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**DEPARTMENT OF MANAGEMENT**

**THE IMPACT OF MOTIVATION ON  
EMPLOYEES JOB SATISFACTION IN CASE OF  
DEGADAMOT AGRICULTURE AND RURAL  
MDEVELOPMENT OFFICE**

**A SENIOR ESSAY SUBMITTED TO: ST.MARIYAM  
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## **ABESTERACT**

Motivation is a force which initiates, directs and derives the human behavior to do something for the attainment of organizational goal. The purpose of this study was to assess the impact of motivation on employee's job satisfaction or dissatisfaction in case of Degadamot Agriculture and Rural Office employees. The research focused on the Herzbergs two factor motivational theory, which are motivators and Hygiene. The researcher used questionnaire and interview as a method of data collection. After the researcher distributed 105 questioners for the total sample, the researcher collect 80% questioner. Then the researcher analyzed and interprets the collected data by using frequency, pie chart, %age and table. Review of related literature, conclusion and interpretation had also included in the paper.

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# **CHAPTER ONE**

## **1. INTRODUCTION**

### **1.1 BACKGROUND OF THE STUDY**

Motivation refers to the forces that energize, direct and sustain person's efforts. All behavior except involuntary reflexes like eye blink (which have little to do with management), It has motivated. A highly motivated person will work hard toward achieving performance goals with adequate ability and understanding of the job. Such a person will be highly productive (Xolani E.(2005).

AS pointed by vroom (1964) the word motivation is derived from Latin word "movere", which means to "move "motivation is on internal force dependent on the needs that derive a person to achieve. Schulze & Steyn (2003) affirmed that in order to understand people's behavior at work managers or supervisors must be aware of the concept of needs or motives, which will help "move "their employees to act according to robins (2001), motivation is a need satisfying process which means that when a person's needs are satisfied by certain factors a person will exert superior effort toward attaining organizational goals (Tanteck H and AmnaW.2011).

From early the concept of motivation has been utilized to explain types of behavior, for example basic biological needs or derives connected to the survival and protection (hunger, thirst, and sex) and extrinsic rewards or punishments. Both types of explanations suggest that behavior is motivated by the need or desire to achieve particular out comes such as promotion, recognition, and avoidance of particular goal (Xolani E.2005).

Specter (1997) says job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs .as it generally assessed job satisfaction is an attitudinal variable. In this contexts job satisfaction can be considered as

global feeling about the job or as a related constellation of attitudes about various aspects or factors of the job.

Job satisfaction is often thought to be the gratification of strong needs in the work place or the degree of discrepancy between what a person expects to receive from work and what a person perceives is actually received. There are six attributes: work itself, supervision, compensation, promotion and overall job security that appear to contribute to employer's job satisfaction (Xolani E.2005).

## **1.2 STATEMENT OF THE PROBLEM**

Motivation is the driving force by which humans achieve their goals. Workers in any organization need something to keep them working if an organization has no motivation mechanism, the quality of work will deteriorate (Inte 1, 2012).

the management dilemma in many organizations today is, how managers can improve the motivation of employees, so that organizations employ and retain a full filled work force that contribute optimally to the success of the organization (Xolani E.2005).

Herzberg(1959) presented a two factor theory which looks at motivators (responsibility, promotion, recognition, achievement and intrinsic aspects of the job) and Hygiene (supervision, salary, work environment, company policies and relationship with other colleagues) and proposed that job satisfaction and dissatisfaction appeared to be caused by two sets of different factors. The presence of motivators in the work place caused enduring state of motivation in employees but their absence did not lead to dissatisfaction. Hygiene on the other hand produced an acceptable working environment but did not increase satisfaction, their absence did however cause job dissatisfaction (Inte 1, 2012).

However Herzberg's theory has been criticized by Moxiey (1977), Padilla V(1993), Poling(1990) and Porter(1992). Bower's assertion was that Herzberg's theory was not applicable to certain category of workers like teacher educators in

agriculture as his theory was born out of studying accountants and engineers. Moreover, Bowen views all the factors as related to job satisfaction except that the hygiene factors explained a higher proportion of job satisfaction as compared to the statistics (Inte 1, 2012).

The purpose of the study was to briefly investigate the factors of motivation which lead job satisfaction or dissatisfaction on employees work environment.

## **RESEARCH QUESTION**

- What are the factors that increase employee job satisfaction?
- What is the attitude of employees towards motivation used by Degadamot Agriculture and Rural Development Office?
- What is the attitude of employees towards the current motivation used by Degadamot Agriculture and Rural Development Office?

## **1.3 OBJECTIVE OF THE STUDY**

### **1.3.1 GENERAL OBJECTIVE**

The general objective of this research is to describe the impact of motivation on employee's job satisfaction in Degadamot Agriculture and Rural Development Office.

### **1.3.2 SPECIFIC OBJECTIVE**

- To identify the factors that increase employee satisfaction.
- To identify the causes for employee job dissatisfaction.
- To know the attitude of employees towards motivation used by Degadamot Agriculture and Rural Development Office.
- It would a reference for other researcher.
- It helps the researcher having BA degree.

## **1.4 METHODOLOGY**

### **1.4.1 RESEARCH DESIGN (TYPE)**

The study would be a descriptive study because it describes the existed situation and described about the population looking the impact of motivation on job satisfaction. Qualitative research approach was applied to conduct the study.

### **1.4.2 SOURCE OF DATA**

The researcher used primary sources of data.

Primary sources are sources of data that provide first hand information for the use of immediate purpose.

### **1.4.3 DATA COLLECTION TOOL**

In order to get primary data the researcher used questionnaire (close ended) and interview (both structured and unstructured).

### **1.4.4 POPULATION AND SAMPLE SIZE**

The target population of this study are woreda employees(160)of 110 are males , assistant of animal health in kebele (100)of 70 are males ,contracts(40)of 10 are females totally 300 employees . From the total of 300 employees the researcher selected 105 employees for the study.

### **1.4.5 SAMPLING TECHNIQUE**

The researcher used stratified sampling technique by grouping the population in to strata, the researcher selects 35% of employees randomly by probability sampling from each strata. So that the total sample from the strata (woreda employees, assistant of animal health in kebele and contracts) were 105

employees. The reason for simple random sampling technique is, it gives equal chance for all population and it avoids research bias.

#### **1.4.6 DATA ANALYSIS**

For presenting and analyzing the collected data the researcher used table, frequency, chart and percentage and rank.

