



ST.MAR'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES

The effect of organizational motivation on employees' performance:  
In the case of Dashen Bank Head Office,  
Addis Ababa.

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**June**  
Addis Ababa, Ethiopia

The Effect of Organizational Motivation on Employees' Performance:  
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Addis Ababa

By  
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A Thesis Submitted to St. Mary's University College, School of  
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ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
FACULTY OF BUSINESS

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# DECLARATION

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I, the undersigned, declare that this study entitled “the effect of organizational motivation on employees’ performance: in the case of Dashen bank head office” is my original work and has not been presented for a degree in any other university, and that all sources of material used for the study have been duly acknowledged.

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# ENDORSEMENT

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

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**June**

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# Abstract

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Whenever question raises “what motivates employees”, most of the assumption loudly confirms that monetary methods are the basic way but actually in society such our country giving recognition, ethical conduct, even certificates work highly in motivating an employee. It is also obvious that a good understanding and positive feedbacks motivates others; it is not that mean negative feedbacks are useless or should be illuminated but not giving recognition to the great jobs done by employee can decrease his/her motivation because it is the least thing to expect. Therefore, manager who stands from the task that has been done and the expected recognition in the mind of that employee should see special qualities and have its own appreciation method. The study investigates the actual effect of organizational motivation on employee’s performance in Dashen Bank, Head Office and the level of understanding and attention given by the management and how it affects profitability. The finding of the study will help the bank and managers to make reasonable decision on motivation and its impact, specifically in motivational techniques and performance the researcher solve the problem described, by using simple random sampling techniques. This study is descriptive and data was collected through questionnaire. A sample of 156 respondents, from three departments which are in relation with employees and motivational schemes prepared among the sample 156 of them filled the questionnaire and returned. The main findings of this study shows that there is motivational practice related to performance highly correlated which is positively means the variables are highly related.

**Key Words:** extrinsic, intrinsic, motivation & performance.

# CHAPTER ONE

## Introduction

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The first chapter discusses the introduction of the research which includes background of the study, definition of term and concept, statement of the problem, research question, objective of the study, and significance of the study, scope of the study limitations of the study and on how the paper organized.

### **1.1 Background of the study**

As motivation defined as thing that activates human behavior to attain a certain achievement. In the banking sector, the success of the organization mainly reflected by the hard works of employees. Therefore, to achieve the organizational goals employee should be motivated by the external and internal factors. Motivated employees utilize the skill of that employee efficiently for the success of the organization. Positive motivation reflects employee satisfaction towards the job and directly affects the profitability of the organization. As motivation refers to what activates, leads human behavior and how this behavior is maintained to attain a particular goal (Srivastava and Bhatia, 2013). Motivation categorized as extrinsic and intrinsic motivation. Extrinsic motivation denotes external factors, which can be measured in monetary terms whereas intrinsic factors are more attached to non- monetary types of factors. The question is whether these motivational factors really have an influence on people's performance at work or not. Research shows that indeed there is a relationship between motivation and performance [Deci& Gagne, 2005].It is obvious that the current business environment became competitive than before even though, the organization assume that it will serves better services with the help of latest model technology development, but in few organizations only it is considered that employees are the main assets. Despite the fact that banks recently increasing employee focused work based on demand base, due to the intangibility characteristics of behavior of individual it lacks to be in rigid format. In simple observations of the bank starts owing money for those who worked more than two years which will be paid in less or none interest based of loan which is type of incentive which motivates to work at minimum of two years for the one who wants to buy house or car.

As analyzed and determine that motivational factor which been working in this bank lately and their effect. banking sectors have difficulties reaching satisfaction level and also determines the meaning of the delivering process should be the path of being creative, successful and the most behavioral changes that leads any employee behaves differently that they feel in temporary situations. The researcher also will point out some motivational theories and practices that are clearly used all over the world and their effect on specific performance. The study helps to observe the communication gap delivered in the bank itself and under way of the behavioral conduct of the employee up on the work with current created difficulty. At the end it also helps to understand how motivation really can make a change because motives include not only money but also recognition, promotion, free training, scholarships and other incentives. The researcher believes these types of inclusion have the best subsets to become successful in any sit of job responsibility. The reason the researcher thought the study will be conducted and be relevant for better organizational performance in the office where the work held through.

As the researcher came across giving their narration in chronology forms of problem observed, now the background of the organization that the researcher engaged proceeds, Dashen bank was established as per the intent of the new policy and the Ethiopian investment code. And the history of existence of the bank was on September 20<sup>th</sup>, 1995 according to the commercial code of Ethiopia, 1960, and the licensing and supervision of banking business proclamation No. 84/1994. Since, its establishment, Dashen Bank provides various commercial banking products and services in Ethiopia. In Ethiopia for quiet long there were not focuses on retaining employees it is only preferable to talk about retaining customers by the bank management. But it is frank that employee is the one who deliver the work to the customers. But now days thousands of graduates are working in bank sector some switching from one bank to another some are working haply ever after. This is because only recruiting employee is done where how to retain them put as unfinished home work. Despite lately thanks to the competitive markets banks starts working on employee focus strategies such on giving various types of incentive and high rate of salary incremental. The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures (Borman, 2004). According to Keller (2006), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low performance in return. Many

people feel that they are not recognized or appreciated by their employers for their hard work and in turn they feel de-motivated. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations.

## **1.2 Statement of problem**

Dashen Bank is in high rate of opening branches and recruiting employees in every region of the country. The study mainly concerns in theoretical statements assumed to be problem the first one is which organizational motivation factors can improve performance of the employees whether the intrinsic factor or extrinsic one.

As one of the problem faced in the Dashen Bank is managerial awareness of motivation whereas performance of a given organization depends on the employee efforts along with employer efforts on motivating employees and failure to do respond by the organization performance which will be poor. Poor motivation to employee is taken as the major source of poor organization performance. Too often organizations fail to pay attention to the employee relations, communication, recognition and involvement issues that are most important to people (Frank, 2013). The major challenges that face the banking sector in relation with employee performance are: inefficiency of the workforce, long and time-consuming organizational structures, shortage of resources, lack of capacity to give sufficient attention to service delivery improvement, the inconsistency of regulations and guidelines governing the sector. Diversity at the workplace has also provided managers with a substantial magnitude of problems, the big difference between employees in every organization means that there is no best way to deal with such a problem.

Additionally, despite the fact that numerous studies have been carried out on motivation with relation to organizational performance but the existence may vary from sector to sector or even company to the company therefore organizations should assess the use or even how to use it properly. The researcher also believes that the notion of employee motivation is subjective, that is to say, that what motivates some employee to perform very well may be discouraging to another employee. Human needs are insatiable for this reason they always struggle for new things in life so that they can live a comfortable livelihood. If someone receives huge salaries, allowances in terms of rent and, transportation fee, these may not guarantee one's motivation. Each person has

his or her own likes, dislikes, passions, interests, and desires. Therefore, it poses a big challenge to present day managers (Nduka, 2016).

Dashen Bank is the most reputable brand in the Ethiopian banking market. In order the Bank to reach the highest organizational performance, its employees must be highly motivated. With this understanding, this study will focus on determining the effects of motivation on organizational. beside how is the management is deciding on motivating employees because performance of a given organization depends on the employee efforts along with employer efforts on motivating employees how the effect of organizational motivation brings to the employees work performance greater the identification mechanism and the last will be the level of performance before and after organizational motivation factors for instance if the bank gives gifts on holiday for its employee how they will react on their workbut failure to do so the organizational performance will be affected. Too often organizations fail to pay attention to employee relations, communication, recognition and involvement therefore the second will how is the management is deciding on motivating employees.

### **1.3 Objective of the study**

#### **1.3.1 General objectives**

The overall objective of the study is to investigate the effect of organizational motivation on the performance of employees of Dashen Bank head office.

#### **1.3.2 Specific objectives**

Based on the general objective the followings are specific objective;

- ✚ To investigate the effect of motivation on the attainment of Dashen Bank.
- ✚ To explore the existing motivational techniques of employees
- ✚ To examine the effect of the intrinsic motivational factors on the employee performance of Dashen Bank head office. Such: Managerial mechanism & Good leadership, Employee empowerment or Representation, Recognition and Communication.
- ✚ To examine the effect of the extrinsic motivational factors on the employee performance of Dashen Bank head office. Such: Allowance, Bonus, Reward and Salary increment.
- ✚ To investigate the effect of these motivational factors on the employee performance
- ✚ At the end to make reasonable recommendations for the gaps identified by the research.

#### 1.4. Research Questions

This study investigates the effect of organizational motivation on employees' performance to address whether the organization uses motivational schemes, is it adequate motivational practice that encourages the employees to exert their maximum effort for the success of the bank, what is the main source of employee's motivation, also to examine the current level of the employees of Dashen Bank. In so doing it is plan to give insight in creating awareness on how to implement efficient and effective organizational motivation. Research questions are as follow:

- ✚ what are the effect of organizational motivation on employees' performance?
- ✚ what are the Source of employee motivation?
- ✚ What is the level of employees towards the current motivational practice of Dashen Bank?
- ✚ Which motivational factor can affect your performance (the intrinsic or the extrinsic) rather than salary?
- ✚ What are the major challenges on implementing motivational schemes?

#### 1.5 Significance of the study

Motivation and performance of employees is a resultant effect of many factors that would contribute to the physical and spiritual needs of employees. Employees' motivation is related to organizational commitment and consequent increased productivity and organizational effectiveness. Therefore, it is vital to assess the effect of motivating employee for having peak amount of efficient work. Also, the researcher wanted to establish what factors motivate employees across the group and if these factors varied between divisions. Therefore, the purpose of this thesis is in two-main fold.

