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**ASSESSMENT OF MOTIVATION PRACTICE ON EMPLOYEE'S
PERFORMANCE: THE CASE OF NIFAS SILK LAFTO WOREDA
ONE.**

By

Genet Belete

June 2021

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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Advisor: Worku Mekonnen (PhD)

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ADDIS ABABA, ETHIOPIA

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Genet Belete

APPROVED BY BOARD OF EXAMINERS

Dean, School of Business

Signature & Date

Advisor

Signature & Date

External Examiner

Signature & Date

Internal Examiner

Signature & Date

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Table of Contents

ACKNOWLEDGMENTS	i
List of Tables	v
List of Figures.....	vi
List of Acronyms and Abbreviations	vii
<i>Abstract</i>.....	viii
CHAPTER-ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.3 Research question.....	5
1.4 Objectives of the study	5
1.4.1 General objective of the study	5
1.4.2 Specific objectives of the study	5
1.6 Scope of the study	6
1.7 Limitation of the study.....	7
1.8 Organization of the paper.....	7
1.9 Definition of Key terms.....	7
CHAPTER-TWO: LITERATURE REVIEW	9
2.1 Theoretical Review	9
2.1.1 Introduction	9
2.1.2 Theories of Motivation	10
2.1.2.1 Maslow’s Hierarchy of Needs	10
2.1.3.2 Herzberg Two-Factor Theory	11
2.1.3.3 ERG Theory	12
2.1.3.4 Theory of Expectancy	12
2.1.3.5 Instrumentality Theory	13

2.1.3.6 Reinforcement Theory	13
2.1.3.7 Goal-Setting Theory.....	13
2.1.3.8 Equity Theory.....	14
2.1.4 Factors that motivates employees	15
2.1.5 Performances	16
2.1.6 Motivation and employee performance	17
2.1.7 The effects of motivation on employees’ performance.....	19
2.2 Empirical studies on employee motivation	20
2.3 Conceptual framework	22
2.4 Research Hypothesis	23
CHAPTER THREE: RESEARCH METHDOLOY	24
3.1 Description of the study area.....	24
3.2 Research Design and Approach.....	24
3.3 Data Type and Sources	25
3.3.1 Primary Data.....	25
3.3.2 Secondary Data	25
3.4 Sampling Design	25
3.4.1 Target Population.....	25
3.4.2 Sampling Frame.....	26
3.4.3 Sample Size.....	26
3.5 Sampling Technique.....	27
3.6 Data Collection Methods	29
3.6.1 Questionnaire	29
3.7 Procedures of Data Collection.....	30
3.8 Validity and Reliability.....	30

3.8.1 Validity	30
3.8.2 Reliability	30
3.9 Methods of Data Analysis	31
3.10 Ethical Consideration of the Research	32
CHAPTER FOUR:DATA PRESENTATION ANALYSIS AND INTERPRETATION	33
4.1 Response Rate of Distributed Questionnaire.....	33
4.2 Analysis of Collected Data	35
CHAPTER FIVE	51
SUMMERY, CONCLUSION AND RECOMMENDATIONS.....	51
5.1 Summery of Major Findings	51
5.2 conclusion.....	53
5.3 Recommendation.....	53
References	55
APPENDIX I: QUESTIONNAIRE	60

List of Tables

Table 3.1: Distribution of Nifas Silk Lafto sub-city woreda one employees.....	26
Table 3.2: Sampling Strategy	28
Table 3.3: Sample Size distribution among Woreda	28
Table 3.4 Reliability statistics of the instrument.....	31
Table 4.1 Response Rate.....	33
Table 4.2 Statistics	33
Table 4.3 Demographic Characteristics of Respondent	34
Table 4.4 the Nature of my work motivates me to perform with high passion.	35
Table 4.5 the growth opportunity motivates me to reach high position	36
Table 4.6 the given authority motivates me to make necessary decisions	37
Table 4.7 Appreciation/recognition	37
Table 4.8 the amount of salary motivates me to do my job properly.....	38
Table 4.9 the current working conditions have a negative impact on my work	38
Table 4.10 Relationship with Collogues.....	39
Table 4.11 the reward system motivates employees to perform well.....	40
Table 4.12 Employee’s benefits packages like holiday pay, maternity leave pension pay provide motivation	41
Table 4.13 Work Environment	42
Table 4.14 Growth opportunity brings valuable employee performance.....	43
Table 4.15 Job security motivates me to perform with a high passion	43
Table 4.16 Motivation helps me to complete the given task timely	44
Table 4.17 Qualification of employees brings job performance	45
Table 4.18 Rewards and/or recognitions have a vital role in motivation	45
Table 4.19 Amount of salary (attractive salary) motivates me.....	46
Table 4.20 Support from colleagues motivates me to perform my job.....	47
Table 4.21 Employee career development opportunity has positive effects on employee performance.....	48

List of Figures

Figure 2.1: Maslow’s hierarchy of needs	11
Figure 2.2: Conceptual framework of assessment of motivation practice on employee performance.....	22

List of Acronyms and Abbreviations

NSLS	Nifas Silk Lafto Sub city
No	Number
A	Agree
D	Disagree
H	High
HR	Human Resource
SA	Strongly Agree
SD	Strongly Disagree
L	Low
M	Moderate
N	Neutral
SPSS	Statistical Package for Social Sciences
VH	Very High
VL	Very Low

Abstract

The main purpose of this study is to discover the assessment of motivation practice on employee's performance the case of woreda one. This study has three main objectives to assess the level of motivation on performance among employees of Nifas Silk Lafto Sub-city woreda one, to examine assessment of motivation practice on performance employees at Nifas Silk Lafto Sub city, woreda one lastly to investigate the motivating schemes of employees at Nifas Silk Lafto Sub-city, woreda one. The data for present study was collect from woreda one using Structured and semi structured questionnaires and non-probability sampling methods. Results from present study explore that motivational packages play a vital role toward the performance of employees in woreda one. The data generated from respondents are analyzed through descriptive research type and both quantitative and qualitative research approach are used. Stratified random sampling were used for a sample size of 99 respondents, questionnaires were distributed to 109 respondents which was extra number of respondents involved in order to avoid uncertainty of unreturned questionnaires from a total of 485 populations. Also, interview with HRM. The collected data are analyzed and presented with tables using SPSS statistics software as well as interpreted with explained statement with the methodology of descriptive research design. Employees are demotivated because of the organization salary, recognition/appreciation based on the response of participants.

Key words: *Motivation, Employee performance, Intrinsic Motivation, Extrinsic Motivation.*

CHAPTER-ONE: INTRODUCTION

This chapter introduces the research area by providing information relating to this study. It starts by outlining background of the study, background of the organization, and problem of the study. The later sessions present the research question, research objective, and hypothesis, significance of the study and research scope. The chapter finalizes with the summary of research structure.

1.1 Background of the Study

This study conducted at Nifas Silk Lafto woreda one with the view of investigating assessment of motivation practice on employee performance. In any organization even with best strategy in place and suitable organizational architecture can only be effective if its employee is motivated to perform at a high-level. Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive (Omollo, 2015).

Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. Moreover, Motivation plays a vivacious role in increasing or decreasing the performance of the employee in both public and private sectors organizations in the world. Their performance is depending upon their motivational level. If the employee is vastly motivated, they will give good performance and will have less turnover intentions because they are satisfied from their job (Imran, et al.2017).

Motivation word is derived from “motive”. The meaning of “motive” is need, wants, and the desire of the persons (Chaudhary & Sharma, 2012). Therefore, that employees’ motivation means the process in which organization inspiring our employee with the shape of rewards, bonus, etc. for achieving the organizational goals. In addition, rendering to Mc Cornick and Tifflin (2007), motivation can be either extrinsic or intrinsic. Extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security and promotion, contract of service, the work environment and condition of work. While intrinsic motivation on the other hand are those rewards that can be termed psychological motivation and examples are opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner.

Consequently, the aim of the public organizations such as wordas should be to build on and enhance extrinsic motivation for its employees to perform the service effectively, but also at the same time to supply some of intrinsic motivation along the way for organization improvement.

According to Koontz et al. (1990), employee performance refers to the efficiency and effectiveness of employees in achieving organizational goals and objectives.

The significance of employee motivation is influencing employee to behave in a certain way, motivation can ultimately decide the success or failure of an organization. If an organization knows why its employee come to work on time, stay with an organization for their full working live and are productive, then the organization may be able to assure that all of their employees and such understanding is essential to improve productivity. This imply that organization success depend heavily on motivation and managers must understand what motivate their employees to perform better (Matsei, 2008).

A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment. Good job performances and productivity growth are also important in stabilizing our economy; by means of improved living standards, higher wages, an increase in goods available for consumption, etc. (Griffin et al., 1981). Griffin et al. also argue that therefore research of individual employee performance is important to society in general. The role of public sector is very crucial for the socio-economic development of developing country like Ethiopia.

This study examined the assessment of motivation practice on employee performance the case of Nifas silk Lafto sub city Woreda 01. N/S/L/WOREDA ONE is one of governmental public administration. That was established in 2007 in Jemo area of Addis Ababa and was separated from Lebu woreda. It has 485 employees and 23 sectors those are Chief Executive Office. Public service human resource development office, Office of women and children affairs, Office of education, Health office, Farmer office, Construction licensing and supervision office, Office of youth and charity, Environmental protection office, Office of finance and economic development, Vital event residents service office, Dry waste management office, Trade and industry development office, Entrepreneurship development office, Office of culture and arts development, Social office, Peace and security administration office, Office of food medicine and care administration, Housing development administration office, Food security development safety net office, Associations

organizing office, Land management office and Community involvement. (N/S/L/S/C/W/ONE HR, 2021).

As the researcher is employee of the vital events registration office in the Nifas Silk Lafto woreda one, choice of the topic is based up on a personal experience. The researcher wants to ascertain the assessment of motivation practice on employee performance in woreda one by making a scientific investigation. Many sectors in the woreda one service provider to the public, therefore good employee performance is important so for good employee performances motivation plays an important role.

And also the researcher asked Nifas silk Lafto sub city woreda one administration and Nifas silk Lafto sub city woreda one human resource development office about motivation, they told me about the initiative gap on motivation and some of its effect on the performance of the N/S/L/S/C/Woreda one. This and other variables make interested on the investigation or research with a process of determining, acquiring, analyzing, synthesizing, and disseminating relevant data, information, and insights to decision makers in ways that mobilize the N/S/L/S/C/Woreda o1 to take appropriate actions that, in turn, maximize motivation employees' performance.

1.2 Statement of the problem

Employees and organization performance mostly depend on employee motivation. Low motivation affects employees and organization.

According to Mullins (2005), effectively motivating employees are one of the most important functions of a manager. A variety of factors motivates people at work, some are motivated with tangible, such as money, and others are motivated with intangible, such as a sense of achievement, recognition (Spector, 2003). Today many of the employees seem to be demotivated with their work or job. This demotivation leads organizations towards the failure and bad performance.