#### **1.4.7 DATA ANALYSIS PROCEDURE**

For making the collected data manageable the researcher categorized the collected data in to similar characteristics.

#### **1.4.8 SCOPE OF THE STUDY**

Even if there are many problems in many sectors regarding to employees motivation the researcher conducted the research in Degadamot Agriculture and Rural Development Office only.

In general the study covers the theoretical aspects of motivation mainly the Herzbergs two factors theory that is motivators (responsibility, promotion, recognition and achievement) and Hygiens (salary, supervision work environment and company policy)

### **1.5 LIMITATION OF THE STUDY**

There are many challenges (limitations) which hinders the work of this paper. Among this limitation some of are:

1. There is shortage of time: the time period given to collect the data from different sources is not enough. This is the limit the researcher from collecting the data which could be used for detailed analysis of the study.
2. In adequate financial resource: the financial resource proposed and obtained are far apart. This has its own impact on the researcher as a result the data collection and analysis would be done using techniques less effective than proposed.

3. Human problem: The researcher faced human problem like lack of willingness in filling the questioner.

### **1.6 SIGNIFICANCE OF THE STUDY**

This study had the following significance

- For understanding motivational issues behind employees and develop strategies to deal with motivational problems.
- It enables the management body to understand the factors on which cause satisfaction and dissatisfaction of employees and to take corrective action as necessary.
- It suggests the organization management its current motivation techniques by asses the employees attitude.
- It helps as a reference for other interested researchers.
- It helps the researcher having BA degree.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1. CONCEPTS OF MOTIVATION AND JOB SATISFACTION**

##### **2.1.1. WHAT IS MOTIVATION?**

Motivation is a human psychological characteristic that contributes to a person's degree of commitment includes the factors that cause channel and sustain human behavior in a particular committed direction.

Motivating is the management process of influencing people's behavior based on this knowledge of " What makes people tick?"

Motivation is the set of forces that cause people to engage in one behavior rather than some attractive behavior (stoner, free man, and Gilbert, 2005).

Motivation is a desire to do something that is so strong it proper's it actually does it. It is a feeling of wanting or needing something – an achievement , position ,possession, location, relationship, level of health or wealth or state of mind so match that you take the action that you must take to achieve or obtain it.

Simply wanting or even needing something is not the same as being motivated to pursue in .W antes and needs are too passive to be motivations. Everyone wants and needs, things yet not everyone take action to fulfill their wants and needs.

##### ***I. Motivation is action***

Motivation, motive movement those words have the shared meaning of motion, doing and action.

## **II. Motivation is a feeling**

If motivation is a desire so strong that it generates action then there must be a feeling component because desire is a feeling. The real issue with motivation as a feeling is often one of creating and maintaining strong desire yourself for something.

## **III. Motivation is a decision**

If you decide you are motivated, you will feel motivated, and even if you don't feel motivated, you will be acting, and acting to achieve something is motivation (Gorman .T.2004).

### **2.1.2. The importance of motivation**

Motivation is important in organizations because in conjunction with ability and environment, it determines performance. Managers strive to motivate people in the organization to perform at high levels. Job performance depends on ability, environment and motivation.

$$P = M + A + E$$

Where p=performance

E = environment

A=ability

M= motivations

To reach high level of performance an employee must want to do the job motivation, ability, and environment. Motivation is the most difficult factor to manage. If motivation is deficient, the manager faces the more complex situation of determining what will motivate the employee to work harder (Griffin R. et .al .2000).



## **2.2. THE CONCEPT OF JOB SATISFACTION**

Job satisfaction is in regard to ones feelings or state of mind regarding the nature of their work, job satisfaction can be influenced by a variety of factors .example, the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment their work(int 1,2004).

Locke and lathan (1976) give a comprehensive definition of job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employees perception of how well their job their job provides their things that are viewed as important.

According to (Mitchell and Lasal, 1987) it is generally recognized in the organizational behavior field that job satisfaction is the most important and frequently studied attitude. while Luthal 1998 posited that there are three important dimensions to job satisfaction Job satisfaction is an emotional response to a job situation .as such it cannot seen, it can only be inferred.

- Job satisfaction is an emotional response to a job situation. As such it cannot see, it can only infer.
- Job satisfaction is often determined by how well out come meet or exceed expectations .for instance if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have negative attitudes towards the work, the boss and /or coworkers .on the other hand if they feel they are being treated very well and are being paid equitably they are likely to have positive attitude towards the job.
- Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. Those to Luthan's are the work itself, payment, promotion opportunities, supervision and coworkers (Tella. A. 2007).

### **2.1.3. STRATEGIES OF MOTIVATING WORKERS**

Bernard in stoner.et.al.(1995)accords due recognition to the needs of workers saying that " The ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed up on the resources contributed .Bernard looks at workers ,in particular Liberians in an organized endeavor ,putting in time and efforts for personal , economic and non economic satisfaction. In this era of information super highway employers of information professionals or Liberians must be care full to meet their needs and demands. The question here is that what strategies can be used to motivate information professionals, particularly, Liberians?

#### **► Look the following stratifies**

- ✓ **salary, wages and conditions of service** ;To use salaries as a motivator effectively, personal managers must consider the job rate, which relates to the importance the organizations attaches to each job; payment which encourages workers or groups by rewarding them according to their performance ; personal or special allowances ,associated with factors such as scarcity of particular skills or certain category of information professionals or Liberians ,or with long service and fringe benefits such as holidays with pay, pensions and so on. It is also important to insure that the prevailing pay in other library or information establishments taken in to consideration in determining the pay structure of their organization.
- ✓ **MONEY**; Akintoye (2000) asserts that money remains the most significant motivational strategy. As far back as (1911), Frederic Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater

productivity. Taylor advocated the establishment of incentive wage systems as a means of stimulating workers for higher performance, commitment and eventually satisfaction. Money possesses significant motivating power in as much as it symbolizes in tangible goals like security, power, prestige, and a feeling of accomplishment and success .Katz. Insinclair, et .al. (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract retain and motivate individuals towards higher performance .For instance if a Liberian or information professionals as another job offer which has identical characteristics with his current job but greater financial reward that worker would in probability be motivated to accept the new job offer. Banjoko (1996) states that money managers us money to reward or punish workers .This is done through the process of rewarding employs for higher productivity by instilling fear of loss of job.

- ✓ **STAFF TRAINING**– No matter how automated an organization or a library may be high productivity depends on the levels of motivation and the effectiveness of the work force .staff training is an indispensable strategy for motivating workers .the library organization must have good training programming seill give the librarian or information professional opportunities for self improvement and development to meet the challenges and requirements of performing a task (Tella. A. 2007).