At first the research aim is to make employee's motivation ahead issue because the reason behind every employee's absenteeism, turn over or good performance is highly related to their motive as motive is their work appetite. Some attributes of employee motivation can be summarized benefits such as: Reward, Promotion, insurance, allowances, recognition, representations, bonuses and also good communication among hierarchies because communication matters a lot in every organization as there is no effective communication in between workers of the organization it is a disaster.

With the entire motivation determinant, the second fold of the study researcher aim is to create awareness about these employee motivation mechanisms that helps as work motive that brings enthusiastic and smile on employee's face in every walk to work. Employee motivation has big impact on employees' behavior for instance a single employee who is performing out well and getting nothing (not only in a monetary way) but starting from good communication from boss such "good job" to higher level of motivational mechanism to employee to continue such out rated performance will de-motivate that employee.

At the end the findings of this study would be helpful to evaluate the current status of job satisfaction and motivation that has impacted on performance and output in the bank. The study would also assist managers in other organizations that face the dilemma of understanding the close connection between employee motivation and employee performance. The theoretical study and research based data will be used as supporting factor for the analysis of results&will be beneficial to future researchers and scholars who may wish to conduct related research studies on the issues at stake as it will be a reference material for them.

### **1.6 Scope of the study**

Dashen Bank capitalizes with aggressive expansions of branches across length and breadth of the Nation. During the reporting fiscal year, more than 83 branches were opened in Addis Ababa also regionally. Shortly the expansion has brought in the closer to a thousand new and youthful work forces.

Despite Dashen Bank provokes such rapid expansion after the bank obtained license from National Bank of Ethiopia (NBE) on 20 September 1995, it operates through its head office in Addis Ababa with more than 303 branches, and currently Dashen Bank has 6349 employees. As the study will be undertaking on the head office of Dashen Bank which it contains more than 1000 employees among those thousand employees the researcher focused on administration and HR department for the time being where administration, HR department which it categorized in to three sub departments HR operation (which recruiting and employee benefits managed), Talent management and Talent development and in addition departments which are available which categorized as others. The main reason the researcher focuses on these departments are the employment/ recruiting, benefits of employee or any type of employee related issues are held in this departments due to time



constraints it is recommended for the further study will be assessed on high range of the other departments for now it is reasonable scope for the study.

### **1.7 Definition of Terms**

- ✚ Motivation: Motivation is the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal Robbins and Judge (2008).
- ✚ Intrinsic motivation: is motivation that is animated by personal enjoyment, interest, or pleasure.
- ✚ Extrinsic motivation: refers to tangible rewards such as supervision, pay, fringe benefits, co-workers, work environment, personal life, work conditions and job security
- ✚ Employee Satisfaction: Whether employees are happy and satisfied and pleasing their desires & needs at work. Many measures claim that employee satisfaction is a factor in employee not employee goal.
- ✚ Performance: The activity of doing something fruitfully; by knowledge as famous from simply possessing.
- ✚ Employee Performance: refers to the efficiency and effectiveness of employees in achieving organizational objectives. (Kootz et al., 1990)
- ✚ Performance Management: Frimpong and Fan (2009), defines performance management as the process through which managers ensure those employees' activities and outputs are congruent with the organization's goal.
- ✚ Productivity: Productivity is that which people can produce with the smallest amount effort Productivity is a ratio to calculate how well an organization or individual, industry, country converts input belongings, labor, materials, machines etc. into goods and services.

### **1.8 Organization of the Study**

The paper is organized in to five chapters;

- ✚ The first chapter is an introduction for the study which introduces the overall study. This part consists of introduction or back ground of the study, problem statement, objectives, significance, and scope of the study.
- ✚ The second chapter focuses on basic concepts and issues that had been discussed by different scholars on the research topic. Basically definitions, concepts, types and theories

of employee motivation are discussed. Moreover, the relationship between motivation and employee performance and challenges of motivation are discussed in brief. In this chapter general concepts and definitions, basic issues and empirical evidences of effects of motivation on employee's performance were discussed in detail based on the review of literatures in which previous studies were consulted. The major areas and results of previous studies have also been presented.

- ✚ The third chapter, research design and methodology, emphasizes on the design of the study and the methodologies used. In this chapter; source of data, data collection, sample size & sampling techniques and selection of study organizations are discussed.
- ✚ The fourth chapter is devoted to data presentation, analysis and interpretation in which the collected primary data analyzed and organized in meaningful manner so as to meet the objectives of the study.
- ✚ The fifth and last chapter is concerned with summary, conclusion and recommendations. Here the findings of the study are summarized, conclusions clearly presented and recommendations are provided for the findings of study.

# Chapter two

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## REVIEW OF RELATED LITERATUR

In this portion there are four major literatures cited from books, previous studies and famous scholars that their idea is more related and can give approval to the path of these study stands.

### 2.1 Motivation

It is appropriate to provide to theoretical bases of motivation in order to talk about it. Even though its complexity that depends of the circumstance of the work place and individual's personality Motivation should be viewed as a continuous and dynamic process it is the process that causes people to perform something. various of scholar such Flippo(1984) notes that motivation is a managerial responsibility for eliciting what employees expect the organization to supply them with and at the same time the responsibility for eliciting certain types of behavior from the employees. Or by Ran (2009) it is stated that Motivation is generally defined as the process that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal. According to Armstrong (1988), motivation is about what makes people act or behave in certain ways and take whatever steps required ensuring that they get satisfied.

Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors. These factors are the reasons one has for behaving a certain way.

Employees like to be appreciated and recognized for their work. People like to be involved, consulted and given an opportunity to offer suggestions. According to Saleemi (1997), motivation is derived from the word motive; motives are drives or impulses within an individual, which prompt him to action therefore giving recognition is where motivation is going to start but most individuals of managements won't understand that words can create motive on employees mind.

In deed money is highly motivating factor for such developing country it is satisfying because money is the only medium that can allows individuals to have what they needed. But other studies show the importance we should pay attention to such small motivate that even some employees

found that money is not a motivating factor and not in any circumstance. However, an important factor for most management In order to be successful management a comparison of surveys should be done with questioner wit in 3-6 months gaps.

For this reason, successful work performance can arise from a both monetary and non monetary of motives. For instance, two people doing similar jobs may both be successful for different reasons. One salesperson may be motivated by the commission earned on sales, while the other may be more concerned about achieving sales targets or certificates.

Researchers around the world have shown that there are three reasons nonfinancial (praise from managers, manager attention, a chance to lead projects or working groups) are motivating more efficient than the three rated financial incentives (cash bonuses, increased basic salary, and the option shares. The first non-financial motivator, which plays an important role in shaping employee behavior, is the design of the workplace. Hackman and Oldham in 1975 introduced job characteristic model. The essential point of this model is that the "presence of attributes of jobs increases the likelihood that people will find job as important that will experience the responsibility for the results, and will have knowledge reliable the results of their work" [Oldham & Hackman, 2010].

## **2.2 Motivational Factors**

Many scholars agreed that motivation consists of two important factors; intrinsic and extrinsic motivators. According to self-determination theory of Deci and Ryan (2000) there are two types of motivation which are intrinsic motivation and extrinsic motivation that influence the performance of employees within an organization. Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action.

This claim is supported by Chaudhary (2012, 81-87) who states that there are two major types of motivation which could be tagged as intrinsic and extrinsic motivation. It is thus argued that motivation is an important aspect of getting the best out of employees, therefore, it is the responsibility of a manager to understand the effect of each of the above motivators and the mechanism between them, that is, how internal motivator leads to external and vice versa (Deci, 2005, 61).

Extrinsic motivation refers to tangible rewards such as supervision, pay, fringe benefits, co-workers, work environment, personal life, work conditions and job security. Extrinsic motivation cannot be satisfied by the work itself. In other word, the job that one does is just a tool to satisfy one's needs through the salary paid for the job in question. Ryan &Deci (2000) argued that extrinsic motivation requires an instrumentality between the activity and some separable consequences such as tangible or verbal rewards and that satisfaction comes not from the activity itself but rather from the extrinsic consequences to which the activity leads. Chaudhary (2012) corroborated this point. He posited that individual employee attitude towards the job is determined by the perceived values and benefits that are attached to an action.

As such, extrinsic methods like monetary compensation or salary increment or rewards are useful instruments that encourage individuals to perform as is desirable task the intrinsic factors are also impact on the performance to understand this factors let us see them one by one.

Monetary Compensation/Salaries: To enhance extrinsic motivating factor, money remains the most significant motivational strategy (Obasan, 2011, 4). Recent researches have shown salary and monetary compensations as the most important inducement in people's decision to accept or reject a job offer. It has the supremacy to magnetize, retain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Ryan &Deci, 2000).

Good Leadership Relations Leadership is the ability and willingness to influence the way and thinking of other people without forcing them. Good leadership relation is an important factor in fostering employee motivation. Providing employees with the supports they needed such as helping them with job related problems, good communication, regular feedback about employee performance increases employee motivational level. Employee want to have sense of belonging, have inputs into decisions that affect them, feel important and appreciated. They want to be informed and involved at work place. Employees are motivated when a job brings recognition and respect for them.

Job security Job security has become indispensable in employee and organization preference list, particularly due to economic reasons. Thus, it has become one of the most crucial and important factors driving employee motivation and performance. Researches shown that globally about 75%

of the employees preferred to keep their jobs compared to other factors in their preference list (Feldmann& Arnold,1985). The most desire of every employee is to keep their jobs for as long as they wish. In this view, it implied that job security is a determinant factor and key element influencing an employee's decision on whether to join an organization or not (Latham, 2007, 99-116).