In a highly competitive, global environment, organizations are constantly under pressure to retain their workforce (Deci, 2013). Highly skilled, reliable and experienced employees are a valuable asset for any organization. It is evident that highly motivated employees are more likely to have high productivity. However, according to Certo (2006), good performance is not as a result of motivation only, but also includes ability i.e. skills, equipment, supplies and time. Some organizations have been known to experience a high staff turnover despite offering above average salaries (Aguinis, 2012). This tells us that money is not the only way to motivate employees. Additionally, different people are motivated by different factors to good employee performance.

Motivation is one of the vast challenges facing many public institution or organization specially woredas in Addis Ababa, Ethiopia. It might be Lack of motivation among employees could be the major factor of poor performance in organization. Poor service delivery in woreda is linked by lack of motivation among employees.

A number of studies have investigated assessment of motivation practice on employee performance in the context of Ethiopian organizations; few have focused on the public sector. Among studies reviewed by the research studies by Mesfin W/slassie (2013), Fisseha Zemene (2013), and Muluken Feleke (2019) have their focus on assessment of motivation practice in private and banking sector. And the institutional repository of established institution like Addis Ababa University shows studies on the topic are done in private and banking sectors.

A close study the researcher came across is the one done by Zigiju (2019) that assessed factor the case of public service workers in Kirkos sub city that effect oft worker's motivation in the public sector. The study looked at variables like planning, working materials, job design, recruitment and

supervision as factors that affect motivation, however, it has not given due attention to employee performance. Moreover, this study is done at sub-city level and lacks the outlook of employees at woreda level.

As a result, we can see there is a clear gap in terms of the assessment of motivation practice on employee performance in the public sector specially woreda and to the researchers this kind of study has not been done in the public sector offices like woreda one.

This study was done to fill a specific knowledge gap in assessment of motivation practice on performance by shading light on the viewpoint of employee's in Nifas Silk Lafto Sub city Woreda one.

1.3 Research question

The study attempts to answer the following questions by rising important questionnaires such as-

1. How to implement justly the motivation practice on performance among employees of the Nifas Silk Lafto Sub-city, woreda one?
2. What is the effect of motivation on employee performance at Nifas silk Lafto sub city woreda one?
3. What is the employee's perception towards motivational factors (payment, Benefits, working condition, employee promotion, recognition and career development opportunity) at Nifas silk Lafto sub-city woreda one?

1.4 Objectives of the study

The study has both general and specific objectives.

1.4.1 General objective of the study

The main objective of the study is to examine assessment of motivation practice on employee's performance, the case of Nifas Silk Lafto Sub-city woreda one.

1.4.2 Specific objectives of the study

The specific objectives of this research are:

1. To assess the real implementation of motivation practice on performance among employees of Nifas Silk Lafto Sub-city woreda one?

2. To examine the effect of motivation on employee performance at Nifas silk Lafto sub city woreda one.
3. To assess the employee's perception towards motivational factors at Nifas silk Lafto sub-city woreda one.

1.5 Significance of the study

Employee motivation is vital to an organization's success it is the level of commitment, drive and energy that an organization's workers bring to the role every day. Without it, organization experience reduced productivity, lower level of output and it is likely that the organization will fall short of success important goals too.

Accomplishment of this study intended to help employer to develop new regards towards motivation function in public sectors through development better motivation program that will help to increase employee performance and organizations performance. In addition, the study was to contribute in knowledge gaining for academicians when undertaking further studies in the relevant field with readily evidenced academic materials.

The information collected from this research could be used woredas decision makers and stakeholders to plan for the future intervention strategies to improve employee specially woreda or public sector employees' motivation to perform tasks well. And this will contribute to the improvement of quality of services at woreda one and other public organization.

In addition, the findings and recommendations of the study may be useful for organization administrators for it helps them to be able to use motivation no just for the sake of it but to know how, when and what types of motivation to use so as to achieve maximum performance of employee. The findings may also assist them in the development of effective managerial strategies and policies that can help improve the administration of organizational goals.

1.6 Scope of the study

The study was delimited to Nifas Silk Lafto Woreda One. Also this study conducting by designing both qualitative and quantitative research types and generating primary and secondary data through questionnaires, books, articles and manuals. Also, the primary data source of the study has bordered to participants to select from the target population of Woreda one. To this end, the

outcomes of the study as well as its major finding were represent and only taken to be the case of Nifas Silk Lafto Woreda One regarding assessment of motivation practice on employee performance. Where selection of the particular organization was based on availability to research for data collection and limited time and financial resources.

1.7 Limitation of the study

There were some challenges faced during the study. Time and other resource constraints the short time and unavailability of enough funds to support an exhaustive study may not allow for an investigation of all the Nifas Silk Lafto wored as and the study was limited to Woreda one. Therefore, time and cost limit can have some bearing on the outcome of the study. These limitations were militating by use of an appropriate technique to select the sample size. The second challenge was come from the respondents who are unwilling to respond adequately and openly. In addition, the third challenge was due to the global crisis of covid-19 the data collection was risky and limited.

1.8 Organization of the paper

This study has five chapters. Chapter 1 presents the background of the study and explains the research problem. It also addresses the research question to answered, the research objective to achieve and the scope of the study. Chapter 2 focuses on the literature review of the theoretical arguments from secondary sources such as journal, articles etc. The empirical studies also assessed in this chapter to enable the construct of the conceptual framework of the research. Chapter 3 describe show the research is carried out in terms of research design, sample and sampling procedures, methods of data collection and the methods of data analysis. Chapter 4 documents the results of the research generated form data analysis procedures set in chapter three. Chapter 5 shall summarize and conclude the overall findings of the study and provides recommendations.

1.9 Definition of Key terms

Motivation: is generally describe as the force that drives us too pursue a goal (the desired outcome). Motivation is a starting point for all choice (Toure-tillery & fishbach, 2017).

Employee motivation: is defined as the enthusiasm, energy level, commitment and the amount of creativity that an employee brings to the organization on a daily basis.

Intrinsic motivation: is a term that refer to a person's behavior when it's driven by personal satisfaction, doing something purely because it's fun or enjoyable.

Extrinsic motivation: refers to the behavior of individual to perform tasks and learn new skill because of rewards or avoidance of punishment.

Performance: is defined as how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality and efficiency of their output.

Woredas: is in Addis Ababa tend to have less autonomy than regional woredas and are the smallest administrative unit the city. There are many offices in each district. (SEDRI study, 2018)

CHAPTER-TWO: LITERATURE REVIEW

In the previous chapter, the main problem and objectives to be addressed have been stated. This chapter deals with the related literature review in organized in to two major parts, the theoretical review and the empirical review part. The theoretical review part discusses definition, role and the theories that states about (motivation concepts and employee performance concepts). The second part is about empirical review, this part review other researcher study in the last part is conceptual framework.

2.1 Theoretical Review

2.1.1 Introduction

Luthan (1998) defines motivation as, “a process that starts with a physiological deficiency or need that activates a behavior or a drive that is aimed at a goal incentive.” Ebrahimi, and Watchel, (1995) state that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives. It is a firm belief of management researchers that, organizational goals are unattainable without enduring commitment of the members of the organization. Motivation is a human psychological characteristic that contributes to a person's degree of commitment (Stoke, 1999).

Motivation can also express as element in the above definitions are effort a measure of intensity that maximizes employee’s potential capacity to work in a way that is appropriate to the job persistence the application of effort work-related tasks employees display over a time period and direction emphasizes that persistent high level of work-related effort should be channeled in a way that benefits the work environment (George and Jones, 2008:183).

Rendering to Bartol and Martin (1998) motivation as a power that strength behaviors, gives route to behavior and triggers the tendency to continue. This explanation identifies that in order to attain assured targets individuals must be satisfactorily energetic and be clear about their determinations.

Denhardt et al. (2008) also describe motivation as an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. Whilst it is not possible to observe motivation itself, it is possible to observe the outward manifestations of motivation. For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the

internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Denhardt et al. (2008) further stated that motivation is not the same as satisfaction. Satisfaction is past oriented, whereas motivation is future oriented.

Motivation may also be defined as the internal process leading to behavior to satisfy needs. The process people go through to satisfy their needs is need - motive - behavior - satisfaction or dissatisfaction (Lussier, 2005).

According to (Bradley, 2013), Motivation is important to an organization because it increases the performance level of employees, decreases employees turnover and absenteeism, and helps in accepting of organizational changes.

2.1.2 Theories of Motivation

Theories of motivation stress different factors that contribute to job satisfaction. Both intrinsic and extrinsic motivated behavior reflects the various theories that can be adopted in an attempt to understand motivation behavior. Maslow and Herzberg stress on the satisfaction of needs. Other theories focus on the question of what arouses, sustains and regulates goal directed behavior that is what particular things motivate people.

2.1.2.1 Maslow's Hierarchy of Needs

One of the earliest works in employee motivation and job satisfaction was presented by Maslow (1954). This work is considered pioneer in motivation theories and has served as a basis for many other theories. Maslow's work provided valuable notions, concepts, and ideas related to behavior and job satisfaction. According to the theory of Maslow's there some most basic level of needs of a human that must be met before a person develops a strong desire or get motivated for higher level needs. He presented the five tier hierarchy of needs in 1942 to a psychoanalytic society and identified that the most basic need emerges first and the most sophisticated need last. The most powerful employee motivator is the need which has not been satisfied.

According to Maslow, physiological needs are the things we require for survival, like food, clothing, shelter, and sleep. In corporate world, adequate wages represent such type of needs. Next level is of safety needs, which are necessary for physical and emotional security. Through job security, health insurance, retirement benefits, and safe working environments, these needs are satisfied. Moving up to the third level is the social need, where people seek for love, affection and

belonging. Relationships in the work environment and in the informal organization, as well as in social networks with family and friends outside the organization are good examples of social needs. Next level is the esteem need, where we urge for respect, recognition, accomplishment and worth. The management can fulfill such needs by matching the skill and ability of the employee to the job, by showing workers that their work is appreciated. Finally, the self-actualization needs which are the desires to grow and develop up to one's fullest.

He suggested that people start on the bottom and put efforts to go up to needs hierarchy. When one need is fulfilled, it loses its strength and the next level of needs is activated. A satisfied need is no longer a motivator

Figure 1 **Figure 2.1: Maslow's hierarchy of needs**



Source: Maslow, (1946)

2.1.3.2 Herzberg Two-Factor Theory

Fredrick Herzberg based his theory on the works of Maslow and Porter and concluded that it is not possible to keep employee satisfied by meeting their low level needs. In fact, the basic benefits such as salaries and other facilities for example an adequate working space, do not necessarily ensure that employees are happy and motivated. Thus based on Herzberg's theory, managers should seek to meet the higher needs of the employees, particularly psychological needs such as appreciation and recognition. (Herzberg, 1966).

Herzberg in his two-factor theory identified motivation and hygiene factors that tend to maximize the performance of employees. Motivation factors motivate employees to excel at their jobs and

tasks and hygiene factors typically ensure that the staff remains happy and satisfied. Thus the author developed the motivation-hygiene theory explain the effect of these factors. The factors that increase satisfaction are called the satisfier factors or the motivators, and the factors that lead to dissatisfaction, are called the dissatisfiers or the hygiene factors (Herzberg, Mausner, and Snyderman, 2011). Herzberg also theorized that people have different requirements that must be fulfilled to keep them satisfied. People firstly have physiological requirements that are typically met by financial gains out of the job such as the salary. Secondly, there are also some psychological requirements that must be met so that they feel driven to improve and grow.