#### **2.1.4.MOTIVATIONAL FACTORS**

There are several actors that motivate a person to work. The motivation factors can be broadly divided in to two groups:

##### **I. Monetary factors**

- ❖ Salaries or wages:-salaries or wages are one of the most important motivational factors .reasonable organization must consider such as ;

- ◆ cost of liking
- ◆ Company ability to pay
- ◆ Capability of company to pay
- ❖ Bonus:- it refers to extra payment to employee over and above salary given as an incentive. The employees must be given adequate rate of bonus.
- ❖ Incentives:- the organization may also provide additional incentives such as medical allowance
- ❖ Special individual incentives:-such incentives are to be given to deserving employees for giving valuable suggestions.

## **II. Non-monetary factors**

- ❖ Status or job title: by providing a higher status or designations the employee must be motivated. Employees prefer and proud of higher authorities.
- ❖ Appreciation and Recognition:-employees must be appreciated for their service .the praise should not come from immediate superior but also from higher authorities.
- ❖ Delegation of authority: - delegation of authority motivates a subordinate to perform the tasks with dedication and commitment. When authority is delegated the subordinate knows that his superior has placed faith and trust in him.
- ❖ Working conditions:-provision for better working conditions such as aspire conditioned rooms, proper plant lay out, proper sanitation, equipment, machines etc motivates employees.
- ❖ Job security:-grantee of job security or lack of fair dismissal can also be a good way to motivate the employees who are kept temporarily for a long time may be frustrated and may leave the organization.

- ❖ Job enrichment:-it involves more challenging tasks and responsibilities for instance an executive who is involved in preparing and presenting reports of performance may also asked to frame plans.
- ❖ Workers participation: - inviting the employee to be a member of quality circle or a committee or some other form of employee participation can also motivate the work force.
- ❖ Cordial relations: - good and health relations must exist throughout the organization .this would definitely motivate the employees' .Good superiors:-subordinates want their superiors to be intelligent, experienced, matured, and having a good personality. in fact the superior needs to have superior knowledge and skills than that of his subordinates very presence of superiors can motivate the subordinates
- ❖ Other factors:-there are several other factors of motivating the employees. Providing training to the employees
  - proper job placements
  - proper promotions and transfers
  - proper performance feed back
  - proper welfare facilities
  - flexible working hours(int 1,2012)

### **2.1.5.ROLE OF MOTIVATION IN EMPLOYEE RELATIONSHIP**

A healthy employee relationship leads to an increased level of satisfaction among the employees and in turn an increased productivity. Work place becomes a much happier place and employees tend to concentrate more on work rather than un productive things .motivation plays an important role in a healthy employ relationship.

- A motivated employee works better and at a much faster rate as compared to others: motivating the employee would in turn benefit the organization only. Motivation acts as a catalyst for organizations success

and helps the individuals to remain productive and deliver better results every time.

- Job relations and promotions are an important way to motivate the employees: The management must ensure that each one is happy with their work and monotony does not creep in to the team. When an individual does not enjoy his work, he would always look for excuses to fight with his colleagues and spoil the environment.
- Motivate employees to work in a group rather than working alone: They must realize that working in a group means a better exchange of ideas and thoughts to come to a unique idea fruitful for them as well as the organization.
- The employees must be motivated not to spread negativity around: they should be encouraged not to make issues out of small things and do not bring their personal tensions to work. They should be realizing importance of team work at the work place and healthy relation with colleagues. No one should forget their purpose of coming to the organization.
- Award ceremonies must be organized at the work place every month or after three months to acknowledge the top performers: call them on the dais and honor them display their names on the company's main notice board so that every employee gets to know about it. These kinds of activities slightly give an upper edge to the employees who have worked hard and performed well (Inte, 1.2012).

## **2.2. THEORIES OF MOTIVATION**

### **INTRODUCTION:**

(Harrington, 2004) ever notice that once we have been doing things for a while, our curiosity fades? Some people lose the joy in their work, some continue in

their roles in order to maintain their comfortable salaries and secure benefits long after they have mentally quit others pursue a job change in the only way to get back that long last enthusiasm.

The above scenario captures the essence of the problem facing many organizations to day. Motivation! While other employees might be motivated to come to work, others are not. It then becomes managements challenge to deal with employee inertia. Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work related behavior and to determine its form, direction, intensity and duration (xolani .E .2005).

## **2.3. CONTENT THEORIES OF MOTIVATION**

### **2.3.1. Herzberg's Theory of Motivation**

Herzberg was the first to show that satisfaction and dissatisfaction at work nearly always arose from different factors, and was not simply opposing reactions to the same factors, as had always previously been and still now by the unenlightened believed.

According to Herzberg man has two sets of needs; one as an animals to avoid pain, and two as human being to grow physiologically. He illustrated this also through biblical example: Adam after his exclusion from Eden having the need for food, warmth, shelter, safety etc.

According to Herzberg people will strive to achieve “hygiene” needs because they are unhappy without them but one's satisfied the effect soon wears off satisfaction temporally. Then as now, poorly managed organizations fail to understand that people are not motivated by enabling them to reach for and satisfy the factors that Herzberg identified that as real motivators such as achievement, advancement and development (Int 1, 2012).

### **2.3.2.MASLOW THEORY OF MOTIVATION**

consists in trying to structure the basic needs in to Five categories (physiological, security, affiliation, esteem and self accomplishment),ranked in the shape of a pyramid (fig,1),a human being knows various needs ,which, having different importance, can be ranked; one is motivated to satisfy its need which seems to be the most important ;when the need of “K” has been satisfied ,the individual will be motivated to satisfy his/her need of order "n+1",

