsic	0.540	0.128	0.415	4.210	0.000	1.517

Dependent Variable: Continuance organizational commitment

Model Summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	0.489 ^a	0.239	0.226	0.70720

a. Predictors: (Constant), EXTRINSIC, INTRINSIC

In the model summary it finds that 23.9% of Continuance organizational commitment is explained by factors in Intrinsic and extrinsic motivation.

The adjusted R square is 0.226 and R square 0.239, the values are closer which shows Continuance commitment and Motivation factors (Intrinsic and Extrinsic) are more honest relationship among them.

3. Regression analysis Intrinsic and extrinsic motivation on normative organizational commitment (NOC)

The results shows below that Normative organizational commitment has an inversely relates with Intrinsic motivation and insignificant. Extrinsic motivation has positive effect on normative organizational commitment. In the table 9, the multicollnearity test also shows by VIF (Variance inflation factors), which is 1.517. The variable is $Vif < 10$, which indicates, the data used has no multicollnearity problem and also the linear relationship between the variables is shown.

The equation for this model is:

$$\text{NOC} = 1.716 - 0.225 * \text{Intrinsic} + 0.636 * \text{Extrinsic}$$

Table 9 Regression analysis Intrinsic and extrinsic motivation on normative organizational commitment (NOC)

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics
	B	Std. Error	Beta			VIF
(Constant)	1.716	0.378		4.544	0.000	
Intrinsic	-0.225	0.182	-0.132	-1.236	0.219	1.517
Extrinsic	0.636	0.179	0.379	3.547	0.001	1.517

Dependent Variable: Normative organizational commitment

Model Summary

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	0.321 ^a	0.103	0.088	0.98778

a. Predictors: (Constant), EXTRINSIC, INTRINSIC

In the model summary it finds that 10.3% of normative organizational commitment is explained by factors in Intrinsic and extrinsic motivation.

The adjusted R square is 0.088 and R square is 0.103, the values are NOT closer which shows normative commitment and Motivation factors (Intrinsic and Extrinsic) are less honest relationship among them.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The main objective of this research is the impact of intrinsic and extrinsic motivation on organizational commitment. In this chapter the results are summaries and conclude finally provide recommendations on which it will be useful for future research.

5.1 Summary of findings

- The study conducts to relate motivation factors with organizational commitment. From the total number of employees, 189 are target population. By using Yaman (1967) sampling formula 128 were sample size, after distributing questionnaires 122 were responded and the rest 6 were uncollectable. To test the reliability of the data used Cronbach's alpha the result was .873 which indicates the all variables are good to examine and the question items are stable. In relation to demographic background the company has the majority of female 66 (54.1%) employees and highly educated, 61 (50%) have BA Degree and 38 (31.1%) have Diploma holders. In the company younger age groups 75 (61.5%) are available that is below 35 years. Almost 62 (50.8%) of them are below 5 years of work experience in MBI.
- For descriptive statistics most of the respondent agreed and satisfied on intrinsic motivation as compared to extrinsic motivation. Money (Salary) is the major factor that dissatisfied by the employees and the reason for leaving the organization.
- For the correlation effect which shows the relationship between dependent and independent variables, comparatively, intrinsic motivation strong relationship with Affective commitment (0.525) and weak relationship with continuance and normative organizational commitment (0.355 & 0.089) respectively. Correlation effect on extrinsic motivation with Affective commitment (0.515) is weak relationship and strong relationship with continuance and normative commitment (0.480 and 0.302).
- From the regression analysis intrinsic and extrinsic motivations are significant effect on Affective and continuance organization commitment, but on Normative commitment significant, but inversely relates with intrinsic and direct effect on extrinsic motivation.

5.2 Conclusion

Motivating employee is an important force to develop and realize company's commitment as well as inspire employees easily to achieve its tasks. Not every employee is motivated by the same factor. The major research assessment conducted the relation between intrinsic motivation which comes from inside and extrinsic motivation which enhance from outside environment (tangible and intangible) as well as organization commitment (Affective, Normative and Continuance). From the finding the majorities of the employees of MBI are females. The company gives an opportunity to female workers and also eliminates the discrimination of gender. Above 50% of the employees have educated background and the age category is below 35 which show the company engages and employees a young skilled manpower. This is essential for the company to effectively and efficiently use of resources in order to fulfill organizational goals and objectives.