2.1.3.3 ERG Theory

This theory is published in 1972 by Alderfer who argues that there are three groups of core needs. reorganizes Maslow's needs hierarchy into three levels: Existence (Physiological and safety), Relatedness (social) and Growth (esteem and self-actualization). Alderfer (1972) maintains the higher and the lower order needs who agree with Maslow (1946) that satisfied needs motivate individuals. Therefore, based on Maslow (1946) work managers or leaders are expected to meet the lower- level needs of their employees so that they will not dominate the employee's motivational process. Management should get to know the people's needs and to meet them as a means of increasing performance. Unlike Maslow (1946) theory, the results of Alderfer (1972) work suggest that lower-level needs do not have to be satisfied before a higher-level need emerges as a motivating influence. Existence, Relatedness, and Growth Theory states that an individual is motivated to satisfy one or more basic sets of needs. Therefore, if a person's needs at a particular level are blocked then attention should be focused on the satisfaction of needs at the other levels (Mullins, 2006).

2.1.3.4 Theory of Expectancy

The core of the expectancy theory is relying on employees' willingness to perform a certain activity. This is depending on the extent to which a specific target is rewarded, which for example could be a higher salary or a promotion within the organization. If the employee within the organization perceive the reward as valuable, the performance will be greater. On the other hand, if the rewards are demotivating the employee, the performance will be poorer (Alvesson & Sveningsson, 2008). The higher degree of an actual desire for the reward, will affect to which extent the employees are motivated to put down greater effort to perform. It is fundamental that

there is a clear-cut connection between a higher degree of effort, and that these actions are leading to the preferred reward. This is the expectancy parameter, which summarize the individual employee's degree of expectancy to put down the effort in alignment with the organization. (Jacobsen & Thorsvik, 2002)

2.1.3.5 Instrumentality Theory

Instrumentality“ is the belief that if we do one thing it will lead to another. In its crudest form, instrumentality theory states that people only work for money. The theory emerged in the second half of the 19th century with its emphasis on the need to rationalize work and on economic outcomes. It assumes that people will be motivated to work if rewards and penalties are tied directly to their performance; thus the awards are contingent upon effective performance.

Instrumentality theory has its roots in the scientific management methods of Taylor (1911), who wrote: „It is impossible, through any long period of time, to get workmen to work much harder than the average men around them unless they are assured a large and permanent increase in their pay.“ Motivation using this approach has been and still is widely adopted and can be successful in some circumstances. But it is based exclusively on a system of external controls and fails to recognize a number of other human needs.

2.1.3.6 Reinforcement Theory

Reinforcement theory as developed by Hull (1951) suggests that successes in achieving goals and rewards act as positive incentives and reinforce the successful behavior, which is repeated the next time a similar need emerges. Conversely, failures or punishments provide negative reinforcement, suggesting that it is necessary to seek alternative means of achieving goals. This process has been called „the law of effect. The associated concept of operant conditioning (Skinner, 1974) explains that new behaviors or responses become established through particular stimuli, hence conditioning – getting people to repeat behavior by positive reinforcement in the form of feedback and knowledge of results. The concept suggests that people behave in ways they expect will produce positive outcomes

2.1.3.7 Goal-Setting Theory

Latham and Locke (1979) argue that setting goals are a fundamental aspect in achieving motivational effectiveness. In addition, the authors emphasize that those goals, which are unrealistic and arbitrary, could become a demotivating aspect for the Organization's employees.

According to their analysis, goals that are designed to a slightly difficult approach are the ones that to a greater extent are motivating the employees to greater productivity. On the other hand, goals that are too hard to achieve or too easy to reach is resulting in a less productive action by the employees. According to Locke and Latham (2002) goals are mainly serving four different mechanisms.

Firstly, the goals serves as a distinct directive function, which allows the employee to, at a greater extent, focus on goal - oriented activities, instead of focusing on activities that is beyond the goals. The second aspect that Locke and Latham points out is that goals allow employees to take on greater effort and is functioned as a stimulating function. Thirdly, goals are providing persistence affection to the employees, which imply that employees that control their own time to reach the goal increase their effort in the task. Finally, the authors describe that goals are encouraging employees to use their overall knowledge and expertise to solve the task. To reach goals, commitment is essential in the sense that the employees are dedicated to reach the goals.

The motivational effect is underpinning that the goals need to be achieved, and a potential threat can occur when employees is taking shortcuts to achieve the goals, which results in performance that is less qualitative (Hein, 2012).

2.1.3.8 Equity Theory

Equity theory (Adams, 1965) is concerned with the perceptions people have about how they are being treated as compared with others. To be dealt with equitably is to be treated fairly in comparison with another group of people (a reference group) or a relevant other person. Equity involves feelings and perceptions and it is always a comparative process. It is not synonymous with equality, which means treating everyone the same, since this would be inequitable if they deserve to be treated differently. Equity theory states, in effect, that people will be better motivated if they are treated equitably and demotivated if they are treated inequitably. It explains only one aspect of the processes of motivation and job satisfaction, although it may be significant in terms of morale.

There are two forms of equity: distributive equity, which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and in comparison with others; and procedural equity, which is concerned with the perceptions employees have about the

fairness with which company procedures in such areas as performance appraisal, promotion and discipline are being operated.

2.1.4 Factors that motivates employees

Motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others. Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful (SHRM, 2010).

Engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation, intrinsic outcomes include large corporation. Responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. Extrinsic motivated behavior includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them (Daniel & Metcalf 2005).

Employees are often motivated differently and to develop a work environment that promotes motivation, organizations need to know what is important to their employees and then to emphasize these factors. In fact, some companies and researchers are beginning to look at "work spirituality" - not in a religious sense, but in a sense that what an employee does aligns with his or her greater sense of life and purpose. Aside from monetary gain, work provides people with fulfillment on various levels, from earning a living and "doing good work" to aspiring to a vision and ultimately having an impact on the quality of life. Good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to

make the work as interesting and enjoyable as possible (Brian, 2013). How employees are treated is a strong determinant of employee motivation and performance. Lawler (2003) emphasizes that on treating people right as fundamental to creating organizational effectiveness and success. It is also easier said than done.

Organizations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high-performing (Lawler 2003). This winning combination for performance requires a partnership between the organization and the employees. One cannot succeed without the other. To provide people with meaningful work and rewards, organizations need to be successful. And to be successful, organizations need high-performing individuals. The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying (Lawler, E. E. III. 2003).

2.1.5 Performances

According to Aguinis (2009), performance is about behavior or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organizational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are an individual's performance, but they are also the result of other influences.

Several variables determine performance. These variables could be classified as general determinants of performance. For instance, one's qualification can go a long way to enhance his performance. When one goes through education, development and training to acquire a certain level of qualification, it will enhance his working ability all other things being equal. In addition, experience is a great asset that can improve an employee's performance.

The longer the number of years' experience, the higher the level of performance all other things being equal. Again, quality and style of supervision is a key factor. The use of democratic and autocratic styles of supervision will have varying degree of results given different behaviors of employees; the working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees. The use of protective gadgets and clean working environment could reduce the

hazards employees are exposed to at the workplace; the single most important determinant of performance is compensation package. In the absence of compensation, performance levels would be very low. Compensation could be financial or non-financial and may have different levels of motivation and consequently its influence on performance; factors such as tools and equipment can enhance one's performance. Imagine the use of computers, combine harvesters, irrigation system and teaching aids in the production system. Technology has made it possible to have certain tools and equipment that enhance productive activities; and other determinants of performance include support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment (Aguinis, 2009).

Campbell (1990) and Aguinis (2009) have provided their version of performance determinants to complement the general determinants. They suggested that individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge, and motivation. Declarative knowledge refers to knowledge about facts, principles, and objects among others. It represents the knowledge of a given task's requirements. Procedural Knowledge is having certain skills in knowing what to do and how to do it. That is, the employee requires certain technical skills to be able to accomplish a task. Procedural knowledge also relates to one's intelligence level and physical ability. The third predictor of performance is motivation, the driving force behind every human activity.

2.1.6 Motivation and employee performance

Motivation is the most important factors influential organizational performance. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al., 2009). A motivated employee is responsive of the definite goals and objectives individuals must achieve, therefore individuals direct its efforts in that direction. Organizational facilities will go waste if it lacks motivated people to utilize these facilities efficiently. Employee motivation and performance are key factors in moving a business forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Therefore, the goal is to develop motivated

employees and support their morale regarding their respective works for better performance (Shadare et al., 2009).

Motivation is fundamentally meant to facilitate behavioral alteration. It is a force that enable individual to act in a direction of a particular objectives (Shahzadi et al 2014). According to the study of (Grant 2008 as cited in Shahzadi 2014) held on employee motivation, motivation forced such result as productivity, performance and persistence. Motivation is a general term applying to the entire class of drive, desires, needs, wishes, and similar forces. To say that manager motivate their subordinates is to say that they do things which they hope will satisfy these derives and desires and induce the subordinates to act in a desired manner.

Employee performance is originally what an employee does or does not do. Performance of employees could include quantity of output, quality of output, timeliness of output, presence at work, cooperativeness (Güngör, 2011). Macky and Johnson pointed that improved individual employee performance could improve organizational performance as well. From Deadrick and Gardner's (1997) points, employee performance could be defined as the record of outcomes achieved, for each job function, during a specified period of time. If viewed in this way, performance is represented as a distribution of outcomes achieved, and performance could be measured by using a variety of parameters which describe an employee's paten of performance over time. On the other hand, Darden and Babin (1994) said employee's performance is a rating system used in many corporations to decide the abilities and output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected of a worker and how well those activities were executed. Then, many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help employees identify suggested areas for improvement.

There are competitive environments among the various businesses and organizations. Therefore, all employers of labor try to manage their overhead costs in order to retain their key employees through motivation. The relationship between motivation and employee performance is that employees tend to perform much better when they are positively and consistently motivated.

However, the employees perform less when they are poorly motivated. Therefore, motivation is directly proportional to the performance of employees.

2.1.7 The effects of motivation on employees' performance

The motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employee's accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance. These authors (Koch, 1990; Stuart, 1992) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback. Positive feedback follows the principles advocated in Reinforcement Theory, which states that behavior is contingent on reinforcement. Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home (Knippen and Green, 1990).

Theories such as equity has some important implications for ways of motivating people by not underpay, overpay and presenting information about outcomes in a thorough and socially sensitive manner. It states that, companies that attempt to save money by reducing employees' salaries may find that employees respond in many different ways to even the score; those that overpay some employees as a useful motivational technique to increase performance may later realize that when you overpay one employee, you are underpaying all the others. When the majority of the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and widespread dissatisfaction.

Hence, the conclusion is that managers should strive to treat all employees equitably and this suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes). Osei (2011) also agrees with the equity theory that, one of the fundamental issues that is sensitive and critical which can make or unmake any organization

is wage or salary determination. Justice, fairness and equity in salary determination, to a large extent, put to rest all the traumas any individual or any organization may experience, and that is highly motivational enough to assess the optimal usage of time and energy.