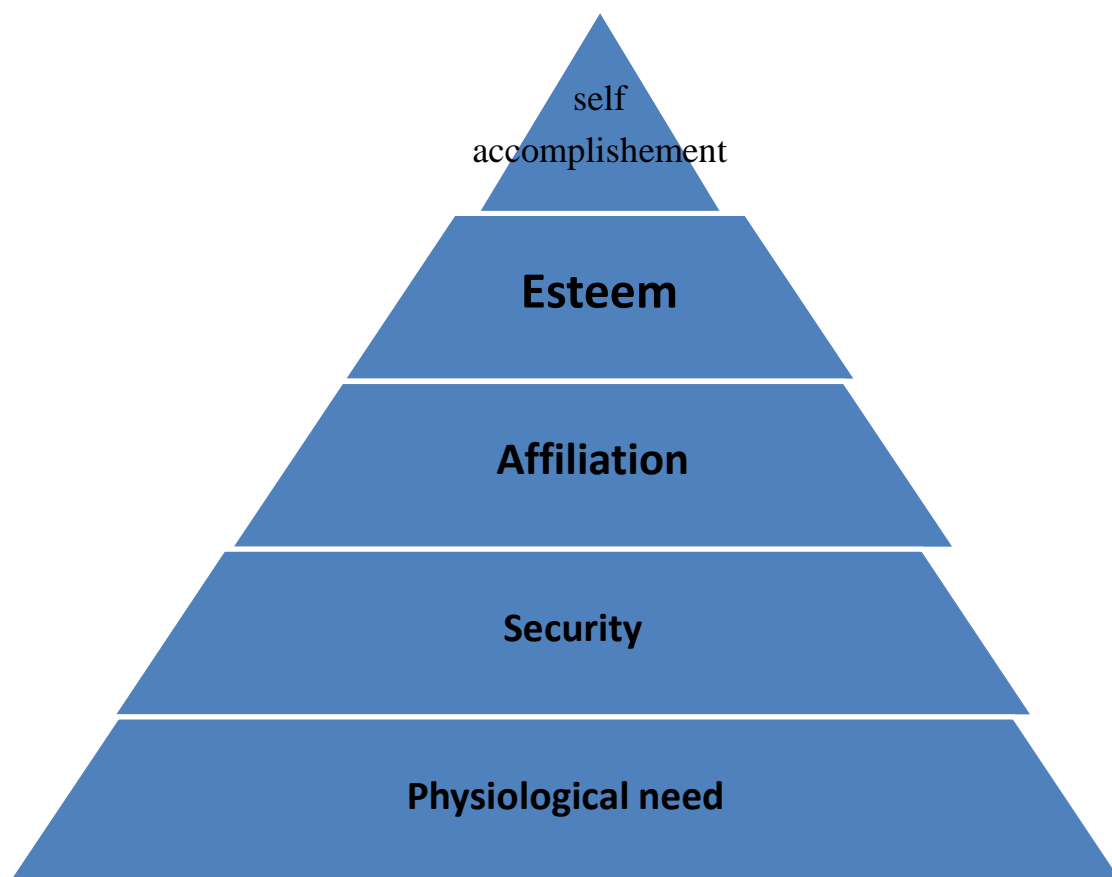




FIG. 1 Maslow's theory of motivation model

1. Physiological need- Maslow considers it the basic need and he defines as those the satisfaction of which provides the individuals existence and compromise: the need for food, air, water etc.
- Safety (security) - it compromise the need of being dressed, the need of having shelter, living at an adequate temperate etc.
  - the need of affiliation -it take in to account the fact that human being is a social being and feels the desire to be with other fellow human beings .
  - need of esteem- which is represented in the double plane frequently, this need of esteem is translated by the human beings desire of benefiting by lots of affection , shown under various forms, inside the family or other gropes, one belongs .
  - Need of accomplishment - it implies a human beings desire of fully using all qualities one has to reach the maximum level that can be attained.

Generally Maslow's motivational theory is based on gradually satisfying the set of human needs (Dima .I. et.al, 2010).

### **2.3.3.The Mayo effect**

Internal or external factors may motivate a person to change or develop their actions. For example, an internal factor may be the desire to learn a new skill. This would reward the individuals. External factors include, for example, sales targets and intensives. A more negative motivator might be no pay rise if targets are not archived the early 1930's the theorist Elton Mayo suggested that motivation at work was promoted by such factors as:

- ❖ Greater communication

- ❖ Good team work
- ❖ Showing interest in others
- ❖ Involving others in decision making
- ❖ Ensuring the well being of others
- ❖ Ensuring work is interesting and non- repetitive

Mayo believed that motivation was improved through making employees feel important, giving them a degree of freedom to make choice and acknowledging their social needs (Intel, 2012).

## **2.3.2. Process theories of motivation**

We will now examine process motivation theories, which attempt to explain and describe some of the factors, typically outside the individual, that energize, direct, sustain, and stop behavior. The major process theories of motivation to be discussed here under include:

### **2.3.2.1. Goal setting theory**

In 1968, Edwin Locke proposed that goal setting was a cognitive process of some practical utility. His view was that an individual's conscious goals and intentions are the primary determinants of behavior. A goal is the object of action; it's what a person attempts to accomplish. Locke also carefully described the attributes of the mental (cognitive) processes of goal setting. These are:

- Goal specificity refers to the degree of quantitative precision (clarity) of the goal. For example, a goal that says 'we will increase our market share next year' is clear but not quantitatively precise. A goal that says 'we will increase our market share next year by 5%' is both clear and quantitatively precise.

- Goal difficulty is the degree of proficiency or the level of performance sought.

For example, increasing our market share next year by 5% is both realistic and attainable, but increasing our market share next year by 60%, may both be unrealistic and unattainable.

- Goal commitment is the amount of effort used to achieve a goal.
- Goal intensity pertains to the process of setting the goal or of determining how to reach it. Goal setting process entails:
  1. Diagnosis for goal-setting readiness (this involves looking at people, history of change in the organization, job and technology, and mission, plan and strategy of the company).
  2. Preparation for goal-setting (which may involve participation via increased interaction, communication, formal training and development, establishment of action plans and the establishment of criteria for assessing effectiveness).

Implementation which may involve the following steps:

1. Goal setting attributes – specificity, difficulty, intensity, and commitment.
2. Intermediate review – Frequency, exchange of ideas, and modifications.
3. Final review - Discussion, analysis, development and recycling.
4. Anticipated goal-setting results – Improved motivation to perform, plan, organize and control.

If goal-setting is to be an effective motivational technique, it must be carefully planned and implemented. A feedback loop is critical to monitor which goals are achieved and why, which goals are not being achieved and why.

Gerhart and Rynes (2003:125 -126) highlight the predictive powers of the goal-setting theory (GST). In particular, this theory predicts that:

- Higher effort and performance results when people commit to difficult and specific goals rather than to vague commitments.
- Monetary incentives will affect performance only to the extent that such Incentives influence the choice of goals and the extent of goal commitment.
- Goal commitment will interact with goal difficulty to determine performance. With easy goals, there typically is not much problem obtaining goal Commitment, because there is little cost to doing so. However,

When ambitious goals are set, (e.g. to double sales over a 12-month period), Individuals may be reluctant to commit because of the extra effort involved and/or the increased probability of failure.