Empirical investigation indicates that there is a positive relationship between job security as a motivational factor and employee performance (Latham, 2007, 99-116). Osuagwu (2002) found that job security has significant effect on employee performance and employees are less motivated to work when job security is low. Researches investigating effects of job loss and having a job indicate that employee behaviors start going bad as soon as they start worrying about job loss (Osuagwu 2002; Latham, 2007, 99-116). Thus, researches on this subject (Latham, 2007, 99-116; Osuagwu, 2002) suggest that job security provides employee with high motivation and it affects other motivation levels. For example, in Latham research (Latham, 2017, 99-116) job security was rated as one of the three most important motivational tools in all subcategories. Feldmann and Arnold (1985) study on hotel staff also showed that job security functions as an important motivational tool since it changes negative work behaviors and the thought of leaving the job. Lack of job security has been found to be the reason for high turnover of employees.

Communication and Effective Dissemination of Information Availability of good communication and dissemination of information between the employer and the employee is a key component for the increase or decrease in employee motivation and performance. This is understandable because it provides the employee some good level of trust in the management. When information flows back and forth in the workplace, it implies that feedback can be given by both the employer and the employee in an atmosphere of trust. When this happens, the implication is that the concerned stakeholders respect and take each other into considerations.

The need for information sharing between the employer and the employees cannot be overemphasized especially during major organizational changes, acquisition or organizational development. Uncertainty may easily cause employees to fear failure or even losing their jobs. The more there is uncertainty, the lower productivity gets. Inadequate or unreal information may cause a lot of speculation which makes the work secondary to employee. When employees are informed

it adds certainty and trust. To ensure a motivated working environment, management must build a relationship of trust with the employees.

The notion of intrinsic motivation is closely related to intrinsic value. Intrinsic motivation refers to motivation that is enhanced by commitment to work, personal enjoyment, and interest. According to (Ryan and Deci, 2000, 177-149). Intrinsic motivation is defined as the doing of an activity for its inherent satisfaction rather than for some separable consequence. When intrinsically motivated, a person is moved to act for the fun or challenge entailed rather than because of external products, pressures or reward. According to him, when intrinsically motivated, the individual will strive to satisfy three innate psychological needs, namely: autonomy, competence and relatedness. Chaudhary (2012) elaborates on Ryan and Deci's definition by defining intrinsic motivation as the motivation to engage in an activity for its own sake, out of interest or for the pleasure and satisfaction derived from the experience.

Intrinsically motivated employees like to have substantial freedom to make decisions, freedom to express creativity, opportunity for advancement, recognition for good work and so on. For such employees, external rewards such as food, money, praise and so on are not the main reason to engage in activities. Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behavior is the one that is determined by an individual's need for feeling competent and self-determining (Chaudhary, 2012).

Empowerment and Autonomy Clutterbuck and Kernaghan (1994, 12-13) defined empowerment as encouraging and allowing employees to take personal responsibility for any improvement brought about in the performance of their assigned task whilst contributing to the attainment of the overall objective of the organization. In addition, Sibson (1994, 21) also defined empowerment as delegation of authority by the managers to each employee, mostly with respect to job practices and methods. More often than not, employees are of the view that they should be allowed to do their job in the best way they could, that is, making them to do their duties independently and allow them to have authority over the job by giving them a choice of assignment whenever it is possible. Employee empowerment and autonomy grants people with responsibility and ability to act as it puts people in control of their own destiny. Empowerment and autonomy not only increase

employee effectiveness, efficiency and innovation but also serves as a booster to employee fulfillment, work motivation and trust in the organization. According to a survey conducted by Sibson (1994), over half of the respondents to the study said that they draw much of their job satisfaction and work motivations from work characteristics which provide feelings of control over work and independence of decision making. Improving autonomy and independence in the workplace can cause a transformation of the work experience leading to better performance (Clutterbuck& Kernaghan1994, 12-13.)

Recognition and Employee Motivation According to Kamalian, Yaghoubi and Moloudi, (2010, 165-171) rewards and recognition are essential factors in enhancing employee motivation and job satisfaction which is directly associated to organizational achievement. He posited that taking time to say you recognize them, makes the employees to do more than they would normally do. Recognition as an intrinsic motivation involves the psychological rewards gained by doing a job well. Recognition can be in the form verbal or written recognition of an employee's achievements, skills, or overall performance. He argued further those intrinsic rewards such as recognition tends to drive employee motivation on a day-to-day level, rather than the tangible rewards (Kamalian et al. 2010, 165-171).

Several Researchers have shown that creating a workplace culture that celebrates and promotes the achievements of staffs through recognition and rewards are crucial for boosting employee motivation. A study conducted by Kamalian, Yaghoubi and Moloudi, examine the relationship between rewards and employee motivation in Pakistani commercial banks with focus on four types of rewards in which recognition was one of the variables revealed that recognition correlates significantly (0.65) with employee work motivation (Kamalian et al. 2010, 165-171).

Reward influences employee motivation and spur employee to performance. Rewards in forms of pay, promotion, bonuses or other types of reward are used to motivate and encourage high level performances of employees. Effective use of rewards to motivate employee can enhance the bottom line of any organization because when employees are motivated, their productivity level increases which has a multiplier effect on the organization (Ryan &Deci, 2000).

To establish the role rewards plays in employee influencing employee motivation, Vroom conducted an empirical study on an oil refinery worker. The result of the study show that workers may be satisfied with their wages, but can become dissatisfied with it if they compare themselves



with their peers and discover that they are paid less. The study concluded by arguing that organizations that wish to have highly motivated employees must provide higher salaries, rewards and incentives to highly productive workers. In another research in 1911, Thorndike, a famous experimental psychologist conducted an experiment with animal and conducted similar experiment with human six years later to test their performance and productivity. The results from these two experiments show that when reward was given immediately after certain behavior, the frequency of that behavior increased (Latham, 2007, 99-116).

Other demonstration on factors of motivating employees can be fair treatment has important effects on individual employee attitudes, Trust is defined as the perception of one about others, decision to act based on communication also can elevates employees, Opportunities for Personal Development Personal development opportunities affect employee.

## **2.3 Three basic managerial theories on motivation**

### **2.3.1 Abraham Maslow's Theory:**

Because of knowing the motive of individual it easy to apply it in the appropriate time and circumstance for that one of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy ascending from the lowest to the highest and he concluded that when one set of needs is satisfied this particular need ceases to be a motivator.

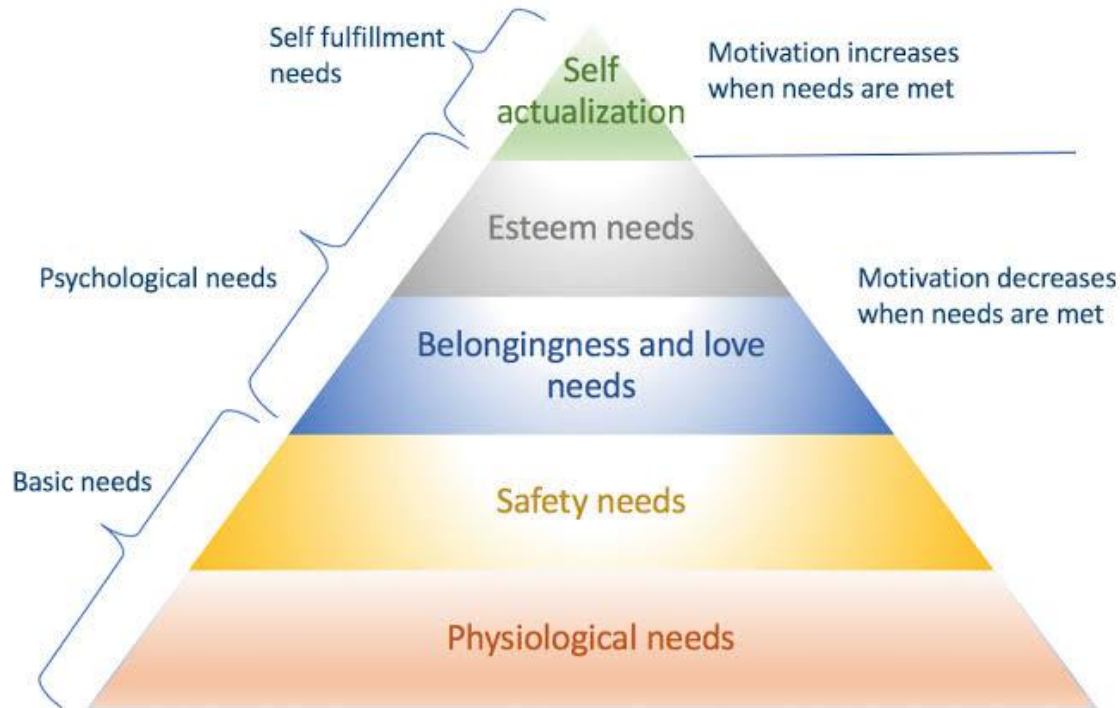


Figure 1: Maslow's need of hierarchy

- ✚ Psychological needs are the most basic needs that every individual needs to survive. They encompass relief from thirst, hunger and physical drives as well as comfort. Needs such as food, air, shelter and water fall under this category. The employees are to meet these physiological needs through financial rewards offered by the organization.
- ✚ Safety needs are next after the physical needs. This is the need for protection against physical or emotional hazard in an atmospheric environment. Job security, medical insurance, healthy working environment are few examples of safety need.
- ✚ Social needs-love and belonging are those needs that relates to interactions with other. Beyond existence needs lies the desire for affection, belongingness, love, respect, care, nurturing and friendship etc. This also involves approval from a group, acceptance among family and friends, relationship and the sense of belongingness or love.
- ✚ Esteem needs is the feeling of being important. According to Maslow (1954) it gets to a point in everyone's life where one needs belongingness. Employees need to feel that they are part of the organization or that their voices can be heard. This kind of need may come from internal esteem factors like self-respect, confidence, autonomy strength, and

accomplishment, or external esteem such as social status, prestige, recognition from others, attention and appreciation.