From descriptive analysis, the majority of the respondents are agreed on intrinsic motivation, the employees are satisfied by their jobs. This type of motivation is related to internal desire and affects behavior without any additional rewards. From the result, Modern Building Industries employees are satisfied with their job, willing to improve their skills and improve the work with experience. For Extrinsic motivation most of the respondents are agreed but in some extent they are not, the work place is safe and secure with enjoyable working conditions. It is surrounded by green area, which is refreshment for workers. The employees of MBI are easily communicated with partners. But, they are not satisfied with their salary and it's not encouraged them to work hard.

To see the three components of organizational commitment the first one is Affective commitment, which shows formulation of an emotional attachment to an organization, identification with, and the desire to maintain organizational membership. In MBI Affective commitment is satisfactory by the employees. The second continuance commitment, the employee stays within the organization because of needs and costly to leave and the third components is normative commitment is the ethical Obligation the employee develops after the organization has spent on him or her, the respondents are 50% are agree the rest 50% disagree. Due to the salary scale skilled manpower leaves the company. In addition to these, it is costly to recruit new employees and train. Only Affective organizational commitment is considerable for this organization.

For correlation relation except normative organizational commitment, all (Affective and continuance organization commitment) are strongly relates to intrinsic and extrinsic motivation.

There is a significant of intrinsic and extrinsic motivation on affective as well as continuance commitment, significant but inversely relates on intrinsic and a positive relations on extrinsic motivation on normative commitment.

5.3 Recommendation

The company is manufacturing industry, the main tasks are producing concrete, PVC, and different types of paints. It is not the only industry to manufacture those products. So, the company competes with its competitors by producing those products on quality base and increases the company's profit. For achieving this goal work forces are essential and also they should be motivated to work hard. Based on the results presents earlier in chapter 4 the following recommendations and future research will do:

- ◆ The company's vision, mission and goal will be noticeable and also understand by employees in order to fulfill company's commitment.
- ◆ The company should have acceptable salary scale in order to resolve or minimize leaving experienced employees.
- ◆ The company should apply a rotate working system within the department; these may encourage the employees to know variety of works in addition to these, it is important to improve the relationship between co-workers and supervisors.
- ◆ The company should facilitate new reward systems to the employees. This motivates to work hard and spend their extra time to accomplish company's objective and goal.
- ◆ In order to maintain the normative organizational commitment in MBI, the company should give recognition to employees, which can increase their intrinsic motivation.
- ◆ In order to motivate workers intrinsically and extrinsically, not only looking on complain and questions of employees, but also the appropriate answer should be given accordingly.
- ◆ In today's competitive situation, the company should be sensitive to the requests and feelings of the employees, which can increase their work commitment and encourage them not to look for other industries.

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APPENDIX



ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDENTS

Appendix 1 - Survey Questionnaires to be filled by employees of Modern Building Industries PLC

Dear Sir/Madam

This research questionnaire is designed to collect data from the respondents, in connection with motivation factors on organization commitment in Modern Building Industries PLC. The purpose of this paper is the impact of intrinsic and extrinsic motivation factors on organizational commitment and relationship between dependent and independent variables.

Moreover, the result of this study will be used as additional reference for those who want to conduct detailed research on the area. The quality of the result of this research will be based on the accuracy of the information you provide while filling out the questionnaire. Eventually, I would like to assure you that utmost care will be taken for the confidentiality of the information you will provide.

Thank you for your cooperation!

**Regards,
Sofanit Tsegaye
Email: sofanittsegaye@yahoo.com**

General Guidelines

This questionnaire has two parts; you are kindly requested to respond to the questions based on the instructions under each section. If you have any comment or further explanation please don't be uncertain to use space provided at the end of the questionnaire or you can contact me by my email address mentioned on the 1st page.