Thus, for a difficult goal to have the intended effect of increasing

Performance, it is both more important (and more challenging) to gain goal commitment.

Some criticisms leveled at goal-setting theory include:

- Goal setting is rather complex and difficult to sustain.
- Goal setting works well for simple jobs (clerks, typists, loggers, and technicians), but not for complex jobs. Goal setting with jobs in which goals aren't easily measured (teaching, nursing, engineering, and accounting) has posed some problems.
- Goal setting encourages game playing. Setting low goals to look good later is one game played by subordinates who don't want to be caught short.

Managers play the game of setting an initial goal that' generally achievable and then finding out how subordinates react.

- Goal setting is used as another check on employees. It's a control device to monitor performance.
- Goal accomplishment can become an obsession. In some situations, goal setters have become so obsessed with achieving their goals that they neglect other important areas of their jobs (XOLANI E .2012).

### 2.3.3. MANAGEMENT THEORIES OF MOTIVATION

#### 2.3.3.1. Scientific management -FW Taylor (1856-1957)

According to Frederick Winslow Taylor (1856-1957) workers are motivated mainly by pay. His theory of scientific management argued the following

Workers should then be given appropriate training and development so they can work as efficiently as possible on one set task .Workers are then paid according to the number of items they produce in a set period of time -piece -rate pay .As a result workers are encouraged to work hard and maximize their productivity(Int1,2012).

#### 2.3.3.2. McGregor's Theory X and Theory Y

McGregor's Theory X, is based on the assumption that people are inherently bad. This represents a pessimistic view of human nature. According to this theory, people do not really want to work – they have to be pushed, closely supervised, and threatened with some type of punishment. **He believed that** workers have little or no ambition, prefer to avoid responsibility and will seek security as their major goal.

Theory X reflects the “carrot and stick” philosophy, combining punishment and rewards to motivate employees. This approach, however, has two major drawbacks:

1. Managers who accept Theory X as valid tend to use the stick more than the carrot. “If I ever fall behind in my quota,” one worker says, “you can

bet I hear about it, but if I break my back to get a job done, not a word.”

The general belief of management under this theory is that workers are paid to do a good job; management’s function is to supervise the work and correct employees if they go off course.

2. The carrot and stick image itself creates a negative attitude toward workers. The manager or supervisor who views others as lazy, incompetent, reluctant to accept responsibility, and interested only in a paycheck often treats subordinates with distrust, suspicion and little respect. This leads to a form of supervision wherein fault finding, blaming, and reprimands are frequent.

When a manager has low expectations about his employees, his expectations tend to become self-fulfilling prophecies. If a manager believes his employees are bad, employees tend to behave in displeasing ways. This is the negative side of the Rosenthal effect.

On the other hand, McGregor Theory Y is premised on the assumption that people are inherently good. This reflects an optimistic view of human behavior. According to this theory, work is as natural to people as play or rest. People’s attitudes toward work depend on their previous job experiences and the conditions surrounding the job itself. If employees are able to understand and relate to their personal goals, to their organization’s goals, they will tend to be somewhat self-directed and will not need to be threatened or coerced into working. When given the proper encouragement, people will seek, rather than avoid, responsibility, and they will often exercise considerable imagination and creativity in carrying out their duties.

The above work climate or environment also promotes a Pygmalion effect (enhanced performance that results from others having positive expectations of us) where workers know that the supervisor/manager expects more from them. As a result, they simply perform more than expected.

When a manager has high expectations about his employees, his expectations tend to become self-fulfilling prophecies. If a manager believes his employees are good, employees tend to behave in pleasing ways. This is the positive side of the Rosenthal effect.

From the above, it can be deduced that a manager's negative attitude toward employees, that is characterized by mistrust, punishment and general disrespect, only helps to engender mistrust, disrespect, sabotage and generally negative attitude in employees. No one wins in this situation. Even the organization that feeds everyone suffers. Conversely, a manager's positive attitude toward employees that is characterized by trust, support, openness, unconditional mutual respect can help instill the same values in employees. This creates a win-win situation for all including the organization (XOLANI E .2005)

#### **2.3.3.3. Ouchi's Theory Z**

- ✓ This theory is rooted in the idea that employees who are involved in and committed to an organization will be motivated to increase productivity. Based on the Japanese approach to management and motivation, Theory Z managers provide rewards, such as long-term employment, promotion from within, participatory management, and other techniques to motivate employees (Shanks. N. 2012).

## CHAPTER THREE

### 3. Data collection and analysis

In this chapter the researcher tries to present and analyze data obtained from the questionnaire & the interview.

Part one: - General information analysis from the questionnaire.

Table 1, Analysis of respondent type

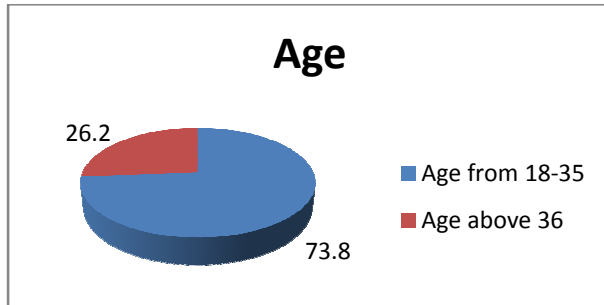
No	Respondent type	Distributed questionnaire in No	Returned questionnaire	
			In No	In %
1	Employees of woreda	63	50	79.3
2	Assistant of animal health in kebele	28	20	71.4
3	contracts	14	10	71.4
	Total	105	80	76.2

Source: - The distributed & returned questionnaire

As I could observe from the above table 76.2% of the total questionnaire returned. The remaining 23.8% is not returned. Generally, the respondents were enough for conducting the research.



Pie chart 1. Age structure of the respondent



Source Questionnaire

According to the above pie chart 73.8% of the respondents are aged between 18 and 35 and 26.2% of the respondents are above 36 years old. I can conclude that the majority of the employers are under the productive age category and they are ready for changed the organization if motivation is applied.

Table 2, Education backgrounds the respondents.