- ✚ Self-actualization needs are the highest level of needs as they constitute the need of reaching full potential and self-fulfillment as an employee. Self-actualization needs are the kind of motivation that offers employees the opportunity to get involved in activities such as innovations, creativity, etc. Maslow however noted that because of the open nature of this need, it can never be fully achieved. According to him, only a meager percentage of employee population actually gets to this level of self-actualization. Self-actualization need is never fully satisfied (Martin, 2001, 406).

### 2.3.2 Herzberg's Theory:

The Herzberg, Mausner and Snyderman (1959) research examined the relationship between motivation and productivity among 200 engineers and accountants. The result of the research was Herzberg's motivation-hygiene theory of motivation, which suggests that certain factors (motivator factors) lead to job satisfaction, whereas others (hygiene factors) prevent dissatisfaction but cannot engender satisfaction. Motivator factors are factors that are intrinsic to the job, such as the content of the work itself and the availability of opportunities for responsibility, advancement and recognition for achievement (Santrock, 2009).

- ✚ Hygiene factors are extrinsic to the job and relate to the environment in which the job is performed. Such factors include the organization's policy and administration, working conditions, salary, supervision and interpersonal relations. Herzberg argued that the extrinsic aspects of work (the hygiene factors) could not provide a source of motivation for employees but could, if „bad“ provide a source of dissatisfaction and thus demoralize employees. Hygiene factors should be seen as the prerequisite to allow the motivating factors to influence employee's motivation (Sheldon and Filak, 2008).
- ✚ In a situation where there were “good“ hygiene factors, the employee would be in a state of „no dissatisfaction“. The motivator factors, which Herzberg (1959) described as “complex factors leading to this sense of personal growth and self-actualization”, would then reflect employee motivation hence increase job satisfaction and productivity. As a consequence, in order to motivate workers towards higher productivity, “while it is

important to ensure that the hygiene factors are correct”, and the manager must manipulate the motivators by attending to job-content issues for example job-enrichment (Sisk, 2009).

### 2.3.3 McGregor’s X and Y Theory

- ✚ Douglas McGregor was a management researcher at the MIT Sloan School of Management. In his book titled 'The Human Side of Enterprise' Douglas examined the behavior of individuals at work and then formulated two models which he calls Theory X and Theory Y. Maslow's hierarchy of needs provide the background for McGregor's work. Unlike Maslow, McGregor grouped hierarchy of needs into lower order (Theory X) needs and higher order (Theory Y) needs.
- ✚ McGregor's theory X is based on the assumption that naturally, average human being has an inherent dislike for work, as a result, feels reluctant to work and will strive to avoid it when possible. In his research work titled 'The human side of Enterprise' he asserted that people must be forced, coerced, controlled, directed or threatened with punishment to get them to work towards the achievement of organizational goals. McGregor states that the dislike for work is so strong that even the promise of a reward by the manager is not enough to propel them to work. Only the threat of punishment can be effective. In theory Y, the situation is totally the opposite from the previous one because it explains that naturally, the average human being likes work both physical and mental. The theory explains that people will exercise self-direction and self-control to achieve objectives to which they are committed. In addition, it states that there is a chance for greater productivity by giving employees the freedom to perform at the best of their abilities without being bogged down by rules. He further argued that an average person is fundamentally moral and will seek and accept responsibility.
- ✚ Theory X and Theory Y as explained in McGregor theory of motivation are seldom used in contemporary organizational settings, still the important in the field of organization management because it provide useful tool for motivation and guiding tools to improve organization culture.

### 2.3.4 Other related theory:

Employee motivation is a methods for motivating employees, is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the "psychological forces that determine the direction of a person's behavior in an

organization, a person's level of effort and a person's level of persistence". Also, "Motivation can be thought of as the willingness to expend energy to achieve a goal or a reward. Motivation at work has been defined as 'the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings'."Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the work place. With addition to above factors there are also other factors of motivating employee to enhance the performance.

- ✚ The management strategy: This also refers to the support that employees receive from the management. This entails the management styles and the motivational policies put in place to create a healthy competition among employees and also to motivate them to work harder. From this point of view, the effectiveness of the employees is determined by the way work is organized and the way people work together i.e. team work and team spirit.
- ✚ The psychological concept is the other aspect of employee motivation. This is sometimes referred to as psychological contract and it concerns whether the employee is satisfied with his or her career or not. Research has then been worsened by the poor remuneration due to the poor state of economy of our country and poor working conditions
- ✚ Code of ethics/ code of conduct or business ethics. Business ethics are adopted by organizations to assist members in understanding the difference between 'right' and 'wrong' and in applying that understanding to their decisions. An ethical code generally implies documents at three levels: codes of business ethics, codes of conduct for employees, and codes of professional practice.
- ✚ Counterproductive work behavior (CWB) is employee behavior that goes against the legitimate interests of organization. These behaviors can harm organizations or people in organizations including employees and clients, customers, or patients. It has been proposed that a person-by-environment interaction can be utilized to explain a variety of counterproductive behaviors.

For instance, an employee who is high on trait anger (tendency to experience anger) is more likely to respond to a stressful incident at work (being treated rudely by a supervisor) with CWB.

Some researchers use the CWB term to subsume related constructs that are distinct. Workplace deviance is behavior at work that violates norms for appropriate behavior. Retaliation consists of

harmful behaviors done by employees to get back at someone who has treated them unfairly. Workplace revenge is behaviors by employees intended to hurt another person who has done something harmful to them. Workplace aggression consists of harmful acts that harm others in organizations.

I. Job Enrichment: In job enrichment factors such as challenge, achievement, recognition and responsibility are seen as the real motivation. Job enrichment is the attempt to build into jobs a higher sense of challenge and achievement. Jobs may be enriched by:

- Job variety and by giving workers more freedom to decide about such things as work methods, sequence and pace or the acceptance or rejection of materials.
- Encouraging participation of subordinate and interaction between workers.
- Giving the workers a feeling of personal responsibility for their risk.

II. Rewards: Using rewards as motivators divides employee motivation into two categories:

Intrinsic and extrinsic motivation factors: Intrinsic rewards are internal, psychological rewards such as a sense of accomplishment or doing something because it makes one feel good. Extrinsic rewards are rewards that other people give to you such as a money, compliments, bonuses, or trophies. This applies to Douglas McGregor's Scientific Theory that formed Theory X, which applies to the extrinsic wants of employees. The basis for the motivation is supervision structure and money. Scientific Theory is based on the grounds that employees don't want to work so they have to be forced to do their job, and enticed with monetary compensation. Theory Y, also derived from McGregor's theory, says that employees are motivated by intrinsic or personal reward. With this theory different factors can be used to heighten the intrinsic benefit that employees are receiving at their job."With related to the early theories developed to have better employee organizational relationship and that will results better feelings of employees on their work places the researcher found employees' benefits schemes that Dashen bank is starts using on the 2016-2017 annual data. The schemes has beendiscussed on the last portion.

## **2.4 Employee Performance**

Performance is the activity of doing something fruitfully; by knowledge as famous from simply possessing. Where Employee Performance: refers to the efficiency and effectiveness of employees in achieving organizational objectives. (Kootz et al., 1990).

The concept of motivation is used to explain the distinction between employees which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. Employees who have high work motivations keep on trying to get more promotion, and since they are constantly seeking better ways to carry out their duties and responsibilities, they will be promoted faster. These employees perform their jobs in such a manner that the jobs are required to be done with relatively more efforts, so they can try more to play the role for which they are asked. Considering the importance of motivation, this research has investigated about the impact of motivation and its related factors on Employees job performance in educational institutions of Sahiwal, Punjab, Pakistan.

The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. The attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievement and encouraged, none of the organization can progress or achieve success. Appropriate reward package can jeer up or influence workers to develop positive attitude towards their job and thereby increase their productivity.

Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, bonus, communication, salary increment, recognition and many other, but the area of research is focused only on employee motivation as this factor highly influence the performance of employees. A motivational employee is responsive of the definite goals and objectives he/she must achieve; therefore, he/she directs their effort in that direction. Ruther fold reported motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Getting employees do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

Employees want to earn reasonable salary and payment and desire their work to feel that is what they are getting. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sare et al 2004). It has the supremacy to magnetize and motivate individuals towards higher performance. Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al, 2010). All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Rena et al, 2009). To use salary as a motivator effectively, managers must consider salary structures, payment according to performance, personal or special allowances, fringe benefits and so on( Adeyinka et al 2007).

A good employee performance is necessary for the organization, since an organization’s success is dependent upon the employee’s creativity, innovation and commitment (Ramlall, 2008).

**2.5 The effect of motivation on employee’s performance and the interdependency**

**2.5.1 Conceptual Framework**

The table I, the researcher illustrates to show some of the motivating factors which affect employee performance. These factors will form the independent variables of the study and will be manipulated to positively affect the dependent variable, which is employee performance. These independent variables have been covered in the literature review.