Theory of expectancy has also several important implications for ways of motivating employees by clarifying people's expectancies that their effort will lead to performance, that is by training employees to do their jobs more efficiently and so achieve higher levels of performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviors will lead to what rewards. It is possible for employees to be paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses.

According to Locke (1968), goal setting theory believes that you can achieve effective performance goals by assigning specific goals; difficult but acceptable performance goals; and providing feedback concerning goal attainment. He further indicated that giving praises, Management by Objectives (MBO), and job-design increases employees' performance. Praise is a motivator (not hygiene) because it meets employees' needs for esteem, self-actualization, growth and achievement. It is most powerful, less expensive, and simplest, yet the most underused motivational technique. To motivate people to high-levels of performance, objectives should be difficult but achievable, observable and measurable, specific, with a target date, participative set when possible and accepted by employees. Employee who meet their objectives should be rewarded through recognition, praise, pay raises, promotions etc.

2.2 Empirical studies on employee motivation

Titled as "Effect of motivation on employee performance of commercial banks in Ethiopia: A case study in Commercial Bank of Ethiopia north Addis Ababa district city branches by Muluken, Feleke(2019). The finding of the study are as follows, all the independent variables such as enhanced salary, benefits, promotion, recognition and working condition had positive relation and a significant effect on employee performance.

Entitled as "Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County a thesis by Pamela Akinyi Omollo (2015). This study sought to assess the effect that motivation had on the job of workers of the Kenya Commercial Bank in Migori County. The study also focused on the demotivating factors like delay

of promotion, no clear career progression, unreasonable load, long working hours and lack of appreciation from the managers. Based on these the study indicates that monetary rewards significantly affect the performance of the employee in the organization.

According to Muogbo (2013), in his study the impact of employee motivation on organizational performance of selected firms in Nigeria ‘showed that the existence of relationships between employee motivation and organizational performance. His study reveals that extrinsic motivators given significant influence on the worker’s performance. Based on his findings, the researcher recommends that all the firms should consider adopting extrinsic rewards scheme in their various firms to increase the productivity.

A study by Aarabi, Subramanian and Akeel (2013) that deals with the relationship between motivational factors and job performance of employees in Malaysian Service Industry indicate that job performance as dependent performance while payment, job security, promotion, freedom, friendly environment and training were considered as independent variables of motivational factors. The results showed that both training and promotion variable were found significant contributors to job performance (40.4% and 43%) respectively, in addition, the research findings show that intrinsic motivators were considered more important than extrinsic motivational factors (Payment, Job Security, Friendly environment). But freedom an intrinsic variable was not found significantly related to job performance.

Samson Yimka, (April 2015) entitled as “motivation and employees performance in the Nigerian banking industry a survey of selected banks. The main purpose of the study was to depict assessment of motivation practice on employees” performance in the Nigerian banking industry. The study raised the following research questions: - to what extent are the employees” motivated in the Nigerian Banking Industry, what is the status of employees” performance in the Nigerian Banking industry and if there is any significant relationship between motivation and employees” performance in the Nigerian banking industry. The main finding of the study clearly evidenced that motivation has an effect on employees’ performance. Similarly, this study tries to assess the stated objectives based on theoretical knowledge and give more emphasis on motivation and Employee performance.

2.3 Conceptual framework

Conceptual framework is related to some abstract ideas or theory. It is generally used by researchers and thinkers to develop new concepts or to reinterpret existing variables. The figure bellow show that the independent variable and dependent variable. The independent variable is considered as motivation factors, which include extrinsic, intrinsic factors, extrinsic factors include payment, benefits, transport service etc., intrinsic factors include promotion, recognition, career development opportunity, and working condition (Hertzberg 1960) .and also Dependent variable is employee performance, which includes efficiency, punctuality, responsibility accomplishment etc. (Mustafa 2013).

Independent variables (motivational factors)

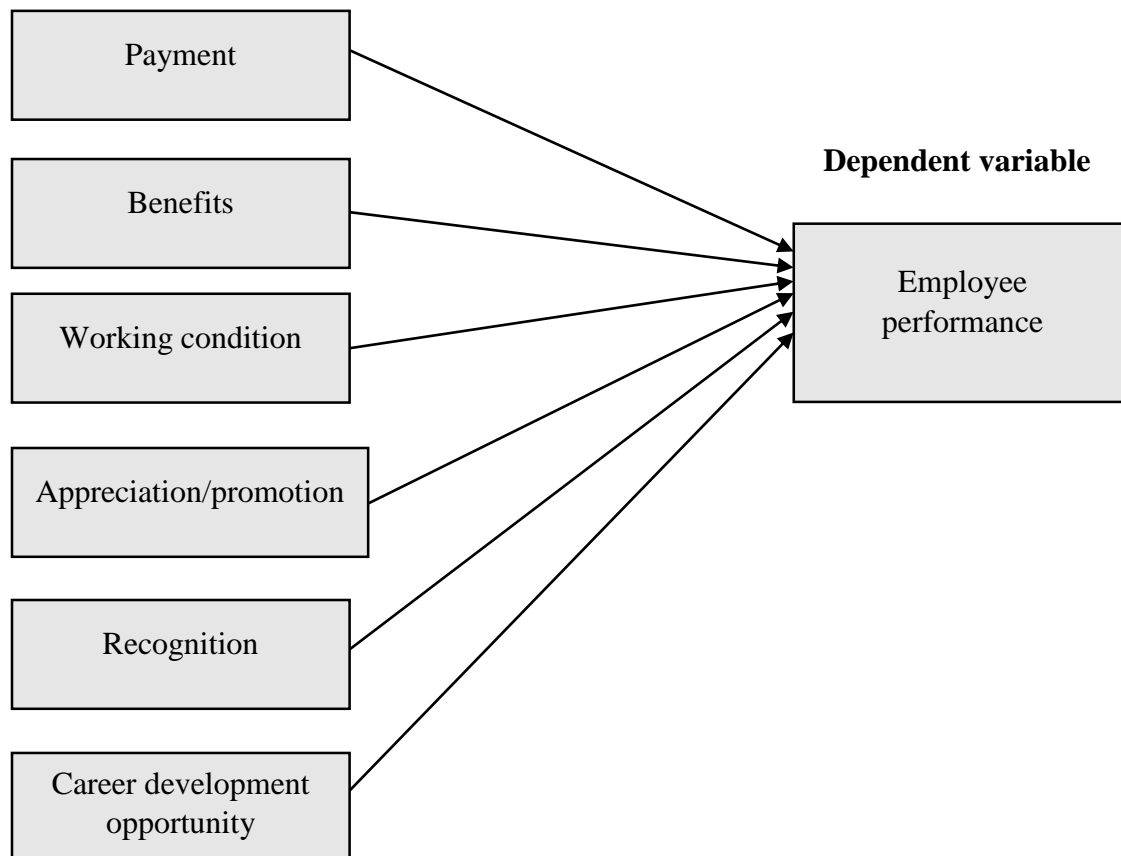


Figure 2 **Figure 2.2: Conceptual framework of assessment of motivation practice on employee performance.**

2.4 Research Hypothesis

Hypothesis 1: Payment has a positive and significant effect on employee's performance.

Hypothesis 2: Benefit has a positive and significant effect on employee's performance.

Hypothesis 3: Working condition has a positive and significant effect on employee's performance.

Hypothesis 4: Employee's promotion has a positive and significant effect on employee's performance motivation.

Hypothesis 5: Employee's recognition has a positive and significant effect on employee's performance motivation.

Hypothesis 6: Employee Career development opportunity has a positive and significant effect on employee's performance motivation.

CHAPTER THREE: RESEARCH METHDOLOY

The purpose of this study to assess assessment of motivation practice on employee performance at Nifas Silk Lafto Woreda One. Research methodology is a systematic way of resolving a research problem (Kothari, 2004). This chapter is two section the first section of the chapter deals with profile of research area. And the second section of the chapter deals with the methodology adopted in conducting the study. The chapter is organized as follow research design, sources of data, population and sampling, data collection procedure and sample strategy.

3.1 Description of the study area

The administrative divisions were restructured in to 11 sub-city administrations, 116 woredas, and 842 sub woredas. Nifas Silk Lafto sub city is one of the 11 sub cities in Addis Ababa City Administration. It covers an area of 5876.02 hectares. At present, the sub city is divided in to 12 woredas. Among the 12 woredas in Nifas silk Lafto, the large area is covered by woreda 01 with 2592.83 hectares that is 44.12% of the sub city land area and 4-sub woreda (census, 2007).

3.2 Research Design and Approach

Research design is a model or an action plan upon which the entire study is built. research design will need to fulfill a particular purpose within the practical constraints of time and money. It dictates the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Cresswell, 2009). To describe the state of affair as it exists at present The research is conducted in a descriptive research design the objective of descriptive research is “to represent an accurate profile of events or situations” (Robson 2002).also descriptive research design is a quantitative research method that attempts to collect quantifiable information for statical analysis of the population sample.

The study is cross sectional study employing a mix of both qualitative and quantitative research approaches. According to Creswell (2003), mixed method approach makes use of different forms of data that enable researchers to create understandable design out of complex data and analysis. Quantitative research answers questions through a controlled logical process, allowing for the collection of numerical data, the prediction, and the measurement of variables. Whereas, qualitative approach is used to analyze open-ended questions, interviews, and triangulate in

explaining and interpreting the finding of quantitative study, therefore this study has both close and open-ended questionnaires.

3.3 Data Type and Sources

After getting an official permission from the concerned authority of the organization, the selected employees of the organization were requested and showed their willingness to fill in the questionnaire. Based on this, the data gathering process has been undertaken by using a combination of both primary and secondary sources.

3.3.1 Primary Data

Close-ended questionnaire: This part of the questionnaire contains 25 items to be filled in the form of Likert's 5 rating scale and a choice that is marked at the box in order to gather quantitative information. At the last part of the questionnaire, there was an open-ended question in which the respondents were given a chance to express their opinion and feelings openly in a written form with the intention of collecting a qualitative data. To make it more clear for respondents, the questions were prepared in English and distributed to a total of 109 individuals.

3.3.2 Secondary Data

On the other hand the secondary data was collected from sources like prior researches, journals, articles, books, internet websites and different manuals and documents of the offices. Even if secondary data are less reliable, they are less time consuming and costly compared to primary data.

3.4 Sampling Design

A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sample design may as well lay down the number of items to be included in the sample i.e., the size of the sample (Kothari, 2004). Hence, this part addresses the population and sampling frame of the study among which the respondents are selected, and the sampling technique that shall be used in the study.

3.4.1 Target Population

The total population within this sub-city is 285,457 which is 10.42% of the entire population of the city, lots of people live in woreda one with population number of 39,512. However, the target

population of the study is on employees who work in woreda one. The number of employees who are working permanently in the organization is 485.

3.4.2 Sampling Frame

The target population who are who can potentially participate in the study are all employees of Nifas Silk Lafto Sub-city woreda one.

Table 3.1: Distribution of Nifas Silk Lafto sub-city woreda one employees.