Section I. Demographic profile of the respondents

Please indicate the following information's

- Please rank the choices by **putting a tick mark** (√)
- **Please do not write your name on the questionnaire.**

General Background

1. Your age

- a. Below 25 b. 25-35 c. 36-45 d. above 45

2. Gender

- a. Female b. Male

3. Academic Qualifications

- a. Below 10th grade b. 10+2 c. Diploma d. BA/BSc
e. MA/MSc

4. Year of service in MBI

- a. Less than 1 Year b. 1-2 Years c. 3-5 Years d. 6-10 Years
e. Above 10 Years

Measure of Hygiene and Motivational Factors

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
I feel satisfied with my job because it gives me feeling of success (Int. 1 Achievement)					
My job allows me to learn new skills for job improvement (Int. 2 Advancement)					
My work is exciting and I have a lot of variety in tasks that I do. (Int. 3 Work itself)					
My manager always thanks me for a job well done (Int. 4 Recognition)					
I have freedom to use my own judgment (Int. 5 Responsibility)					
I have the chance to work alone on the job (Int. 6 Independence)					
My job allows me to improve my experience, skills and performance (Int. 7 Growth)					
I am proud to work for this company because the company policy is favorable for its workers (Ext. 1 Company policy)					
It is easy to communicate with my co-worker (Ext.2 R/nship with peers)					
I believe safe working at my workplace and the job is secure (Ext. 3 Work security)					
I feel my performance has improved because of the support from my supervisor (Ext. 4 R/nship with supervisor)					
I am encouraged to work harder because of my salary (Ext. 5 Money)					
I believe my salary is fair (Ext. 6 Money)					
I feel satisfied on my company because of the enjoyable working conditions (Ext.7 work condition)					
I have the chance to tell other people what to do(Ext. 8 Authority)					
I have the chance to do different things from time to time (Ext. 9 Varity)					
I would be very happy to spend the rest of my work with this organization. (Aff. 1)					

	Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
I enjoy discussing about my organization with people outside it. (Aff. 2)					
I really feel as if this organization's problems are my own (Aff.3)					
It would be very hard for me to leave my organization right now, even if I wanted to. (Cont. 1)					
I feel that I have very few options to consider leaving this organization. (Cont. 2)					
I am not afraid of what might happen if I quit my job without having another one lined up. (Cont. 3)					
One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain. (Norm. 1)					
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization. (Norm. 2)					
I do not believe that a person must always be loyal to his or her organization. (Norm. 3)					

ቅድስት ማርያም ዩኒቨርሲቲ

ለማስተርስ ትምህርት ፕሮግራም የሚረዳ ትምህርታዊ ጥናት (Thesis) የተዘጋጀ መጠይቅ

ይህ መጠይቅ ሰራተኛው የሥራ ተነሳሽነት ጋር በተያያዘ በሥራ ላይ ሊከሰቱ የሚችሉትን ነጥቦች ለመዳሰስ የተዘጋጀ የትምህርታዊ ጥናት መጠየቅ ነው። ሲለዘህ ከውድ ጊዜዎት ላይ ይህንን መጠይቅ በጥንቃቄና በሃላፊነት ስሜት በመሙላት እንዲተባበሩ በታላቅ አክብሮት ስጠይቅ ማናቸውም በዚህ መጠይቅ ላይ የተገለጹት ሃሳቦች ለትምህርታዊ ጥናት ብቻ የሚያገልገሉ መኖሩን ደግሜ ላረጋግጥሎዎት እወዳለሁ።

መጠይቁን በወቅቱ መመለስ ለጥናቱ መሳካት ወሳኝ በመሆኑ እርስዎም ይህንን ተረድተው በጊዜ ሞልተው እንዲመልሱ ስል በድጋሚ እጠይቃለሁ።