No	Item	Returned questionnaire		
		Frequency	In %	Rank
1	No formal education	-	-	-
2	1-10 grade	6	7.5	4
3	10+2	10	12.5	3
4	Diploma	31	38.8	2
5	First degree	33	41.2	1
	Total	80	100	

Source:- Questionnaire

According to the above table 41.2% of the employees have first degree and above, 33.8% of the employees have diploma, 12.5% of the respondents have 10+2 the remaining 7.5 of the respondents have learned some grades between 1 and 10. No uneducated employee available in the organization. What I understand here is that, the majority of employees have first degree. This is good for the success of the organization goal.

Part two: question analysis.

Table 1, I am satisfied with the salary I draw at present.

<b>No</b>	<b>Item</b>	<b>Respondents Frequency</b>	<b>Respondents In %</b>
1	Strongly agree	10	12.5
2	agree	22	27.5
3	Neither agree nor disagree	3	3.75
4	disagree	30	37.5
5	Strongly disagree	15	18.75
	Total	80	100

Source: - The returned questionnaire

As I could observe from the table 12.5% of the employees strongly agreed on satisfaction of the available salary, 27.5% of the respondents agreed on the satisfaction of current salary, 3.75% of respondents were neutral. Whereas the majority 37.5% of employees disagreed on satisfaction by salary and 18.75% employees strongly disagree on satisfaction by salary. Therefore, most respondents were dissatisfaction by salary. Here I could understand that the salary of employees mismatch with their position (Job).

Table 2 Degadamot Agriculture and Rural Development Office pay salary timely.

No	Item	Respondents Frequency	%
1	Strongly agree	21	26.25
2	Agree	36	45
3	Neither agree nor disagree	2	2.5
4	Disagree	11	13.75
5	Strongly disagree	10	12.5
	Total	80	100

Source: - Questionnaire

The above table indicates the respondents answer on the question. Here 26.25% of the respondents strongly agreed on the timely salary payment, 45% of the respondents agreed 2.5% of the employees are neutral on the question, 13.75% of the respondents disagree the timely salary payment. Whereas, 12.5% of respondents strongly disagreed on timely salary payment. Since majority of the respondents (45%) agreed on the assumption Degadamot Agriculture and Rural Development Office pays salary time say that the employees are satisfied by the payment and it can help the healthy activity of the organization.

Table 3, the timely salary payment of the organization satisfies me.

No	Item	Respondents		
		Frequency	In %	Rank
1	Strongly agree	12	15	3
2	Agree	39	48.75	1
3	Neither agree nor disagree	4	5	5
4	Disagree	18	22.5	2
5	Strongly disagree	7	8.75	4
	Total	80	100	

Source:- returned questionnaire

According, tables 3, 48.75% of the respondents agreed on the assumption that the timely salary payment of the organization satisfied them, 22.5% of the respondents disagreed on the question. Here 8.75% of the employees strongly disagreed on the question, 5% of the respondents were neutral and 15% of the respondents strongly agreed on the issue that the timely salary payment satisfies them. Generally, majority of the respondent agreed, as they are satisfied by the timely salary payment, I can say timely payment is the motivation factor of employees which can add satisfaction.

Table 4. I am satisfied with the current motivation system.

No	Item	Respondents		
		Frequency	In %	Rank
1	Strongly agree	8	10	4
2	Agree	14	17	3
3	Neither agree nor disagree	8	10	4
4	Disagree	21	26.2 5	2
5	Strongly disagree	29	36.2 5	1
	Total	80	100	

Source:- returned questionnaire

According to table 4, 10% of the respondents strongly agreed on the question and on the other hand the other 10% of employees were neutral on the idea, 17.5% of the employees agreed on the idea that the current motivation system satisfies them. 26.25% the respondents somewhat disagreed and the majority

36.25% of the respondents strongly disagree that they are not satisfied by the current motivation system. Generally the current motivation system of Degadamot Agriculture and Rural Development Office dissatisfies employees what they can understand this organization doing nothing in understanding motivational factors.

Table 5 my responsibility helps me to achieve my goal.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	18	22.5	2
2	Agree	50	62.5	1
3	Neither agree nor disagree	5	6.25	3
4	Disagree	4	5	4
5	Strongly disagree	3	3.75	5
	Total	80	100	

Source- returned questionnaire

According to the above table information, 22.5% of the respondents strongly agreed that their responsibility help than to achieve their goal 62.5% of the employee agreed on the question. The least respondent 3.75% strongly disagreed that their responsibility did not help them to achieve their goal. To conclude that the majority 62.5% of respondents agreed on the idea that employee that responsibility is one factor to achieve goal and it is a motivational factor.

Table 6 I am satisfied by the opportunity which Degadamot Agriculture and Rural Development Office gives for employees.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	10	12.5	3
2	Agree	18	22.5	2
3	Neither agree nor disagree	8	10	4
4	Disagree	37	46.25	1
5	Strongly disagree	7	8.75	5
	Total	80	100	

Source- returned questionnaire

According to table 6, above 12.5% of respondents strongly agreed that they were satisfied by the opportunity Degadamot Agriculture and Rural Development Office gives for them 22.5% of the respondents agreed on it 10% of the respondents answered neither agree nor disagree (neutral) some respondents 8.75%strongly disagreed on their satisfaction by the opportunity. Degadamot Agriculture and Rural Development Office gives the large number of respondents. 46.25% disagree on the idea. Generally, what I could conclude here is that the employees of Degadamot Agriculture and Rural Development Office were not satisfied by the opportunities available in the organization and it any land the organization to loss its employees by turn over.

Table 7, I fill that the job I does not give me a good satisfaction.

No		Respondents		
		Frequency	%age	Rank
1	Strongly agree	13	16.25	2
2	Agree	52	65	1
3	Neither agree nor disagree	5	6.25	4
4	Disagree	6	7.5	3
5	Strongly disagree	4	5	5
	Total	80	100	

Source- returned questionnaire

According to the above table 4% of the respondents strongly disagreed on the question, 65% of employees which are greater in on answered agree what I could conclude her must employees agreed that their job gives a good satisfaction. These employees that job gives satisfaction or if it is a motivational factor.

Table 8 there is on opportunity to grow their through learning new thinks in Degadamot Agriculture and Rural Development Office, it gives me satisfaction.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	12	15	3
2	Agree	15	18.75	2
3	Neither agree nor disagree	4	5	5
4	Disagree	38	47.5	1
5	Strongly disagree	11	13.75	4
	Total	80	100	

Source- returned questionnaire

According to the above table, 5% of respondents were neutral 47.5% of the respondents were answer disagree. This implies that Degadamot Agriculture and Rural Development Office doesn't give on opportunity to learn new things

this in turn results disaffection among employees because employees needs for achievements and recognition by their nature.