Sectors	No of employees
1. Chief executive office	9
2. Public service human resource development office	10
3. Office of women and children affairs	8
4. Office of education	13
5. Health office	9
6. Farmer's office	7
7. Construction licensing and supervision office	16
8. Office of youth and charity	10
9. Environmental protection office	26
10 .Office of finance and economic development	52
11. Vital event residents service office	18
12. Dry waste management office	85
13. Trade and industry development office.	26
14. Entrepreneurship development office	30
15. Office of culture and arts development	18
16. Social Office	11
17. Peace and security administration office	88
18. Office of food medicine and care administration	10
19. Housing development administration office	6
20.Food security development safety net office	15
21. Associations organizing office	11
22. Land management office	5
23. Community involvement	2
Total	485

Source: Nifas Silk Lafto Sub-city woreda one human resource Office.

3.4.3 Sample Size

An appropriate sample size is determined that considers level of precision, level of confidence and degree of variability. Nifas Silk Lafto Woreda One consists 485 permanent employees. As show in the table 3.1 above There are 23 sectors in the Woreda these are listed in the table above.

The sample size is determined using Yamane (1967)'s formula which provides a simplified way to calculate sample sizes. The formula is appropriate for a finite population like employees in this study's case, which can be counted. The formula is provided below:

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

Where

n = Sample size

N= Population size

e = Level of precision (Sampling error)

As it is known, in this formula other sampling size calculation variables are built in. Consequently, a 95% confidence level and 0.5 degree of variability (P) are assumed for.

As our total population (N) is 485 (from table 3.2) and Sampling error (e) of 9% is chosen for this study. The sample size is calculated as follows.

$$1 + 485(0.09*0.09) = 4.928$$

$$485/4.928$$

98.407 ~ 99

As a result, the sample size for this study is determined to be **99** employees found in different sectors of the Nifas silk Lafto sub-city woreda one. The level of precision, according to the researcher's belief is high enough to generate the necessary data as there is a big similarity observed among characteristics of the study participants in terms of being amenable to a similar payments and benefits scheme. Moreover, Kothari (2004) reiterates that sample design must be viable in the context of funds available for the research study. As a result, the researcher does believe the number is manageable in terms of the available time and budget.

3.5 Sampling Technique

Several methods are available to select representatives, and they generally fall into probability and non-probability sampling techniques. In this study, a multi-stage sampling sample design,

composed of purposive and non-purposive stages (explained in table 3.2) below, will be used to select survey participants. However, key informants from each office was selected non-probably based on the richness of information they have on the topic of the study.

Table 3.2: Sampling Strategy

Stage 1	Addis Ababa City and Nifas Silk Lafto Sub-city are selected purposively due to proximity for the researcher. Moreover, Nifas silk Lafto woreda one is also selected purposively, due to assessment of motivation practice on employee's performance observed by the researcher.
Stage 2	All employees of Nifas silk Lafto sub-city woreda one in the different sectors are taken as a sampling frame from which the sample is selected. Hence, 99 sample size is determined from 485 employees.
Stage 3	The 99 respondents were selected in stratified random sampling by reserving appropriate proportions for each sectors.

Source: Compiled by the researcher

Below is a table that shows distribution of sample size from each sectors.

Table 3.3: Sample Size distribution among Woreda

Sectors	Total Number of Employees (Size of strata)	Proportion of strata (P)	Number chosen (P*99)
1. Chief executive office	9	$9/485 = 0.018$	2
2. Public service human resource development office	10	$10/485 = 0.020$	2
3. Office of women and children affairs	8	$8/485 = 0.016$	2
4. Office of education	13	$13/485 = 0.026$	3
5. Health office	9	$9/485 = 0.018$	2
6. Farmer's office	7	$7/485 = 0.014$	1
7. Construction licensing and supervision office	16	$16/485 = 0.032$	3
8. Office of youth and charity	10	$10/485 = 0.020$	2
9. Environmental protection office	26	$26/485 = 0.053$	5
10. Office of finance and economic development	52	$52/485 = 0.107$	11
11. Vital event residents service office	18	$18/485 = 0.037$	4
12. Dry waste management office	85	$85/485 = 0.175$	17

13. Trade and industry development office	26	$26/485=0.053$	5
14. Entrepreneurship development office	30	$30/485=0.061$	6
15. Office of culture and arts development	18	$18/485=0.037$	4
16. Social office	11	$11/485=0.022$	2
17. Peace and security administration office	88	$88/485=0.181$	18
18. Office of food medicine and care administration	10	$10/485=0.020$	2
19. Housing development administration office.	6	$6/485=0,012$	1
20. Food security development safety net office.	15	$15/485=0.030$	3
21. Association organizing office	11	$11/485=.022$	2
22. Land management office	5	$5/485=0.010$	1
23. Community involvement.	5	$2/485=0.004$	1
Total	485		99

Source: Compiled by the researcher

Hence, the mentioned number of respondents will be contacted from each sector by including at least one person from working position from each sector.

3.6 Data Collection Methods

To asses, analyze and interpret assessment of motivation practice on employee performance the case of Nifas Silk Lafto woreda one, an open and close ended questionnaires were distributed to employees. The questionnaires statement is developed and evaluated on a 1-5 Likert scale, where “1” shows strongly agree with the statement and “5” shows to strongly disagree the statement and some open ended questions will be provided to Employees.

3.6.1 Questionnaire

The main data collection instrument utilized in this study will be a questionnaire. According to Leary (2004), Questionnaire is usually in expensive, easy to administer on a large number of employees and less time-consuming and normally gets more consistent and reliable results than other instruments.

3.7 Procedures of Data Collection

The researcher has prepared questionnaires both close and open ended. The questionnaires were distributed to selected respondents directly by the researcher. Respondents oriented they have to feel each questions and their response is confidential and free to ask any additional information regarding the issues raised on the questionnaires. After collecting the distributed questionnaires, then the collected data were analyzed and interpreted.

3.8 Validity and Reliability

Reliability and validity evaluate the excellence of the data and appropriation of the methods used in the research. To measure the consistency and to test the questionnaires, Validity and Reliability analysis are conducted.

3.8.1 Validity

Validity refers to the extent to which the results really measure what they are supposed to measure. By checking how well the results correspond to established theories and other measures of the same concept. A valid measurement is generally reliable: if a test produces accurate results, they should be reproducible. If a measurement is valid, it is also reliable (Joppe 2000). To this end, the content of validity of the data collection instrument was determined through discussing the research instrument with the researcher experts in the field of study especially the researcher's supervisor. The valuable comments, corrections, suggestions given by the research experts assisted the validation of the instrument.

3.8.2 Reliability

The extent to which the results can be reproduced when the research is repeated under the same conditions. By checking the consistency of results across time, across different observers, and across parts of the test itself. A reliable measurement is not always valid: the results might be reproducible, but they're not necessarily correct. Reliability also refers to the consistence, stability, or dependability of the data. A reliable measurement is one that if repeated a second time gives the same results as it did the first-time. If the results are different, then the measurement is unreliable (Mugenda, 2008). To measure the reliability of the data collection instruments, an internal consistency technique using Cronbach's alpha was used (Mugenda, 2008).

Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalization (Zinbarg2005). An alpha coefficient of 0.75 or higher indicated that the gathered data are reliable as they have a relatively high internal consistency and can be generalized to reflect opinions of all respondents in the target population (Zinbarg 2005). Using Cronbach’s Alpha device a reliability test was conducted. Cronbach Alpha is a reliability test conducted within SPSS in order to measure the internal Consistency PriyaChetty and Shruti (Datt, 2015). According to Francisico Tigre, (2018) scores above .7 are considered “acceptable” , scores above .8 represent good reliability level and above .9 represent an excellent reliability test.

As shown in table below, the overall Cronbach’s alphas coefficients for expected scale item is 0.73 and it is in acceptable zone. Therefore, the expected scales used in this study demonstrate the acceptable reliability.The following Table shows the SPSS result on the Cronbach Alpha.

Table 3.4 Reliability statistics of the instrument

		N	%
Cases	Valid	102	100.0
	Excluded ^a	0	.0
	Total	102	100.0
Cronbach's Alpha		N of Items	
.703		25	

3.9 Methods of Data Analysis

The data that was collected from employees through questionnaire The data analysis that that were used for this research is descriptive type. The researcher examined the collected data in order to find constructs, themes and patterns that can be used to describe and explain the phenomenon being studied.

Descriptive statistics analysis is applied for the presentation, interpretation and discussion parts on various dimensions of the evaluation system. Questionnaires was summarized and presented using the SPSS software, SPSS is short for Statcical Package for Social Science and also percentages, frequencies, means and standard deviations were computed; tabulation and presentations are used. The results of the open ended questions are analyzed accordingly.

3.10 Ethical Consideration of the Research

The researcher gave due to consideration to ethical issues throughout the research process. All participants for their willingness and for those who may not willing to participant the researcher tried best to explain the goal of the researcher in detail until they were convinced to participant in the study. In instance where the potential participant was not swayed the researcher thanked them and passed to the next respondent. The data collected was used confidentially only for the sole purpose of academic study. Moreover, regarding written source, the researcher has acknowledged and cited sources appropriately to the best of the ability. As a result, any mistakes in terms of acknowledgment of sources is unintentional rather ignorance.

CHAPTER FOUR: DATA PRESENTATION ANALYSIS AND INTERPRETATION

This chapter deals with the analysis of the raw data which is then further transformation of the raw data into a form that makes them easy to understand and interprets through percentage and frequency distribution. The compiled data is processed, classified, analyzed, and interpreted carefully. The gathered data is coded by assigning numerical symbols.

4.1 Response Rate of Distributed Questionnaire

The sample size of this research was 99 but the researcher takes into consideration that some questionnaires may not be returned, to avoid such shortcomings and to generate the exact number of responses, additional 10 questionnaires were distributed which was 109. And from those questionnaires, 102 of them are returned .7 questionnaires were unreturned. To generate fair data, the questionnaires were distributed to different sectors of the organization. All the data generated from the questionnaire.

Table 4.1 Response Rate

Questionnaire	Number	Percent
No of Questionnaires distributed	109	100%
No of Questionnaires Collected	102	93.6%
No of Questionnaires Unreturned	7	6.4%

To generate some personal information about the respondent's status participated in this study, several questions were asked regarding sex, age, educational status, experience, and job position of the respondent and summarized in a table describing their frequencies and percentages.

Table 4.2 Statistics

		sex	age	Edu Status	experience	Job Position
N	Valid	102	102	102	102	102
	Missing	0	0	0	0	0

Source: Questionnaire Data, 2021

The statistics table shows that all demography's values are valid and the missing values are zero.

Table 4.3 Demographic Characteristics of Respondent

Demographic Characteristics		Frequency	Percent
Sex	Male	53	52.0
	Female	49	48.0
	Total	102	100.0
Age	below 25	20	19.6
	26-35	65	63.7
	36-45	16	15.7
	Above 45	1	1.0
	Total	102	100.0
Educational Status	Diploma	13	12.7
	Degree	77	75.5
	MA/MSc.	12	11.8
	Total	102	100.0
Experience	below 5 years	48	47.1
	6-15 years	45	44.1
	16-25 years	8	7.8
	over 25 years	1	1.0
	Total	102	100.0
Job position	Managerial	21	20.6
	Professional	72	70.6
	Clerical	9	8.8
	Total	102	100.0

Source: Questionnaire Data, 2021

The table shows the demographic characteristics of the respondents. Of the total respondents, 52.0% are male and 48% are females. This shows Male respondents are more numbered than female respondents but with a slight difference.