*Table 1 Conceptual Framework*

	Independent variables	Dependent variable
Intrinsic factor	A managerial mechanisms & Good Leadership	Employee performance
	Employee empowerment or representation	
	Recognition	
	Job security	
	Communication	
Extrinsic factor	Salary/ salary increment	
	Bonus	
	Reward	

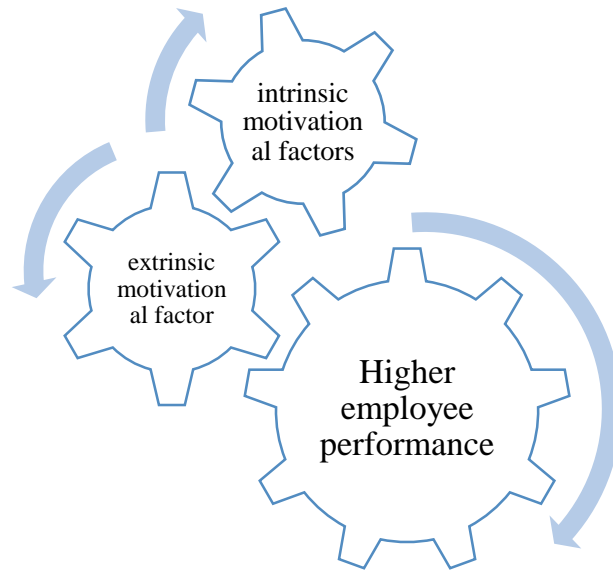


	monetary compensation	
	loan/ allowances	

Even though each factor has its own level of influence on the dependent variable, there is linear relationship between motivation and performance if motivation increases performance also increases. But in lack of motivation is usually expressed mainly in departure to pursue on the task they are doing. Other careers that are more motivating and it is also seen in the low output in performance. Motivation is such a complicated subject because it deals with people and people are all different and have different attitudes and emotions and, different people are motivated by different things. What then leads to employees' poor performance, inefficiency and lack of professionalism? Studies have identified two ways in which motivation can be achieved: have identified two ways in which motivation can be achieved the intrinsic and extrinsic way of approach. Though the interaction of motivation and organizational climate not only underscores the systems aspect of motivation but also emphasizes on how motivation both depends on and influences leadership styles and management practice. Leaders and managers must respond to the motivation of individuals if they are to design an environment in which people will perform willingly. Likewise, they can design a climate that will arouse or reduce motivation. This study will mainly focus on the interdependency of motivation and performance. The other influences are the organization motivational mechanisms such award, promotions benefits for employees it is explained in the next portion.

### **2.5.2 The interdependency of factors of motivation and employee performance**

The figure below demonstrates the effect of each factor on employee performance the gear indicates which ever type of motivational factor exists in the bank it can move the employee performance and make it work that show the interdependence between the two types of factors with the employee performance in a given organization.



*Figure 2: the interdependence of motivational factors on employee performance*

## **2.6 Methods of Motivation Scheme in The Bank**

The schemes that started early includes with permission of the bank administration that provides funds scheme whereby it contributes 15% and employees contributes in only 7% of basic salary for employees that were hired before the coming into effect of proclamation No.715/2011, pension of private organization employees on 24 June 2011 and these contributions are held in the individual's saving accounts in the bank that will create stability and safety in the minds of each employee for the future that actually have effect on the performance.

After the proclamation of 715/2011 are under the pension of private organization employee of the bank contributes as required by the law which is 15% to the employee's individual saving account. All other benefits are in accordance with labor proclamation No.377/2003 as amended by labor amendment proclamation No.494/2006.

The eligible staff also benefited from

- Insurance 24 hrs – for all employees
- Fuel/ transportation – it varies based on position
- loans to staff house or car – based on the experience in the bank
- mobile card - it varies based on position(varies)

- representation - it varies based on position(varies)
- housing rent – it varies based on the district whether it is in the city or rural area(varies)
- Hardship allowance (5% - 40%)
- Bonus – based on performance (department bases)
- Step increment (salary)
- Emergency salary advance
- Personal loan(varies)

These types of benefits really help to motivate employees but which types of motivating factor would be preferred by the employee's most would be analyzed from the collected data.

# CHAPTER THREE

## Research Design and Methodologies

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This Part of the proposal describes the sources of data, the research design, the characteristics of the study population, sample and sampling techniques, data collection schedule, and statistical tools will be used in the study. It explains the type of data used for the study and the techniques will help to identify the factors that motivates employee through methods.

### **3.1 Research Design**

The research designed to investigate the existing impact of organizational motivation on employees' performance at the bank of Dashen Bank as the research approach applied for this study is descriptive research method which relevant to describe mainly what and how organizational motivation(schemes) has effect on employee's performance. The investigation is facilitated to describe by the help of the research questions developed.

### **3.2 population and Sampling technique**

With aggressive expansions Dashen Bank branches came across length and breadth of the Nation. During the reporting fiscal year, more than 83 branches were opened in Addis Ababa it operates through its head office in Addis Ababa with more than 303 branches, and currently Dashen Bank has 6349 employees. As the study will be undertaking on the head office of Dashen Bank which it contains more than 1000 employees among those thousand employees the researcher focused on administration and HR department for the time being where administration, HR department which it categorized in to three sub departments HR operation (which recruiting and employee benefits managed), Talent management and Talent development and in addition departments which are available which categorized as others. The main reason the researcher focuses on these departments are the employment/ recruiting, benefits of employee or any type of employee related issues are held in.

The technique the researcher will use a simple random sampling is a subset of individuals samples (if possible all employees with respect of their work), each individual is chosen and entirely by chance its unbiased surveying technique. **Random sampling technique** is a process of selecting a sample that allows all members of the group or population to have an equal and independent

opportunity of being selected for the sample. As the study will be undertaken on the head office of Dashen Bank which it contains more than 1000 employees the researcher focused only on three departments administration, HR and other related and available departments where these departments are selected because the employment/ recruiting, benefits of employee or any type of employee motivation mechanism or employee related issues are held in these departments

### **3.3 Data Sources**

The researcher uses both primary and secondary data. The data would be gathered from various branches of Dashen Bank with most possible recent and current situation.

**3.3.1 Primary data:** Within the head office, the questionnaire will be distributed to employees, interview and the parolee method also will be used this will help to gather data as primary sources.

**3.3.2 Secondary data:** The annual report of Dashen Bank of 2017/18 would be the researchers' secondary data source for the assessment conducted in addition literature reviews found from books and internet also included.

### **3.4 Data Gathering Tool**

As the researcher observe problems and record by obtaining systematical technique. In order to record the data from the respondent it's needed to conduct surveying it will be great amount of information, opinion, experience and unique observation. Therefore, under survey the researcher uses questionnaires.

A questionnaire is a research instrument that supports to analyze data collected before by relating with the fact. It is made for gathering more information from the respondent. Therefore, the researcher will conduct open ended type of questioner because as mentioned in the above the sample size is too convenient to it and also the researcher wants the respondent to feel free and comfortable to give the answer on their own way. But in addition the researcher uses multiple choice and suggestion writing area which can be the recommendation feedback to the bank itself types of questionnaires if it's appropriate.

### **3.5 procedures of Data Collection**

Primary data is collected mainly through questionnaires of both types (closed-ended and open ended). Secondary data was collected manually by jotting down by pen from the information received also internet were also used to develop secondary data such formation and proclamations.

### **3.6 Data Analysis Method**

A modified questionnaire tagged motivation and employee performance was used for the collection of data on the study. The questionnaire was specifically designed to accomplish the objectives of the study. The questions were designed to be answered in a five-point Likert scale format for the motivation and organizational commitment scale, and multiple choice or categorical variables relating to respondent demographics. Along with questionnaires the research questions help to present and interpret the data collected on various dimensions of the employee motivation and performance system. Frequency Tables along with percentages employed to analyze the responses of employees on those dimensions.

Statistical analysis was conducted using the Statistical Package for Social Sciences software (SPSS). For the purpose of examining and analyzing research variables, and therefore testing of variables, the following statistical tests and tools were used Mean and Standard Deviation to calculate central tendency and variance of responses of study sample to the various items of questionnaire.

### **3.7 Ethical Consideration**

This study followed the required ethical considerations. First, to maintain moral and ethical behavior, all the required methods have been followed starting from approval and suggestion from my advisor making an appointment, distributing questioner and collecting data will proceed. Second, each respondent in the questionnaire will be informed that his/her response is voluntary. For the sake of ethical issues, the researcher educated the participants concerning the details needed for the study, the reason why the information were being gathered, the rationale, as well as the way in which they were expected to participate, in addition how the study would directly and indirectly affect them. Again, the researcher assured them of the confidentiality of the

information given. Finally, all participants had the right to privacy in order to think about the research task and to give their appropriate response freely.

## CHAPTER FOUR

### Data Analysis and Interpretation

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This chapter presents the major result of the study with discussion. The study has presented the result has presented the result the data collection process by interpreting and analyzing raw information gathered into meaningful manner.

On statistical Packages for the Social Sciences (SPSS) was used in the study for the purpose of analysis and interpretation of results. Descriptive statistics based on frequency tables and graphs was used in the study was based on the tables of frequency distribution and graphical presentation for the responses of work.

#### 4.1 Characteristics of Respondents

The following table summarizes the demographic characteristics of the respondents based on gender, age, education, and job experience and job position.

*Table 2 demographic characteristic of the respondents*

Characteristics		Frequency	Percentage
Gender	Male	82	52.6%
	Female	74	47.4%
Age	26-30 years	46	29.5%
	31-40 years	110	70.5%
Education	Bachelor/MD	84	53.8%
	Postgraduate degree	72	46.2%
Job experience in the bank	0-3 Years	13	8.3%
	3-5 Years	73	46.8%
	5-10 Years	58	37.2%
	More than 10 Years	12	7.7%
Job position	Administration	59	37.8%
	HR office	67	42.9%

	Others	30	19.2%
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Source: own survey

Frequency table for demographic characteristics of the respondents shows that 47.4% respondents were females and 52.6% were males in this research also this frequency table on the Age shows that 29.5% respondents were about from 26-30 years old and 70.5% are from 31-40 years old in this research.

The third characteristics show that 53.8% respondents in this research are graduates of bachelor/MD, whereas 46.2% are postgraduate degree employees. And the third table shows that 8.3% respondents have 3 years' experience in Dashen Bank, 46.8% respondent have up to 5 years' experience in the bank and 37.2% of respondent in this research have above 10 years working experience in the bank that will the study to be conducted based on more experienced employees.

Relatively the above table shows the scoped area of where the questionnaires were collected where HR office has different sub departments such HR operation, talent development and management that is around 42.9% of the respondent and the administration bureau has 37.8 respondent and other departments such innovation, strategy and senior officers has around 19.2% respondent.