Table 9, Degadamot Agriculture and Rural Development Office rules regulation, procedures and policies are attractive and feasible.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	11	13.75	3
2	Agree	38	47.5	1
3	Neither agree nor disagree	10	12.5	4
4	Disagree	14	17.5	2
5	Strongly disagree	7	8.75	5
	Total	80	100	

Source- returned questionnaire

As I could observe from the above table 47.5% of the respondents agreed on the question. 8.75% of the respondents which are some in no strongly disagreed on the question. I could conclude that many employees agreed that the organization rules, regulations, procedures and policies are attractive and feasible. We understood from this conclusion that the employees do not dissatisfy by thus factors since they are fulfilled.



Table 10, Degadamot Agriculture and Rural Development Office create an opportunity for relationship with other sectors to share experience.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	7	8.75	5
2	Agree	9	11.25	4
3	Neither agree nor disagree	10	12.5	3
4	Disagree	17	21.25	2
5	Strongly disagree	37	46.25	1
	Total	80	100	

Source- returned questionnaire

According to the table above 46.25% of the respondents answered as they strongly disagree, on the other hand 8.75% of respondents strongly agreed, 11.25% of respondents answer agreed, 21.25% of employees disagreed. Generally, the majority of respondents (46.25%) strongly disagree on the opportunity Degadamot Agriculture and Rural Development Office creates or employees to have relationship with other sectors.

What I could conclude here employees faced dissatisfaction by this Higin factor according to Herzberg two factor theory.

Table 11, the relationship with other sectors adds satisfaction on my job.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	5	6.25	5
2	Agree	20	25	2
3	Neither agree nor disagree	37	46.25	1
4	Disagree	9	11.25	3
5	Strongly disagree	9	11.25	4
	Total	80	100	

Source- returned questionnaire

As I could observe from the above table 6.25% of the respondents answer is strongly agreed, 46.25% of the employees were natural in the question, this is the majorities response, the respondents doesn't have an information whether there is relationship with other sectors or not.

Table 12 Degadamot Agriculture and Rural Development Office gives a chance for promotion.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	10	12.5	3
2	Agree	36	45	1
3	Neither agree nor disagree	19	23.75	2
4	Disagree	8	10	4
5	Strongly disagree	7	8.75	5
	Total	80	100	

Source- returned questionnaire

As I could see from the above table 45% of the respondents agreed that there is a chance for promotion. 8.75% of employees strongly disagreed on the idea, generally the majority of the respondents agreed on the question, these employees that there is a chance for promotion in Degadamot Agriculture and Rural Development Office. What I could conclude here is that employees can be satisfied because promotion is a motivational face or which adds satisfaction.

Table 13, the existed chance for promotion Degadamot Agriculture and Rural Development Office satisfy me.

No		Respondents		
		Frequency	%age	Rank
1	Strongly agree	14	17.5	3
2	Agree	37	46.25	1
3	Neither agree nor disagree	6	7.5	5
4	Disagree	15	18.75	3
5	Strongly disagree	8	10	4
	Total	80	100	

Source-returned questionnaire

According to the table, 17.5% of the respondents strongly agreed on the question, 46.25% of the respondent answered agree, 7.5% of the employees were a neutral on the question given, as clearly described the majority 46.25% of the employees satisfied on the existed chance for promotion, the last employees have being neutral on the question given. Generally, Degadamot Agriculture and Rural Development Office satisfies its employees in the existed chance for promotion.

Table 14, the supervisors in Degadamot Agriculture and Rural Development Office always try to make the job more interesting.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	2	2.5	5
2	Agree	24	30	2
3	Neither agree nor disagree	7	8.75	4
4	Disagree	38	47.5	1
5	Strongly disagree	9	11.25	3
	Total	80	100	

Source- returned questionnaire

As I could observe from the above table, the majority 47.5% of respondents answered disagree, the last 2.5% of respondents answered strongly agree what I could understand here is that, the majority of the respondents disagreed on the question that supervisors make the job more interesting. According to Herzberg to factor theory supervision is a hygiene factors which its absence dissatisfies people, so that majority of the employees of Degadamot Agriculture and Rural Development Office dissatisfied there supervisors activity.

Table 15, I believe my job is secured.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	2	2.5	5
2	Agree	20	25	2
3	Neither agree nor disagree	4	5	4
4	Disagree	42	52.5	1
5	Strongly disagree	2	15	3
	Total	80	100	

Source- returned of questionnaire

According to the above table 2.5% of the respondents answered strongly agree, 25% of the respondents agreed, 52.5% of the respondents disagreed on question. Generally, 52.5% of the respondents containing the first rank this indicates employees were disagreeing by the question their job is secured so that the job of Degadamot Agriculture and Rural Development Office employees is not secured; this leads job dissatisfaction of employees.

Table 16, I am satisfied with what achieve at work.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	11	13.75	3
2	Agree	46	57.5	1
3	Neither agree nor disagree	5	6.25	4
4	Disagree	13	16.25	2
5	Strongly disagree	5	6.25	4
	Total	80	100	

Source- The returned questionnaire

According to table 16, 57.5% of the respondents answered agree, 16.25% of the respondents disagreed, and the other 13.75% of the respondents answered strongly disagree in general majority of the employees satisfied with what they achieve at work, since achievement in a motivational factor which gives job satisfaction, the employees of Degadamot Agriculture and Rural Development Office satisfied.

Table 17, I work cooperatively with my staff worker.

No		Respondents		
		Frequency	%	Rank
1	Strongly agree	17	21.25	2
2	Agree	45	56.25	1
3	Neither agree nor disagree	3	3.75	5
4	Disagree	9	11.25	3
5	Strongly disagree	6	7.5	4
	Total	80	100	

Source- returned questionnaire

As I could observe from table 17, 56.25% of the respondents answered agree 3.75% of the respondents answered neither agree nor disagree, some 7.5% strongly disagreed, her what I could conclude that majority of the employees are working cooperatively with their staff workers. I could understand here employees of Degadamot Agriculture and Rural Development Office well satisfied on their co-operation.