The age composition consists, 63.7% are age between 26-35, which is the largest category then followed by 19.6% age below 25, 15.7% age between “36-45” and the rest 1% of them are 45 and above, the data shows much of the respondents found in their young ages.

Regarding the educational status, the highest category is first degree holders which are 75.5%, then Diploma (Level I-IV) graduates consist 12.7 %, Master degree holders are 11.8%. This indicates more than half of the respondents are 1st-degree educational level holders.

Respondents that spent at the organization below 5 years includes 47.1% which is the largest, 44.1% of the respondent have a service year between 6-15, 7.8% of them found between 16-25 service year, and respondents that have been working for 25 and above years consists 1%.

Regarding the job position the highest category is professional employees which are 70.6%, Managerial employees consist 20.6%, and clerical respondents are 8.8%. This indicates more than half of the respondents are professional employees.

4.2 Analysis of Collected Data

In this section main basic data concerning the subject matter of the study are analyzed and interpreted. Issues included in this presentation workplace motivational factors for employee job performance and suggested motivational factors in terms of their level of influence are included and under these issues, several questions were provided and the answers are described using frequencies, percentages, mean and standard deviation are clearly interpreted.

Table 4.4 the Nature of my work motivates me to perform with high passion.

		Frequency	Percent	Mean	Std. Deviation
Valid	Strongly Agree	12	11.8	2.84	1.175
	Agree	33	32.4		
	Neutral	26	25.5		
	Disagree	21	20.6		
	Strongly Disagree	10	9.8		
	Total	102	100.0		

Source: Questionnaire Data, 2021

Regarding the nature of work, 32.4% of the participants are agreeing as they perform with high passion based on their nature of work that means their nature of work motivates them and 25.5% are neutral which means they are neither motivated nor discouraged. The majority of participants (32.4%) are motivated by the nature of work to perform with high passion, which implies the organization's work nature is good to its staff. As we saw from the mean (2.84) of the respondents of this question, it lays between the “agree and neutral” measurement criteria. According to John

Dudovski (2011) the "Mean ", implies average and it is the sum of a set of data divided by the amount of data. Mean can prove to be an effective tool when comparing different sets of data; however, this method might be disadvantaged by the impact of extreme values. This standard deviation shows that the dispersion of a dataset relative to its mean. Using the Standard Deviation, we have a "standard" way of knowing what is normal, and what is abnormal based on the respondents' answers which is a dispersion of 1.175 from the mean of 2.84.

Table 4.5 the growth opportunity motivates me to reach high position of the Organization

		Frequency	Percent	Mean	Std. Deviation
Valid	Strongly Agree	16	15.7	2.60	1.037
	Agree	32	31.4		
	Neutral	34	33.3		
	Disagree	17	16.7		
	Strongly Disagree	3	2.9		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

Regarding the growth opportunity, 33.3 % are neutral, which means the growth opportunity neither motivated nor demotivated to reach a high position of the Organization, and 31.4% are agreed which means they are motivated with the growth opportunity. The majority of the participants (33.3%) are neither motivated nor demotivated to reach a high position of the Organization, which implies the growth opportunity is neither good nor bad to achieve a high position of the organization. As we saw from the mean (2.60) of the respondents of this question, it lays between the "agree" and "neutral" measurement criteria. The standard deviation (1.037) is less dispersed to the mean (2.60) which implies that the respondents are not more affected by the growth opportunity.

Table 4.6 the given authority motivates me to make necessary decisions and complete assigned tasks.

		Frequency	Percent	Mean	Std. Deviation
Valid	Strongly Agree	5	4.9	2.67	0.905
	Agree	45	44.1		
	Neutral	35	35.3		
	Disagree	13	12.7		
	Strongly Disagree	4	3.9		
	Total	102	100.0		

Source: Questionnaire Data, 2021

Table 4.6 shows regarding the given authority motivation to make necessary decisions and complete assigned task 44.1 % of respondents are "agree" which means they are motivated with the question the given authority motivates me to make necessary decisions and complete the assigned task and 35.3 % are neutral that means neither motivated nor demotivated. The majority of the participants (44.1%) agree which means the authority of the organization motivates them to make the necessary decision and complete an assigned task. As we saw from the mean (2.67) of the respondents of this question, it lays between the "agree" and "neutral" measurement criteria.

Table 4.7 Appreciation/recognition I receive from the organization gives me a high passion for my work

		Frequency	Percent	Mean	Std. deviation
Valid	Strongly Agree	10	9.8	3.09	1.054
	Agree	19	18.6		
	Neutral	28	27.5		
	Disagree	42	41.2		
	Strongly Disagree	3	2.9		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

When the respondents were asked to evaluate the extent to which appreciation or recognition they receive from the organization gives of the work 41.2% are disagree and 27.5% are neutral. Table 4.7 shows that the majorities of the respondents' work passion are not dependable with the appreciation or recognition received from the organization and the other 27.5% are not affected by the appreciation for their work. As we saw from the mean (3.09) of table 4.7, appreciation is not more impactful on the passion of the workers. The value of standard deviation is also indicated

less value of the distance from the mean to say that appreciation of a given organization is not bring a passion of workers.

Table 4.8 the amount of salary motivates me to do my job properly

		Frequency	Percent	Mean	Std. Deviation
Valid	Strongly Agree	8	7.8	3.52	1.249
	Agree	16	15.7		
	Neutral	19	18.6		
	Disagree	33	32.4		
	Strongly Disagree	26	25.5		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

Regarding the amount of salary 32.4% disagree and 25.5% are strongly disagreed that their salary motivated them to do their job properly and 15.7% of them agreed they are motivated because of the amount of salary. This means the majority of participants (57.9%) are not motivated with their amount of salary, which implies the organization pays salary to its employees not competent with their desired level. According to Maslow (1943), money or salary would be recognized within the safety category (or base need for behavior.) when you have a good salary you feel secure because you have a resource you need to survive. As Maslow said that need is fulfilled you move to the next level for motivation.

From the above responses the researcher learns that according to most respondents, the organization does not pay enough salaries to its employees.

Table 4.9 the current working conditions have a negative impact on my work performance.

		Frequency	Percent	Mean	Std. Deviation
Valid	Strongly Agree	12	11.8	2.67	1.111
	Agree	41	40.2		
	Neutral	26	25.5		
	Disagree	15	14.7		
	Strongly Disagree	8	7.8		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

Table 4.9 shows 40.2% participants are "agree" and 25.5% neutral. Based on the responses of participants the corporation slightly hurts the work performance and 25.5% of the participants are neither affected nor comforted with the current working conditions. The current working conditions are the determinant that could pose threat to the working performance. For example, if the working conditions are hazardous, it could endanger the lives of employees. From table 4.9, the responses show that the mean 2.67 of the respondents representing the agreement to believe that their working condition determines their working performance, and the standard deviation of 1.111 is the desperation of the participants with the given criteria.

Table 4.10 Relationship with Collogues.

		Frequency	Percent	Mean	Std. Deviation
Relationship with superior makes me more motivated.	Strongly Agree	11	10.8	2.44	0.896
	Agree	49	48.0		
	Neutral	31	31.4		
	Disagree	8	7.8		
	Strongly Disagree	3	2.9		
	Total	102	100.0		
The relationships with peers lead to high performance of employees.	Strongly Agree	13	12.7	2.21	0.762
	Agree	63	61.8		
	Neutral	18	17.6		
	Disagree	8	7.8		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

The respondents were asked to indicate how their relationships with superiors influence their level of performance in their sector. Lawler (2003) uses the term virtuous spiral to explain a relationship that occurs when the organization (management) values its employees, and in return, workers are

committed to high performance. Table 4.36 shows that 48.0% of the respondents believe that relationships with superiors can greatly influence the performance of the individuals while only 31.4% of the respondents are not sure about it. Productive, respectful relationships between a boss and their employees are key to any company's success. While the boss' top priority is likely to have hardworking employees who fulfill their vision for the company, it's a safe bet that they'd also like to have more than superficial relationships with the people they work with every day as we saw from the mean (2.44) and its standard deviation (0.896).

The respondents were asked to indicate how their relationships with peers influence their level of performance in their institute. From the field survey, the results show that 61.8% majority of the respondents believes that relationships with peers highly influence their level of performance and 17.6% of the respondents don't believe that relationships with peers will have negative or positive influences on their level of performance as shown in table 4.11. The result shows that employees need each other to fulfill one level of Abraham Maslow's hierarchy of needs i.e. needs for affection, belongingness, acceptance, and friendship. It is more assured with the minimum of the standard deviation (0.762).

Table 4.11 the reward system motivates employees to perform well.

		Frequency	Percent	Mean	Std. Deviation
Valid	Strongly Agree	16	15.7	2.89	1.185
	Agree	24	23.5		
	Neutral	22	21.6		
	Disagree	35	34.3		
	Strongly Disagree	5	4.9		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

Table 4.12 shows 34.3% of participants are "disagree" and 23.5% are agreed when the respondents asked to indicate the reward system motivates employees to perform well. The significance of employee motivation and the impact of the rewards system on employees' motivation, satisfaction, and performance are not inedible. These factors crucially influence the efficiency and profitability of the institute. Motivation is a drive that influences people to work hard. It is vital to boosting productivity and performance (Korlen, Essen, Lindgren, Wahlin, & Schwarz, 2017). A

reward is a tool to recognize an employee for doing an exceptional job. It promotes the perpetual improvement of performance that leads to career growth and a boost of morale (Ngwa, Adeleke, Agbaeze, Ghasi, & Imhanrenialena (2019). This table revolves around a neutral which value is 21.5% and the mean of 2.89 assure the vagueness of the question to the respondents with the high value of standard deviation (1.185).

Table 4.12 Employee’s benefits packages like holiday pay, maternity leave pension pay provide motivation

		Frequency	Percent	Mean	Std. Deviation
Valid	Strongly Agree	15	14.7	2.63	1.080
	Agree	36	35.3		
	Neutral	27	26.5		
	Disagree	20	19.6		
	Strongly Disagree	4	3.9		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

The respondents were asked to indicate whether the employee’s benefits packages like holiday pay, maternity leave pension pay provide motivation. From the field survey, the result shows that 35.3% of the respondents believe that the employee’s benefits packages determine their performance. The researcher also shared the idea that different types of reward and incentive programs are effective at motivating employees and it may be promoted through monetary and nonmonetary rewards with the interview and informal communication. The other 26.5% are neutral which means employees of the institute are neither motivated nor discouraged with the employee’s benefits. 19.6% of the respondents are also disagreed with the question of “Employee’s benefits packages like holiday pay, maternity leave pension pays provide motivation”. Even the large number of disagreement point is included, the mean (2.63) and the standard deviation (1.080) show that participants are not dependent on the employee’s benefits packages.