#### 4.2 Analysis and Interpretation given based on the research questions.

- ✚ As the first research question was “**what are the effect of organizational motivation on employees' performance?**” And respond on questionnaires that shows organizational motivation has actual effect on employees' performance.

Table 3 Effects of motivation on performance, Source: own survey

Does motivation has strong effect on employee performance?					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Agree	59	37.8	37.8	37.8
	Strongly agree	97	62.2	62.2	100.0
	Total	156	100.0	100.0	

The table above shows that all respondents which count 156 of the total sampled population have agreed and strongly agreed that motivation is directly proportional to performance as 37.8% agrees and 62.2% strongly agrees which implies loud agreement on the linear relationship.



✚ The second research question was “**what are the Source of employee motivation?**” on the questionnaire there are questions in order to analyze what the staff uses as motive. Whether it is from Top Managements, type of incentive, decision making process, incentives and other benefits,

*Table 4 Source of staff motivation in the Dashen Bank, Source: own survey*

<b>On rating the statement says ”Top Managements are interested in motivating the STAFF”</b>					
		Frequency	Percent	Valid percent	Cumulative percent
<b>Valid</b>	Agree	34	21.8	21.8	21.8
	Neutral	69	44.2	44.2	66.0
	Disagree	15	9.6	9.6	75.6
	Strongly Disagree	38	24.4	24.4	100.0
	Total	156	100.0	100.0	
	Which type of incentives motivates you more?				
		Frequency	Percent	Valid percent	Cumulative percent
<b>Valid</b>	Incentive Awards	19	12.2	12.2	12.2
	Promotion	91	58.3	58.3	70.5
	Recognition	46	29.5	29.5	100.0
	Total	156	100.0	100.0	
	Does the Top Management involve you in decision making which are connected to your department?				
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	Yes	55	35.3	35.3	35.3
	No	51	32.7	32.7	67.9
	Occasionally	50	32.1	32.1	100.0
	Total	156	100.0	100.0	

The analyzed data shows in motivating the staff by top management is rated agree in 21.8% of the respondent and disagreed and strongly disagreed 34% which is higher than the agreed respondent therefore there are work to be done on motivation.

Secondly, recognizing best performance and ability can result promoting or giving awards and incentive. As the table shows from types of incentives provided in the alternative promotion and recognition has higher effect on motivating the employee as 58.3% and 29.5% respectively whereas incentive awards are rated 12.2% among the respondents.

On the third table proportional response was rated in the above analysis table on top management involve employees in decision making which the alternative is yes, no and occasionally gives 35.3%, 32.7% and 32.1% respectively.

- ✚ The third basic research question was” What is the level of employees towards the current motivational practice of Dashen Bank?” to examine that obviously questionnaires has been prepared and here are the questions and the response.

Table 5 level of motivation of Dashen Bank employees- Source: own survey

Rate your level of satisfaction with the working culture of the bank?					
Valid	highly satisfied	4	2.6	2.6	2.6
	Satisfied	78	50.0	50.0	52.6
	Average	49	31.4	31.4	84.0
	Dissatisfied	19	12.2	12.2	96.2
	Highly Dissatisfied	6	3.8	3.8	100.0
	Total	156	100.0	100.0	
How would you rate your level of enthusiasm and morale towards your job and the organization?					
Valid		Frequency	Percent	Valid Percent	Cumulative Percent
	Low	4	2.6	2.6	2.6
	Average	95	60.9	60.9	63.5
	High	53	34.0	34.0	97.4
	very high	4	2.6	2.6	100.0

	Total	156	100.0	100.0	
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On this table it is shown that the employees' level of enthusiasm and morale towards their job is most in average in 60.9%, high in 34% whereas very high and low level in 2.6%, which is almost none.

This frequency table shows around half of the respondent which is 50% shows that they are satisfied on the working culture of the bank, average in 31.4% and highly dissatisfied and dissatisfied are around 16% of the respondent this shows there are some uncomfortable organizational cultures should the management team should consider.

- ✚ The forth basic research question “Which motivational factor can affect your performance?” questions arise such from (the intrinsic or the extrinsic) point or incentive rather than salary and the respond recorded as:

*Table 6 Which motivation factor can affect performance highly- Source: own survey*

Do you think that incentives and other benefits will influence your performance rather than salary?					
	Influence	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Does not influence	108	69.2	69.2	69.2
	No Opinion	21	13.5	13.5	82.7
	Total	27	17.3	17.3	100.0
		156	100.0	100.0	

Motivational factor such incentive and other benefits highly influence performance which analyzed in the above table which shows almost 69.2% among the respondents and in the opposite 13.5% of the respondent responded that these motivational factor didn't influence performance.

*Table 7 Which motivation factor can affect performance highly- Source: own survey*

From financial motivational factor, non-motivational factors can affect the work of employee?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	52	33.3	33.3	33.3
	No	51	32.7	32.7	66.0
	Occasionally	53	34.0	34.0	100.0

	Total	156	100.0	100.0	
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On these frequency table 33.3% shows that from financial motivational factor the non-motivational factors can affect the work of employee, 32.7% respondent responded oppositely.

✚ On the last basic research questions which was “**What are the major challenges on implementing motivational schemes?**” the researcher used open questions and findings led on even though in deed every individual is striving to a better life standard such better job, better position or better salary the employer efforts should also be included. The major challenge in organizational motivation concept in the managers’ awareness of the concept and also awareness on motivational schemes.

### 4.3 Analysis based on Motivational Variables.

#### 4.3.1 Data Analysis & Interpretation on Intrinsic Motivational Factor

This descriptive analysis table contained only the intrinsic motivational factors raised in the appendix that it is stated in descending value of their mean value.

Table 8 descriptive analysis of intrinsic motivational factors-Source: own survey

Interpretation on Intrinsic Motivational Factor						
		Min.	Max.	Mean	Std. variance	Variance
<i>Recognition</i>						
<b>1</b>	Recognizing employees whose efforts make a difference	2	5	4.58	.779	.607
<b>2</b>	Recognizing individual team members equally for their efforts	3	5	4.43	.746	.556
<b>3</b>	Recognizing years of service to the organization	1	5	4.38	1.000	1.000
<b>4</b>	Demonstrating that their work is valued and respected	3	4	3.85	.362	.131
<b>5</b>	Appreciating for outstanding Attendance can rise performance of employee	3	5	3.27	.537	.288
<i>Communication</i>						

<b>1</b>	Communication & Effective Dissemination of Information between the employer & the employee can increase employee motivation & performance.	3	5	4.61	.678	.459
<b>2</b>	The effectiveness of the employees is determined by the way work is organized and the way how people instructed to work together i.e. team work	3	5	4.47	.749	.561
<b>3</b>	Building a spirit of teamwork and cooperation among co-workers	3	5	3.94	.388	.151
<b>4</b>	When information flows, feedback can be given by both the employer and the employee in an atmosphere of trust.	3	5	3.89	.434	.188
<i>Employee Empowerment</i>						
<b>1</b>	Employee empowerment and autonomy grants people with responsibility and ability to act as it put people in control of their own destiny	3	5	3.91	.415	.173
<b>2</b>	Empowerment not only increase employee effectiveness & efficiency but also serves as a work motivation and trust in the organization	3	5	3.91	.415	.173
<b>3</b>	empowerment can assist delegation of authority by the managers to each employee,	3	5	3.91	.415	.173
<b>4</b>	Employee empowerment can encourage and allow employees to take personal responsibility	3	5	3.91	.415	.173
<i>Good Leadership</i>						
<b>1</b>	Treating employees fairly has valid relation with motivation	3	5	4.60	.608	.370
<b>2</b>	being informed can bring employee comfortable	3	5	4.52	.686	.471

3	Management styles and organizational policies can effect healthy competition among employees	3	5	3.94	.388	.151
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The above table shows the intrinsic motivational factors which are employee empowerment, good leadership, effective communication and recognition and their rate on min, max, mean, Std. variance and variance.

#### 4.3.2 Data Analysis & Interpretation on Extrinsic Motivational Factor

This descriptive analysis table contained only the intrinsic motivational factors raised in the appendix that it is stated in descending value of their mean value.

*Table 14 descriptive analysis of intrinsic motivational factors-Source: own survey*

		Min.	Max.	Mean	Std. variance	Variance
1	Award ceremonies of years of can bring good feelings in the working environment	2.00	5.00	3.4936	.91930	.845
2	Employee of the Attendance award can improve punctuality culture of the organization	2.00	4.00	3.3910	.66792	.446
3	An extra day off as a reward of a well-done assignment can be motive to work hard	2.00	4.00	3.1987	.74850	.560
1	employee become dissatisfied when their wages is less compare to their peers	2.00	5.00	3.6859	.90021	.810
2	Employee may be satisfied with their wages	2.00	5.00	3.3782	1.11496	1.243
3	Salary increment often creates seeking additional responsibility	3.00	5.00	3.4872	.66708	.445
1	Annual bonus based on the organization's achievement in financial targets	3.00	5.00	3.8910	.53970	.291
2	Monetary appreciation from the manager can be motive to work hard service	2.00	4.00	3.0897	.70365	.495

3	Financial motivational enable me to increase my hospitality and receptive attitudes towards my job	1.00	5.00	3.1987	1.06813	1.141
4	Bonus can inspire employees to my technical knowledge and skills needed to carry out tasks	1.00	5.00	3.6090	1.01329	1.027
5	Performance based bonus for employees motivates & to sustain the performance	3.00	4.00	3.6026	.49094	.241
6	Bonus can improve effectively deal with and perform my tasks within reasonable time	3.00	5.00	3.5962	.66989	.449
1	Allowance can help facilitating the work that the employee is free from those issues and can concentrates on their work	2.00	4.00	3.1987	.74850	.560
2	Allowance encourage me to have trust on my organization such hardship allowance	2.00	4.00	3.0962	.70737	.500
3	Allowance enables me to improve my cooperation in team work with co-workers and other staffs.	2.00	4.00	3.5897	.67079	.450

The above table shows the extrinsic motivational factors which are salary/salary increment, reward, bonus and allowance and their rate on min, max, mean, Std. variance and variance.