መሰረታዊ ጥያቄ፡-

1. እድሜ

- ሀ) ከ 25 በታች ለ) ከ 25-35 ሐ) 36-45 መ) ከ 45 በላይ

2. የታ

- ሀ) ሴት ለ) ወንድ

3. የትምህርት ደረጃ

- ሀ) ከ10ኛ ክፍል በታች ለ) ከ10+2 ሐ) ዲፕሎማ መ) ዲግሪ

4. ለምን ያህል ጊዜ በድረጅቱ (MBI) ውስጥ ስሩ

- ሀ) 1 ዓመት በታች ለ) 1-2 ዓመት ሐ) 3-5 ዓመት መ) 6-10 ዓመት
ሠ) 10 ዓመት በላይ

	በጣም እስማማለሁ	እስማማለሁ	መልስ የለኝም	አልስማማም	በጣም አልስማማም
በስራዬ ደስተኛ ነኝ ምክንያቱም ለእድገቱ መሰረት ነውና					
ስራዬ አዲስ ነገር እንዳውቅ እና እንዳሻሽል ይረዳኛል					
ለስራዬ ከፍተኛ ጉጉት አለኝ ምክንያቱም ልዩ ልዩ ስራዎችን እንድሰራ ያግዘኛል					
አለቃዬ ለስራሁት ጥሩ ሥራ ያመሰግነኛል					
ድርጅቱ በስራዬ ነፃ ሆኜ ስራዬን በራሴ እንድወስን ይረዳኛል					
ስራዬን ያለ ሰው እርዳታ የመስራት ዕድል አለኝ					
በደርጅቱ ያለኝ የስራ ልምድ እውቀቴን እንደዳብር ይረዳኛል					
የደርጅቱ ህግ እና ደንብ ለስራተኞች ያደላል በዚህም ደስተኛ ነኝ					
በቀላሉ ከስራ ባልደረቦቼ ጋር መግባባት እችላለሁ					
መስሪያ ቤቱ ሰላማዊና ከስጋት ነፃ ነው					
የአለቆች ድጋፍ በስራዬ ውጤታማ እንድሆን አድርጎኛል					
የሚከፈለኝ ደመወዝ አጥጋቢ ስለሆነ ስራዬን በደስታ እሰራለሁ					
የስራ አካባቢዬ ምቹ ስለሆነ መስሪያ ቤቱን እወደዋለሁ					
የስራ ባልደረቦቼን የማገዝ ወይም የመረዳት ዕድል አለኝ					
የተለያዩ ስራዎችን እንድሰራ በየጊዜው መስሪያ ቤቱ ያበረታታኛል					
የስራ ዘመኔን ሁሉ በዚህ ደርጅት ባሳልፍ እጅጉን ደስተኛ ነኝ					

	በጣም እስማማለሁ	እስማማለሁ	መልክ የለኝም	ከልስማማም	በጣም ከልስማማም
ስለስራዬም ሆነ ስለድርጅቴ መናገር ያስደስተኛል					
የድርጅቴን ድክመት እንደራሴ ድክመት አስበዋለሁ					
ድርጅቴ የሚያደርግልኝ እንክብካቤ ሳስብ ስራዬን መልቀቅ በጣም ይከብደኛል					
ያለሁበትን ድርጅት ለመልቀቅ ያለኝ አማራጭ ጥቂት ነው ብዬ አስባለሁ					
በዚህ ድርጅት የመቆየቴ ምክንያት ታማኝነት እና የስራ ተነሳሽነት ስላለኝ ነው					
የተሻለ የስራ ዕድል ባገኝ እንኳ አሁን ያለሁበትን መስሪያ ቤት መልቀቅ አልፈልግም					
ሁልጊዜ ለድርጅት ታማኝ መሆን አይቻልም					

Appendix 2 - Interview Questions for the Managers at Modern Building Industries PLC

Purpose: This interview is prepared for Managers of MBI to investigate the commitment level of their employees in the organization. The result of this interview will be used to supplement the data going to gather from the questionnaire survey in inference.

1. Does the company clearly states vision, mission, goals and values?
2. Do you think employees of this organization know properly the vision, mission, goals and values of their organization?
3. Do you think employees are willing to apply high levels of efforts on behalf of the organization?
4. Are the employees willing to engage spending there extra time for the development of the company?
5. Do you think your employees have a strong desire to work with their co-workers?
6. Do the employees stay working in your organization for long period of time?
7. Do you know the reason why employees leave your company?

DECLARATION

I, the undersigned, declare that this thesis is my own original work and prepared under the guidance of Worku Mekonnen (PhD). All material sources used for the thesis have been accordingly acknowledged. In the future I confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

NAME

SIGNATURE

ENDOESEMENT

This thesis has been submitted to St. Mary's University, School of postgraduate studies for examination with my approval as a University advisor.

ADVISOR NAME

SIGNATURE