Part II

Table 4.13 Work Environment

		Frequency	Percent	Mean	Std. Deviation
Do you think that your current work environment brings motivation	Very High	6	5.9	3.41	1.075
	High	10	9.8		
	Moderate	40	39.2		
	Low	28	27.5		
	Very Low	18	17.6		
	Total	102	100.0		
Working environment affects the employee performance	Very High	34	33.3	1.98	0.933
	High	45	44.1		
	Moderate	16	15.7		
	Low	5	4.9		
	Very Low	2	2.0		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

The respondents were asked whether the work environment brings motivation to the workers in their organization. The results from the field show that 39.2% of the respondents believe that work environment doesn't matter on their motivation or uncertain and the other 27.5% of the respondents think that the working environment has lowly influences on their motivation and 17.6% of the respondents also indicates that environments of work very lowly influences to motivate them. The mean (3.41) of the response criteria is above the average and it lies in the category of the work environment that doesn't have a valuable influence on the motivation of employees and the standard deviation (1.075) assure with low disparity from the mean.

When we see the working environment factors the respondents were asked whether the work environment affects employee performance in the organization. The results from the field show that 45 (44.1%) of the respondents believes that the working environment highly affects their performance and 33.3% of the respondents think that the working environment has a very high influence on their performance and 16 (15.7%) of the respondents also indicates that environments of work are uncertain to their performance. The mean (1.98) of the response criteria is below the

average and it lies in the category of the work environment that does have a high influence on the employee performance and the standard deviation (0.933) assure that the distance from the mean is very low and integrated with its table conclusion.

Table 4.14 Growth opportunity brings valuable employee performance

		Frequency	Percent	Mean	Std. Deviation
Valid	Very High	21	20.6	2.13	0.767
	High	50	49.0		
	Moderate	28	27.5		
	Low	3	2.9		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

The respondents were asked to indicate whether the growth opportunity brings valuable employee performance. From the field survey, the result shows that 50 (49.0%) of the respondents believe that the growth opportunity highly determines their performance. The other 27.5% are moderate to the value of growth on their performance which means employees of the institute are neither motivated nor discouraged with the growth opportunity to perform on their duty. 20.6% of the respondents are also having a very high factor of their performance with the question of "growth opportunity brings valuable employee performance". The mean (2.13) is below the average and it shows that the majority of the participants believe that the growth opportunity highly determines their performance and the standard deviation (0.767) also approved with the low distance of the mean and its disparity.

Table 4.15 Job security motivates me to perform with a high passion

		Frequency	Percent	Mean	Std. Deviation
Valid	Very High	19	18.6	2.38	0.965
	High	39	38.2		
	Moderate	32	31.4		
	Low	10	9.8		
	Very Low	2	2.0		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

Regarding job security 38.2% of the participants are highly motivated to perform with a high passion that means if their job is secure they will be motivated to perform with a high passion of performing jobs Job security is the probability that an individual will keep their job; a job with a high level of security is such that a person with the job would have a small chance of losing it. The official unemployment rate and employee confidence indexes are good indicators of job security in particular fields. It is difficult for unions to retain members when they can no longer guarantee job security or increasing wages. APPELBAUM, RICHARD P. SOCIOLOGY (1995) and 31.4% are moderate which means they are neither motivated nor discouraged with the security of their jobs. The other participants (18.6%) are very highly motivated with the job security to perform with a high passion. As we saw, the mean (2.38) of the respondents is below the average and 0.965 standard deviations assure the result lies with the high job security employees perform with a high passion.

Table 4.16 Motivation helps me to complete the given task timely

		Frequency	Percent	Mean	Std. Deviation
Valid	Very High	22	21.6	2.25	0.951
	High	44	43.1		
	Moderate	26	25.5		
	Low	8	7.8		
	Very Low	2	2.0		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

The respondents were asked to indicate whether the motivation helps them to complete the given task timely. Table 4.18 shows the participants' responses and 43.1 of them become motivated when they complete their tasks timely. A busy schedule can become a multi-headed monster if what needs to be done is not prioritized well. The best way to manage your time more effectively and complete tasks on time is to create categories for your tasks and projects depending on their urgency, such as: "High/Low priority" and "Deadline"." elorus.com" and 25.5% of respondents are moderate that means neither motivated nor demotivated with schedule achievement. 21.6% are

very highly concerned with the completion of tasks in a given time. As we saw from the mean (2.25) of the respondents of this question, it lays below the average of the criteria values which are the "high" and "moderate" with low standard deviation (0.951).

Table 4.17 Qualification of employees brings job performance

		Frequency	Percent	Mean	Std. Deviation
Valid	Very High	30	29.4	2.00	0.833
	High	46	45.1		
	Moderate	23	22.5		
	Low	2	2.0		
	Very Low	1	1.0		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

Regarding qualification requirements such as educational status, experience, and skill, 46 (45.1%) participants are highly believing that the qualification of employees brings job performance. The other 29.4% of the respondents are also having a very high factor of qualification of employees for job performance. 22.5% are moderate to the qualification of employees resulted from job performance which means employees of the institute are neither performed well nor perform badly with qualifications. The mean (2.00) is below the average and it shows that the majority of the participants believe that the qualification of employees brings job performance and the standard deviation (0.833) is also less dispersed to the mean.

Table 4.18 Rewards and/or recognitions have a vital role in motivation

		Frequency	Percent	Mean	Std. Deviation
Valid	Very High	30	29.4	2.20	1.005
	High	33	32.4		
	Moderate	30	29.4		
	Low	7	6.9		
	Very Low	2	2.0		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

The respondents were asked to indicate whether the rewards and/or recognitions have a vital role in motivation. From the field survey, the result shows that 32.4% of the respondents highly believe that rewards or recognitions have a vital role in motivation. Most organizations view rewards as a means of motivating certain behaviors in employees. Specifically, rewards are intended to motivate employees to perform effectively and efficiently towards achieving organizational goals. Malhotra et al. (2007:2095). 29.4% of the participants are also neutral and 29.4% are very highly affected with the reward to be motivated on their institute. The mean (2.20) of the response criteria is below the average and it lies in the category of the work environment that doesn't have a valuable influence on the motivation of employees' rewards and/or recognitions have a high role on the motivation of employees and the standard deviation (1.005) tells the low distance from the mean.

Table 4.19 Amount of salary (attractive salary) motivates me

		Frequency	Percent	Mean	Std. Deviation
Valid	Very High	33	32.4	2.16	1.041
	High	34	33.3		
	Moderate	22	21.6		
	Low	12	11.8		
	Very Low	1	1.0		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

Regarding the attractive salary, 33.3% are highly motivated and 32.4 % are also very highly motivated that means attractive salary motivate them and 21.6% of them are moderate or indeterminate. The mean (2.16) below the average and lies on the amount of salary (attractive salary) that has highly motivated the employees of the organization and the standard deviation (1.041) shows the near distance of the dispersion of the given variable. This study revealed that the average improvement to performance was greatest when money was motivating. This far outperformed the other motivators it was compared to, including increased employee decision-making and changes to the job role. This will not come as any great shock to anyone, money is important, bills need to be paid and people have personal obligations that rely on them being paid accurately and on time every month. HR professionals certainly do not need to be reminded of the importance of the compensation systems and bottom-line earnings when it comes to job

satisfaction and intrinsic motivation. The connection between base salary and motivation is understandable really, if the person likes the salary they are on and it affords them a comfortable lifestyle, then there will be a strong motivation to continue with this lifestyle and maintain or improve these monetary rewards. Many people will also feel that a high salary is a validation of their status and qualifications together with any effort and hard work they have put into their jobs in the past. Personal motivations form a great part of it too – a higher salary enables you to afford more and better things and it is simply human nature to want this. Not everybody, however, is willing to put in the work to achieve this salary so motivation must be accompanied by actual job performance and results. Big salaries or pay increases are not handed out without careful consideration and unless you are quite lucky in terms of your timing, you will usually need to justify the reasons for the higher pay (David December 8, 2020).

Table 4.20 Support from colleagues motivates me to perform my job.

		Frequency	Percent	Mean	Std. Deviation
Valid	Very High	23	22.5	2.16	0.920
	High	51	50.0		
	Moderate	19	18.6		
	Low	7	6.9		
	Very Low	2	2.0		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

When respondents were asked to indicate whether the support receives from other colleagues motivates them to perform well the job. From the field survey, the results show that 50.0% of the respondents believe that the support received from other colleagues contributes to their job performance and 22.5% of the respondents also indicates that the support received from other colleagues has a very high contribution of colleagues to perform and motivate on the given job and 18.6% been moderate as shown in the table. The result reveals that people need each other's help as proposed by Abraham Maslow's (1946) hierarchy of needs i.e. a person's needs for affection, belongingness, acceptance, and friendship. When there is cordial relation among workers, it enhances their performance and an individual feel comfortable interacting, and seek help when needed. The mean (2.16) is below the average and it shows that the majority of the

participants believe that the growth opportunity highly determines their performance and the standard deviation (0.920) also approved with the low distance of the mean and its disparity.

Table 4.21 Employee career development opportunity has positive effects on employee performance.

		Frequency	Percent	Mean	Std. Deviation
Valid	Very High	27	26.5	2.05	0.883
	High	52	51.0		
	Moderate	15	14.7		
	Low	7	6.9		
	Very Low	1	1.0		
	Total	102	100.0		

Source: Questionnaire Survey Data, 2021

Regarding employee career development opportunity has positive effects on employee performance, 51.0% of participants are highly believing that the employee career development opportunity has positive effects on employee performance. The other 26.5% of the respondents are also having a very high factor of employee career development opportunity to the positive effects on employee performance. 14.7% are moderate to the employee career development opportunity as a positive effect on employee performance which means employees of the institute are neither performed well nor perform badly with employee career development opportunity. The mean (2.05) is below the average and it shows that the majority of the participants believe that the qualification of employees brings job performance and the standard deviation (0.883) is also less dispersed to the mean. According to Keiningham and Aksoy (2009), the long-term success of any company depends heavily upon the quality of its workers. Employees are major assets of any organization; they play an active role towards a company's success that cannot be underestimated and equipping these unique assets through effective training becomes imperative to maximize the job performance. Career development often is used to close the gap between current performances and expected future performance (Kaya & Ceylan, 2014).

4.3 Open Ended Questions Data Analysis

Open ended questions are answered by small no of respondents.

An open ended questions was provided to respondents, what do you think about the role of motivation on employee performance?

- Motivational environment in work places help the employees to perform their work with high passion.
- Motivation help them to update their skill.
- Motivation can facilitate the employee to be active on his/her task.
- I think motivation is the major factor that affect the level of employee performance, if the manager of any private and public organization motivate the employee at any time, the employee will be did the clearly and perform their job with high level.
- Motivation is good to increase the employee's performance.
- Motivation have a vital role on employee performance, motivated employees can lead to increased productivity and allow an organization to achieve higher level of output.
- Motivation very important for performance.
- Good willingness and motivation are interlocking each other and great role in order to optimize the overall performance of employee's.
- Motivation has the role develop and intensify the desire of every employee of the organization to work effectively and efficiently in his/her position.
- Employee motivation is only one factor among many that contributes to an employee's job performance.
- Even though it is not mandatory to motivate an employee it is a must to fulfill the basic necessities or demands.
- Motivation has a great positive impact either individual or group can get job satisfaction, increasing employee performance and it leads to great success for employee and organization.