#### 4.5 Data Analysis & Interpretation on Employee Performance.

Here are four Issues on employee performance that are highly related to the dependent variable employee performance and the respondent were requested to rank based on

1- Below 2- Average 3- Above Average 4- neutral

Table 10 data analysis on employee Performance-Source: own survey

Is motivation is fundamental to employee performance?					
		Frequency	Percent	Valid Percent	Cumulative Percent
<b>Valid</b>	2	21	13.5	13.5	13.5
	3	35	22.4	22.4	35.9
	4	100	64.1	64.1	100.0
	Total	156	100.0	100.0	

As motivation is fundamental to an employee performance to be high/low Organization should asses the level of employee motivation periodically. On the above table among 156 respondents, 13.5% agree in addition 22.4% also highly agrees on the idea of motivation is fundamental to employee performance. Whereas 64.1% are were ranking neutral.

#### 4.5 Inferential analysis

Inferential analysis is branch of statistics which is concerned with using probability concept. It is process of selecting and using a sample data that used to generalize about a population based on that sample of data. On this portion of the study correlation and regression will be analyzed.

##### I. Correlation

*Table 11 correlation values of intrinsic and extrinsic motivational factors Source: own survey*

	<b>Intrinsic Values</b>	<b>Extrinsic Values</b>
<b>Min.</b>	45	32
<b>Max.</b>	79	68
<b>Mean</b>	66.12	51.5064
<b>Std. variance</b>	9.015	11.63023
<b>Variance</b>	5.625	9.503
<b>CORREL</b>	0.987850074	

The above table shows there is strong relation between these two motivational factors. This implies both extrinsic and intrinsic motivational factor are interdependent or can work together as a motive at same time.

*Table 12 correlation values of dependent and independent value of the data-Source: own survey*

	<b>Dependent Variable Value in Code</b>				Sum. Dep	Sum independent
	I1	II2	III3	IV4		
<b>Min</b>	2	1	2	1	6	77



<b>Max</b>	4	4	4	4	16	147
<b>Mean</b>	3.51	1.76	3.04	2.91	11.22	117.6264
<b>std. variance</b>	0.723	1.084	0.56	0.594	2.961	20.64523
				<b>CORREL</b>	0.97122706	

Also the above table shows there is strong relation between the dependent variable and the independent variables. Where the code I1, II2, III3 and IV4 means:

- As motivation is fundamental to an employee performance to be high/low organization should asses the level of employee motivation periodically.
- Monetary way is the fundamental inducement that can highly affects employee performance; no other incentive or motivational technique comes even close to it.
- Organization recognizes and acknowledges Representation Ethical conduct & good leadership can be more uncostly & effective way of motivation that can highly affects employee performance.
- A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's respectively.

## II. Regression

*Table 13 descriptive analysis of the dependent and independent value of the data -Source: own survey*

Descriptive Statistics			
	Mean	Std. Deviation	N
<b>Dependent</b>	9.0452	5.75586	4
<b>Independent</b>	90.5679	54.74185	4

**Correlations: on Pearson correlation values of dependent and independent value of the data**

		Dependent	Independent
<b>Pearson Correlation</b>	Dependent	1.000	.971
	Independent	.971	1.000
<b>Sig. (1-tailed)</b>	Dependent	.	.014
	Independent	.014	.
<b>N</b>	Dependent	4	4
	Independent	4	4

Table 14 Pearson correlation values of dependent and independent value of the data- own survey

### Variables Entered/Removed<sup>b</sup>

Table 15 variables entered/removed- Source: own survey

Model	Variables Entered	Variables Removed	Method
1	Indep <sup>2</sup>	.	Enter

a. All requested variables entered.

b. Dependent Variable: dep

### Model Summary

Table 16 model summary- Source: own survey

Model	R	R square	Adjust R Square	Std. Error of the Estimate
1	.971 <sup>a</sup>	.943	.915	1.67887

a. predictors (Constant), independent

✚ As the closer to 1 the R square value the better the regression line fits to the data therefore as the above table shows the R square value is 0.943.

### ANOVA<sup>b</sup>

Table 27 ANOVA<sup>b</sup>- Source: own survey

Model	Sum of Squares	DF	Mean of Square	F	Sig.
Regression	93.753	1	93.753	33.262	.0299
Residual	5.637	2			
Total	99.390	3			

- a. predictors: (Constant), independent
- b. dependent Variables are dependent

**Coefficient<sup>a</sup>**

*table 18 Coefficient<sup>a</sup>- Source: own survey*

Model	Un-standardize coefficients		Standardized coefficients	T	Sig.	95% confidence interval of B	
	B	Std.error	Beta			Lower bound	Upper bound
	<b>Constant</b>	-2.04	1.810			.971	-112
<b>Independent</b>	.102	.018		5.767	.029	.026	.178

 The general Interpretations of the inferential analysis


As in the ANOVA, the categorical variable is effect coded. This means that the categories are coded with 1's and -1 so that each category's mean is compared to the grand mean also as in findings the standard error on the independent variables is 0.102. The **coefficients** for the other two groups are the differences in the mean between the reference group and the other groups

The coefficients describe the mathematical relationship between each independent variable and the dependent variable. The p-values for the coefficients indicate whether these relationships are statistically significant.

The assumption test the researcher used is:

 **Assumption on Structure**

As the Statistical relationships between variables are often modelled by equating one variable to a function of another (or several others), plus a random error. Models often involve making a structural assumption about the form of the functional relationship, e.g. as in linear regression.

 **Assumption on Homogeneity**

On the assumption of homogeneity, the research falls on Multi collinearity type of homogeneity which means that the variables of interest are highly correlated, and high correlations should not be present among variables of interest.

 **Assumption on Normality**

Most of the parametric tests require that the assumption of normality be met. Normality means that the distribution of the test is normally distributed (or bell-shaped) with 0 mean, with 1 standard deviation and when it showed that in analysis of both intrinsic and extrinsic motivational factor the standard deviation falls more relative to 1 and mainly also on correlation analysis of the dependent and independent variable.

# Chapter Five

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## Summary, Conclusion and Recommendation

The concentration of this chapter is to narrate the highlights of the study findings and conclusions that are derived from the data analyses and discussions. Recommendations are provided at the end based on the findings and conclusions drawn from the study.

### **5.1. SUMMARY OF FINDINGS**

The primary objective of this study was to assess the “effects of motivation on employees „performance” at Dashen Bank’s employees. Therefore, on the basis of the analysis and data interpretations that have been undertaken in the previous chapters, the writer has extracted the following findings discussed herein under.

The finding of this study reveals that all of the respondents which count 156 of the total sampled population have agreed and strongly agreed that motivation is directly proportional to performance as 37.8% agrees and 62.2% strongly agrees. This result clearly presupposes that the more motivated the workforce, the higher their level of input into work and hence increase in performance. Furthermore, the staff could do much better than they are currently doing. Therefore, motivation is a tool kit to activate and arouse workers’ performance in a given organization and productivity of an organization at large.

From the study it is reflected that there is a direct relationship between employee and their performance at Dashen Bank head office. That is, the more motivated they are, the more effective they become at work. This claim was supported from the findings by 59 respondents which are 37.8% of the sample whilst are simply agrees whereas 97 staff representing 62.2% claims that they are strongly agrees on effect on their performance to increase their motivational level.

Hence, the majority of the populations contend that Dashen Bank, head office is administering should well considered and deliberate motivational schemes to this effect primarily on the regards to employee source of motivation, staffs are more geared towards extrinsic sources of motivation than intrinsic motivation. Out of the total sample gathered the higher fails on promotion which 91 respondents choose representing 58.3%, followed by recognition which 46 respondents has

representing 29.5% and lastly the incentive awards have totally 19 respondents which represents 12.2%.

In addition, the other major finding shows on the source of the staff motivation in Dashen Bank head office analyzed through whether top management is interested in motivating the staff or...

Even though Dashen Bank has its own methods on motivating employees, on the above issue 34 of the respondent representing 21.8% agree while 69 represents 44.2% Of them went silent but 53 of the respondents representing 34% disagree and strongly disagree on top levels managements are interested on motivating employees.

Therefore, work should be done to bring the 53 employees which represent 1/3 of the respondent to feel motivated by their managements.

Although it is true that motivation particularly sourced from both intrinsic and extrinsic source of motivation that has a direct linkage to increase employee's performance and organizational efficacy, As the findings that have been gathered from the correlation survey it resulted 0.987850074 shows there is strong relationship between variables, it is positively correlated because it linear once motivation increases also employee performance increases.

Staff motivation level at Dashen Bank shows that the employees' level of enthusiasm and morale towards their job is most in average in 60.9%, high in 34% whereas very high and low level in 2.6%, which is almost none.

## **5.2. CONCLUSIONS**

The results of the study form the basis for the conclusions and recommendations on this chapter and have brought to light the importance of motivation to employee's performance.

The study shows that the employee's motivation and organizational performance is highly correlated positively. Motivation is a valued addition tool for organizational performance. In this era of competition and globalization, it is mandatory to be concern about employee motivation mechanism because it is highly related to performance whereas performance is highly related to profit. Thus it is clear from the survey that motivated employees are more productive in terms of their performance as compared to less or none motivated employees.

Staff motivation at Dashen Bank, head office is average level and due to lack of adequate attention given to implement motivational sources in the said organization these average level can go together to de-motivated employees therefore organization such Dashen Bank should give proper attention and concern to motivational factors that can bring remarkable achievement and commit employees to work to see the success of the organization.