### **Presentation and analysis part of Interview part**

This section presents the interview part of the research on the motivation system of Degadamot Agriculture and Rural Development Office. The prepared interview question was asked to the HRM officer. The first question asked to the Degadamot Agriculture and Rural Development Office HRM officer is what is the importance of motivation for the success of the organization? The officer said that “Motivation is important and it is a force to initiate employees to do well. In general motivation”, this implies that the officer believes the importance of motivation for accomplishing certain organizational activities. The second question which was asked is that, what factors of motivation you implement for motivating your employees? As the officer’s response show they motivate employees by creating an opportunity for promotion and by paying salary timely. This shows that the organizations motivation system is low the third question is, what are the factors that consistent you not to implement other motivational factors like relationship with other sectors an opportunity for achievement, recognition and others? The officer responds that the major problem for Degadamot Agriculture and Rural Development Office of other motivational factor is financial problem of the university and the organization HRM office employee’s skill to motivate employees. What I can understand here is that the implementation of motivational factors in Degadamot Agriculture and Rural Development Office is low.

Generally, organizations should implement the motivation factors in their organization for successfully achieve their mission, vision and objective.

## **CHAPTER FOUR**

### **4. CONCLUSION AND RECOMMENDATION**

#### **4.1 CONCLUSION**

Based on the data presentation, analysis and interpretation of the preview chapter the following conclusion were drawn.

- ✓ The timely salary payment, responsibility, the job itself, promotion and achievement increase employee satisfaction.
- ✓ Unbalanced salary, (absence of an opportunity for achievement and relationship with other sectors), absence of supervision and low job security are the causes for job dissatisfaction.
- ✓ The current motivation practice of the organization is low. This dissatisfies employees.
- ✓ The supervisor's role in making the job more interested is low.
- ✓ The employees dissatisfied by the salary they draw at present.
- ✓ The current opportunity to learn new thing is low.
- ✓ The organization implements; promotion and timely payment of salary only to motivate employees.

## **4.2 RECOMMENDATION**

Based on the analysis of the data the researcher tried to forward the following relevant recommendations.

1. The organization should continue its timely payment and promotion for employees, because those motivational factors add job satisfaction.
2. In order to increase its labor satisfaction the organization should use other motivational factors like, creating an opportunity for relationship, recognition, chance for achievement, giving responsibility and intrinsic aspects of the job.
3. The organization should create an opportunity for learning new things for the employees, because it increases labor turn over in the organization.
4. The supervisors of the organization should make their employee's job interesting.
5. The organization should pay a balanced salary for employees. Because unless enough salary is paid for employees, the employees existence in the organization is different.
6. The organization should have good job security for its employees. Because unsecured job dissatisfies employees and it in turn leads to determination of work.
7. Lastly, the researcher want to form his suggestion that Degadamot Agriculture and Rural Development Office should make further research or it should encourage those who are interested to make research on it. Because research made on it helps to identify the weakness and strength and necessarily to make a corrective measure.



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APPENDIX

ST.MARIAM UNIVERSITY COLLEGE

DEPARTMENT OF MANAGEMENT

The purpose of this questionnaire is to investigate data about impact of motivation on employees' job satisfaction in case of Degadamot Agriculture and Rural Development Office. You are kindly asked to give your genuine response. Your genuine response for this questionnaire is highly required for the research to trustworthy. Therefore, please read the questions and give your response. Thank you for your cooperation in advance.

Personal data

Sex: Male  Female

Age: 18-35  36 and above

Educational background: 1-10 Grade  10+2  Diploma   
First degree

1. I am satisfied with the salary I earned at present.

A. Strongly agree B. agree C. Neither agree nor disagree  
D. disagree E. strongly disagree

2. Degadamot Agriculture and Rural Development Office pays salary timely.

A. Strongly agree B. agree C. Neither agree nor disagree  
D. disagree E. strongly disagree

3. The currunt salary payment of the organization satisfies me.

A. Strongly agree B. agree C. Neither agree nor disagree  
D. disagree E. strongly disagree

4. I am satisfied with the current motivation system.

- A. Strongly agree    B. agree    C. Neither agree nor disagree  
D. disagree    E. strongly disagree

5. My responsibility helps me to achieve my goal.

- A. Strongly agree    B. agree    C. Neither agree nor disagree  
D. disagree    E. strongly disagree

6. I am satisfied by the opportunity which Degadamot Agriculture and Rural Development Office gives for the employees.

- A. Strongly agree    B. agree    C. Neither agree nor disagree  
D. disagree    E. strongly disagree

7. I fill that the job does not give me a good satisfaction.

- A. Strongly agree    B. agree    C. Neither agree nor disagree  
D. disagree    E. strongly disagree

8. There is an opportunity to grow their through learning new thinking in Degadamot Agriculture and Rural Development Office, it gives me satisfaction.

- A. Strongly agree    B. agree    C. Neither agree nor disagree  
D. disagree    E. strongly disagree

9. Degadamot Agriculture and Rural Development Office rules, regulations, procedures and policies are attractive and feasible.

- A. Strongly agree    B. agree    C. Neither agree nor disagree  
D. disagree    E. strongly disagree

10. Degadamot Agriculture and Rural Development Office creates an opportunity for relationship with other sectors to share experience.

- A. Strongly agree
- B. agree
- C. Neither agree nor disagree
- D. disagree
- E. strongly disagree

11. The relationship with other sectors adds satisfaction on my job.

- A. Strongly agree
- B. agree
- C. Neither agree nor disagree
- D. disagree
- E. strongly disagree

12. Degadamot Agriculture and Rural Development Office gives a chance for promotion.

- A. Strongly agree
- B. agree
- C. Neither agree nor disagree
- D. disagree
- E. strongly disagree

13. The existed chance for promotion in Degadamot Agriculture and Rural Development Office satisfies me.

- A. Strongly agree
- B. agree
- C. Neither agree nor disagree
- D. disagree
- E. strongly disagree

14. The supervisor in Degadamot Agriculture and Rural Development Office always try to make the job more interesting.

- A. Strongly agree
- B. agree
- C. Neither agree nor disagree
- D. disagree
- E. strongly disagree

15. I believe my job is secured.

- A. Strongly agree
- B. agree
- C. Neither agree nor disagree
- D. disagree
- E. strongly disagree

16. I am satisfied with what achieve at work.

- A. Strongly agree
- B. agree
- C. Neither agree nor disagree
- D. disagree
- E. strongly disagree

17. I work cooperatively with my staff workers.

- A. Strongly agree
- B. agree
- C. Neither agree nor disagree
- D. disagree
- E. strongly disagree

### **INTERVIEW QUESTION FOR THE HRM OFFICER**

1. Do you think that motivation has an impact for the success of organization?
2. What factors of motivation you use or implement for motivating your employees?
3. What are the factors that constraint you not to implement other motivational factors like relationship with other organizations, opportunity for achievement and others?