An open ended questions was provided to respondents, what does the Nifas Silk Lafto Sub City Woreda One management do to motivate employee to perform well on their jobs?

- To be honest I have never seen any kind of motivation from any managers in the organization.
- In my view the management system in this woreda should lookback on its performance.
- In my thought the current situation in Nifas Silk Lafto sub city woreda one there is no motivation all management should work on motivation because motivation contributes significantly to the performance of employees.
- To be honest on some sectors or offices certificate are Given to employees but that is not enough. Therefore, the organization's management and responsible managers' must use a variety of motivational factors, like benefits, good salary, recognition and so on.
- The management is not giving enough motivation to the employees. But certificates and recognition are given to employees. Most employees, including me, are unhappy because of salary. So the management it should focus on encouragement or motivation.
- Nothing
- They give certificate but this not enough.
- Sometimes woreda managements provides certificate, growth opportunities and scholarship but it is not enough.
- Employee motivation is very important as most of the offices or sectors in the woreda serve the public. The woreda management is not doing enough to motivate workers.

An open ended questions was provided to respondents; what motivation intervention are in place for employee at Nifas Silk Lafto Sub City Woreda One?

- Benefits Recognition and sometimes appreciations and growth opportunity.
- Nothing
- In Nifas Silk Lafto Woreda One for employees, there is benefit and recognition but not enough.
- At Nifas Silk Lafto Sub City Woreda One does not have motivation for example there is no tea break time for employees.
- Occasionally the organization are rewarded like scholarship and recognized for employee.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter deals with major research findings, conclusion and recommendations.

5.1 Summary of Major Findings

Grounded on my investigation of composed data and interpretation the following major outcomes are obtained, the summary of findings is organized based on the questionnaire which was based on the objectives of the study.

Nifas Silk Lafto Sub-city, woreda one employees are evaluated whether the level of motivation on performance is how much and, what are the motivation practice on performance and the motivating schemes of employees.

Background evidence of participants

From the research, this can be noted that the male employees are 52% while female participants are 48%. This implies that Nifas Silk Lafto Sub-city, woreda one is not biased in its employment based on gender identity and a little gap is expected. The research also tells that 63.7% of the respondents are within the age group of 26-35 years and followed by those in the age group of below 25 years. This implies that Nifas Silk Lafto Sub-city, woreda one majority number of employees are yang generation stage and energetic people. On the educational status, the study revealed that the majority of the participants (75.5%) are degree holders. This shows that greater percentage of workers in Nifas Silk Lafto Sub-city, woreda one sector is well educated which is good for giving qualified accomplishment of services. The diploma holders are also followed and whose number is 12.7%. In other extent the research revealed that respondents who have below 5 years work experience is 47.1% and 44.1% have 6-15 years of experienced. This implies that the low experienced, young and energetic workers are the majority human resource of Nifas Silk Lafto Sub-city, woreda one sector. In the job position status the majority of the employees which is 70.6% are professional workers and 20.6% are managers of Nifas Silk Lafto Sub-city, woreda one sector. It implies that the Nifas Silk Lafto Sub-city, woreda one sector is a combination of professionals and manager's.

Effect of motivation on performance and schemes

Nifas Silk Lafto Sub-city, woreda one employees are not more affected by the growth opportunity. But they are motivated with the given authority to make necessary decisions and complete the assigned task. The majority of the participants says that authority of the organization motivates them to make the necessary decision and complete an assigned task.

When the respondents were asked to evaluate the extent to which appreciation or recognition they receive from the organization gives of the work the majorities of the respondents' work passion are not dependable with the appreciation or recognition received from the organization. Regarding the amount of salary, the majority of participants (57.9%) are not motivated with their amount of salary. working conditions are the determinant that could pose threat to the working performance. The respondents believe that relationships with superiors can greatly influence the performance of the individuals. The respondents were asked to indicate how their relationships with superiors influence their level of performance in their institute. From the field survey, majority of the respondents believes that relationships with peers highly influence their level of performance. When the respondents asked to indicate the reward system motivates employees to perform well, they haven't agreed with it. The respondents were asked to indicate whether the employee's benefits packages like holiday pay, maternity leave pension pay provide motivation. Respondents believe that the employee's benefits packages determine their performance. The respondents were asked whether the work environment brings motivation to the workers in their organization. The results from the field show that work environment doesn't matter on their motivation or uncertain. Regarding qualification requirements such as educational status, experience, and skill, participants are highly believing that the qualification of employees brings job performance. The other respondents are also having a very high factor of qualification of employees for job performance. The respondents were asked to indicate whether the rewards and/or recognitions have a vital role in motivation. From the field survey, the result shows that the respondents highly believe that rewards or recognitions have a vital role in motivation. Regarding the attractive salary, respondents Saied that attractive salary motivates and some are indeterminate. And half of the respondents believe that the support received from other colleagues contributes to their job performance. Regarding employee career development opportunity has positive effects on employee

performance, more than half of participants are highly believing that the employee career development opportunity has positive effects on employee performance.

5.2 conclusion

Based on the findings of the study, the following conclusion are drawn: - Authority of the organization motivates employees to make the necessary decision and complete an assigned task rather than the growth opportunity and the amount of salary. Working conditions are also the determinant that could pose threat to the working performance. The superiors can greatly influence the performance of the individuals rather than the appreciation or recognition received from the organization. The relationships with superiors influence their level of performance in the institute. The relationships with peers highly influence the level of performance but the reward system don't motivate employees to perform well. The employee's benefits packages like holiday pay, maternity leave pension pay provide motivation and determine their performance. The work environment brings motivation to the workers in the organization some of the employees don't matter on their level of motivation or uncertain. Qualification requirements such as educational status, experience, and skill, are a very high factor of qualification of employees for job performance. The rewards and/or recognitions have a vital role in motivation. The support received from other colleagues contributes to the job performance. The employee career development opportunity also has positive effects on employee performance.

5.3 Recommendation

The following recommendations are made base on the research findings: -

- The study has revealed that authority of the organization motivates employees to make the necessary decision and complete an assigned task rather than the growth opportunity and the amount of salary. It is therefore recommended that Nifas Silk Lafto Sub-city, woreda one come out with revised and improved guidelines on how authority is implemented with/without growth opportunity and high amount of salary pay are done to inspire employees who have consistently performed well in the service sector.
- The study has also revealed that motivation level is very high in the support of superiors and can greatly influence the performance of the individuals rather than the appreciation or recognition received from the organization. The relationships with superiors influence their level of performance in the institute. The relationships with peers highly influence the level of

performance but the reward system don't motivate employees to perform well. It is therefore recommended that Nifas Silk Lafto Sub-city, woreda one should consider as a matter of urgency, the need to make upward adjustment in the relationships with superiors and peers with/without reward system.

- It was found out from the study that the employee's benefits packages like holiday pay, maternity leave pension pay provide motivation and determine their performance. The work environment brings motivation to the workers in the organization. It is therefore recommended that the management of Nifas Silk Lafto Sub-city, woreda one focuses on employee's benefits packages like holiday pay, maternity leave pension pay and good work environment
- It has emerged from the study that motivation in the area of qualification requirements such as educational status, experience, and skill, are a very high factor of qualification of employees for job performance. It is therefore recommended that Nifas Silk Lafto Sub-city, woreda one should consider as a matter of urgency, the need to make skyward adjustment in educational status, experience, and skill to bring a very high factor of qualification of employees for job performance.
- Finally, the study has revealed that the recognitions and support received from other colleagues have a vital role in motivation to bring high job performance. The employee career development opportunity also has positive effects on employee performance. It is therefore recommended that Nifas Silk Lafto Sub-city, woreda one focuses on recognitions and colleagues support with employee career development opportunity to increase employee performance.

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APPENDIX I: QUESTIONNAIRE



St. Mary's university

ADDIS ABABA CAMPUS GRADUATE PROGRAM

MASTERS OF BUSINESS ADMINISTRATION (MBA)

Dear Respondents,

My name is **Genet Belete** a graduate student of Masters of Business Administration (MBA) at St. Mary's university. As a partial requirement towards gaining my Master's degree, I am conducting a study entitled "ASSESSMENT OF MOTIVATION PRACTICE, ON EMPLOYEE'S PERFORMANCE: The Case of Nifas Silk Lafto Sub-City woreda one. Your information is vital for the accomplishment of this study; as a result, your participation is much appreciated. I assure you that your responses will be kept confidential and are intended to be used for academic purpose only.

General Instructions

- There is no need for writing your name
- In all cases where answer options are available please make a tick mark (✓) in the box where the choice is appropriate for you. Write down your answers as briefly and clearly as possible for open ended questions.

Part I: supply your personal information by putting a tick (P) mark in the boxes.

Demographic

1. Sex: - Male

Female

2. Age: - Below 25

26-35

36-45

Above 45

3. Educational Status: - Diploma

Degree

MA/MSc.

other specify.....

4. Experience: - Below 5 years.

6-15 years.

16-25 years.

Over 25 years.

5. Job position: - Managerial

Professional

Clerical

Part II: Items on workplace motivational factors for employee job performance. Supply your response by putting a tick mark under the correct column corresponding to each item.

Key: SA = Strongly Agree

A= Agree

N= Neutral

D = Disagree

SD = Strongly Disagree

No	Items	Scale				
		S	A	N	D	SD
1	The Nature of my work motivates me to perform with high passion.					
2	The growth opportunity motivates me to reach high position of the Organization.					
3	The given authority motivates me to make necessary decisions and assigned tasks.					
4	Appreciation/recognition gives me a high passion for my work					

5	The amount of salary motivates me to do my job properly.					
6	The current working conditions have a negative impact on my work pe					
7	Relationship with superior makes me more motivated.					
8	The relationships with peers lead to high performance of employees.					
9	The reward system motivates employees to perform well.					
10	Employee's benefits packages like holiday pay, maternity leave pension pay provide motivation.					

Part III: Rate the following suggested motivational factors in terms of their level of influence. Supply your responses by putting a tick (P) mark under the correct column corresponding to each item.

Key: VH= Very High H= High M= Moderate L= Low VL= Very Low

No	Items	Scale				
		VH	H	M	L	VL
1	Do you think that, your current work environment brings motivation?					
2	Working environment affects the employee performance					
3	Growth opportunity brings valuable employee performance					
4	Job security motivates me to perform with a high passion					
5	Motivation helps me to complete the given task timely					
6	Qualification of employees brings job performance					
7	Rewards and/or recognitions have vital role on motivation					
8	Amount of salary (attractive salary) motivates me					
9	Support from colleagues motivates me to perform my job.					
10	Employee career development opportunity has positive effects on employee performance.					

Part IV: Write your responses briefly for the following questions on the space provided

1. What do you think about the role of motivation on employee's performance?

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.....
.....

2. What does the Nifas Silk Lafto sub city woreda one management do to motivate employees to perform well on their jobs?

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3. What motivation interventions are in place for employees at Nifas Silk Lafto sub city woreda one?.....

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