In an organization, it may be practically impossible to work out a perfect solution that will promote job satisfaction and enhance performance at all times. In order to elicit better performance, motivational factors must be accorded high priority and employed properly as an essential ingredient for organizational progress and survival especially in the current day turbulent operating environment

As far back as 1911, Frederick Taylor and his scientific management associate also described money as the most important factor in motivating the industrial workers to achieve greater productivity. From the above studies and from this research finding money is certainly the only or the major extrinsic motivator whereas now some intrinsic factors are also becoming major part of a motive of employees' that can affect the entire performance.

The major outstanding motivational factors which are responsible and highly affect performance of employees are good salary, sense of achievement, recognition fringe benefit. It results in smooth relation between the management and employees

Motivation is important to an organization since it increases the performance level of employees, and it reduces employee's turnover and absenteeism.

### **5.3. RECOMMENDATIONS**

In light of the summary of the findings and conclusions drawn above, the following recommendations are provided to address the pitfalls identified by the study. Additionally, some recommendations were also given by employees' of Dashen Bank itself.

Dashen Bank should give much emphasis on motivating employees extrinsically by improving its motivational scheme and providing cash benefits such bonus should also include individual based not only in departments that supplement their fixed or temporary base pay which are entirely ignored by the bank.

Employees' accomplishments, contributions and exceptional performance towards corporate goals and objectives should be recognized by management during staff durbars and general meetings. Crabbe (2001) supports this position when she pointed that it is important that employees are made to see a clear relation between successful performance on their part and receipt of their desired rewards. Therefore, it is incumbent upon management to be able to identify superior performance and reward them accordingly. When rewards are not based upon performance, it is expected that motivational levels to be reduced especially in a growing economy so far as someone who does a remarkable job could be discouraged unless, their achievements are recognized.

Dashen Bank should administer its benefits fairly and objectively based on predetermined standards such as qualification and year of service, merit as well as the competence of employees so that it can avoid employees' frustration.

Dashen Bank should have practiced planned motivational schemes like annual increment, training and development opportunities, administering full benefit packages even also amusement trips or get together in order to enhance its employee's performances.

It is recommended to management of this organization to motivate the employees with what they need most, considering the ability of the organization, and this will transform into a higher level of performance on part of the employees. This can be done on the concept of expectancy which stipulates that motivation will be high when people know what they have to do to get reward, expect that they will be able to get the reward and expect that the reward will be worthwhile.

Motivation is an important part of managing process a team of highly qualified and motivated employees is necessary for achieving objectives of the organization. Dashen Bank should practice sound employee motivational schemes so as to get maximum form to accomplish its objectives and increase its efficacy.

Dashen Bank should offer training and opportunities to learn new tasks to improve their job skills and knowledge. Staff lunches or other team- building events should be organized so that co-workers can get to know each other better. This can also be considered by employees as an intrinsic motivational factor- recognition and respect.

The results of this study and those presented and discussed in this thesis could be useful in helping organizations determine what motivate employees or job related motivational preferences of their employees today and in the future

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## Annex 1

# Questionnaire

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This study is to be conducted as part of a research project which shall be submitted in partial fulfillment of Masters of Art Degree in Business Administration. This questionnaire is meant to collect information about “the effect of organizational motivation on employees’ performance: In the case of Dashen Bank Head Office”.

Your genuine participation in supplying the required data is highly essential for successful completion of the study. The information you provide will be kept confidential and be used **only** for an academic purpose. For the sec of confidentiality, it is not necessary to write your name on the questionnaire I would like to ask you the following questions in order to know the status of your motivation in the bank success are related & you are in the in the bank.

Please feel free!

### I. profile

1. Gender: a. Maleb. Female
2. Age: a. 20-25 years b. 26-30 years c. 31-40 years d. above 41
3. Education:
  - a. High School b. Certificate c. Diploma d. Bachelor/MD e. Postgraduate degree
4. Job Experience:
  - a. Less than 3 Year b. 3-5 year’sc. More than 5 years
5. Since how many years you have been working in this bank?
  - a. 0-3 Years b. 3-5 Years c. 5-10 Years d. More than 10 Years
6. Job Position \_\_\_\_\_.

### II. Employees perception about motivation and Performance

Department /Branch.....

1. Motivation has a strong effect on employee performance.

- a) Agree      b) Disagree      c) Strongly agree      d) Strongly disagree

2. If you were considering leaving Dashen bank, which of the following would be your reason(s)

a) Poor remuneration and fringe benefits

b) Better job offer

c) Lack of motivation

d) Others (please specify) .....

3. How would you rate your level of enthusiasm and morale towards your job and the organization?

- a) Very low    b) low    c) average    d) high    e) very high

4. Rate your level of satisfaction with the working culture of the bank?

- a.      Highly Satisfied                      b. Satisfied  
c.      Average                                  d. Dissatisfied  
e.      Highly Dissatisfied

5. Rate the statement “Top Management is interested in motivating the STAFF”?

- a.      Strongly Agree                      b. Agree.                      Strong Disagree  
c.      Neutral                                  d. Disagree

6. Which type of incentives motivates you more?

- a.      Incentive Awards      b.      Promotion  
c.      Appreciation letters      d. recognition

7. How far you are satisfied with the incentives provided by the bank?

- a.      Highly Satisfied                      b. Satisfied  
c.      Dissatisfied                              d.      Highly Dissatisfied

8. Does the Top Management involve you in decision making which are connected to your department?



II4	- Recognizing years of service to the organization	
III	Managerial mechanism & good leadership	
III1	- Treating employees fairly has valid relation with motivation	
III2	- Management styles and organizational policies can effect healthy competition among employees	
III3	- The effectiveness of the employees is determined by the way work is organized and the way how people instructed to work together i.e. team work	
III4	- Appreciating for outstanding Attendance can rise performance of employee	
IV	Good communication	
VI1	- Communication & Effective Dissemination of Information between the employer & the employee can increase employee motivation & performance.	
VI2	- When information flows, feedback can be given by both the employer and the employee in an atmosphere of trust.	
VI3	- Being informed can bring employee comfortable	
VI4	- Building a spirit of teamwork and cooperation among co-workers	

Kindly rate the following extrinsic motivational factor based on how much you agree on the issues stated below each variable. Likert Scale labeling starting from:

Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) to strongly agree (5).

	Motivational factor	Scale
I	Salary/ salary increment	
1	- Employee may be satisfied with their wages	
2	- Salary increment often creates seeking additional responsibility	

3	- employee become dissatisfied when their wages is less compare to their peers	
4	- Financial motivational enable me to increase my hospitality and receptive attitudes towards my job	
II	Reward	
1	- Monetary appreciation from the manager can be motive to work hardservice	
2	- Award ceremonies of years of can bring good feelings in the working environment	
3	- Employee of the Attendance award can improve punctualityculture of the organization	
4	- An extra day off as a reward of a well-done assignment can be motive to work hard	
III	Bonus	
1	- Performance based bonus for employees motivates & to sustain the performance	
2	- Bonus can inspire employees to my technical knowledge and skills needed to carry out tasks	
3	- Bonus can improve effectively deal with and perform my tasks within reasonable time	
4	- Annual bonus based on the organization's achievement in financial targets	
IV	Allowance	
1	- Allowance can help facilitating the work that the employee is free from those issues and can concentrates on their work	
2	- Allowance encourage me tohave trust on my organization such hardship allowance	

3	- Allowance enables me to improve my cooperation in team work with co-workers and other staffs.	
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18. Kingly indicate by writing the corresponding number against each arisen issues on the dependent factor employee performance.

1- Below 2- Average 3- Above average 4- Neutral

No.	Issues on employee performance	Rank
1	As motivation is fundamental to an employee performance to be high/low organization should asses the level of employee motivation periodically.	
2	Monetary way is the fundamental inducement that can highly affects employee performance; no other incentive or motivational technique comes even close to it	
3	Organization recognizes and acknowledges Representation Ethical conduct & good leadership can be more uncostly & effective way of motivation that can highly affects employee performance.	
4	A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's	

19. Which of the following de-motivates you most from being effective and productive at work?

- a) Inadequate reward system
- b) Uninteresting and routine job schedule
- c) Lack of requisite training for employees
- d) Poor working conditions

20. Specify what is your suggestion to develop over all motivation of the bank?

**Please attach more papers, if it is not enough for you!**

**Thank you very much!!**



## Annex 2

# Questionnaires

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This Questionnaires developed kindly to the administration and HR department managers to assess the effect of organizational motivation on employee performance. The management in the head quarter contains administrations, HR manager, the HR operation manager, Talent manager and Talent development manager that also allocated in Lideta branch it contains 2 managers.

St. Mary's University

Master's in Business Administration (MBA) Program

My name is Yamisrach Solomon K, I am student of St. Mary's University studying a Master's degree in Business Administration (MBA). I am carrying out research project titled as "The Effect of organizational Motivation on Employee's Performance in the case of Dashen bank head office". I am currently conducting these questionnaires with you as part of my Master's research, and your kind help is very important for the successful completion of this research project. Your responses to questions will be anonymous and data will be combined and analyzed as a whole. Your participation in the study will be greatly appreciated.

Thank you in advance.

1. Department\_\_\_\_\_.

2. Does Dashen bank have employee motivational programs?

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3. What type of motivational systems (financial or non-financial motivational system) your organizations mostly provide for employees?

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4. What is do you think is the role of motivating employees?

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5. Does the current motivational system satisfy the employees of the organization? Yes or No?

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6. Which motivational processes of Dashen bank have strong effect on employee performance?

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7. What are the challenges or hindering factors affecting the motivational system in your organization?

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8. What is your opinion on the comparison between -financial motivational factors and employee performance?

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9. What is your opinion on the comparison between non-financial motivational factors and employee performance?

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10. How do you think the current motivational system at Dashen bank can be improved?

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**Please attach more papers, if it is not enough for you!**

**Thank you very much!!**

