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**St. Mary's University**  
**SCHOOL OF GRADUATE STUDIES**

**EFFECT OF MOTIVATION PRACTICE ON EMPLOYEE  
PERFORMANCE: A CASE OF BUNA INTERNATIONAL BANK S.C**

*A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE  
STUDIES IN PARTIAL FULFILLMENT THE REQUIREMENTS FOR THE  
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)*

*BY*  
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**ADDIS ABABA, ETHIOPIA**

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

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## STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other College, Institution or University other than the Saint Marry University-Ethiopia for Academic Credit.

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May, 2022

This Project has been presented for Examination with my Approval as the appointed Advisor.

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## ABSTRACT

This study was conducted at Buna International Bank S.C. aiming to assess the effect of motivation practice in BIB and descriptive research design was adopted. Stratified random sampling technique was used to draw a sample size of 96 respondents. The data collection instrument was a tailor made structured questionnaire developed by the researcher, specifically for this study. A set of descriptive statistics including bar graphs and frequency tables were used to present the results of the study. The key findings of the study were that the extrinsic factors affect the achievement aspects of employee motivation and the affiliation motivation as well as the competence motivation. The major conclusions are that employee motivation is a highly sensitive concept which is affected by a multiplicity of factors. The study recommended that the organization should acknowledge and exploit the extrinsic factors in their human resource management practices particularly in the strategic human resource management to ensure that the employees are well motivated to perform their tasks. In addition, the organization should include such extrinsic factors as encouraging employee involvement in the decision making and innovation, and increase the opportunities for the personal growth for the employees among other practices that can positively influence the intrinsic factors and facilitate the establishment of high levels of employee motivation. Furthermore, the organization and the general management should consider implementing policies and practices that positively affect employee motivation. And lastly, that the future researchers should conduct more study on the issue of employee motivation in order to facilitate the understanding of this intricate concept.

**Keywords: Motivation, Intrinsic motivation, extrinsic motivation, Employee performance.**

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## LIST OF ACRONYMS

BIB Buna International Bank

H1, H2.. Hypothesis

HR Human resource

HO Head Office

SPSS Statistical Package for Social Sciences



## **CHAPTER ONE**

### **1. INTRODUCTION**

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

#### **1.1 Background of the Study**

The main purpose of this study is to examine the effect of motivation on the performance of employees of the BIB, Addis Ababa Ethiopia.

In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly can lead to failure of the organization and high staff turnover (Fisher, 2012).

To achieve the organizational goals employee should be motivated by the external and internal factors. Motivated employees utilize the skill of that employee efficiently for the success of the organization. Positive motivation reflects employee satisfaction towards the job and directly affects the profitability of the organization. As motivation refers to what activates, leads human behavior and how this behavior is maintained to attain a particular goal (Srivastava and Bhatia, 2013). Motivation categorized as extrinsic and intrinsic motivation. Extrinsic motivation denotes external factors, which can be measured in monetary terms whereas intrinsic factors are more attached to non- monetary types of factors. The question is whether these motivational factors really have an influence on people's performance at work or not. Research shows that indeed there is a relationship between motivation and performance [Deci& Gagne, 2005]. It is obvious that the current business environment became competitive than before even though, the organization assume that it will serves better services with the help of latest model

technology development, but in few organizations only it is considered that employees are the main assets. Despite the fact that banks recently increasing employee focused work based on demand base, due to the intangibility characteristics of behavior of individual it lacks to be in rigid format.

Banking sectors have difficulties reaching satisfaction level and also determines the meaning of the delivering process should be the path of being creative, successful and the most behavioral changes that leads any employee behaves differently that they feel in temporary situations. The researcher also would point out some motivational theories and practices that are clearly used all over the world and their effect on specific performance. The study helps to observe the communication gap delivered in the bank itself and under way of the behavioral conduct of the employee up on the work with current created difficulty. At the end it also helps to understand how motivation really can make a change because motives include not only money but also recognition, fairness of treatment, good managerial relations, empowerment and other incentives. The researcher believes these types of inclusion have the best subsets to become successful in any sit of job responsibility. The reason the researcher thought the study will be conducted and be relevant for better organizational performance in the office where the work held through (Irons and Buskist, 2008).

Mudor and Tookon (2011) contend that every organization desires to be successful as much as current environment is very competitive. Organizations irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome challenges, organizations should create a strong and positive relationship with its employees, direct them towards task fulfillment and ensure they have job satisfaction (Fisher, 2012).

Motivation refers to “the reasons underlying behavior” (Guay, 2010). Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards. Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies (Irons and Buskist, 2008).

Customarily, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Irons and Buskist, 2008). In comparison to financial resources, human resources have the capability to create competitive advantage for their organizations. Normally, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper will focus only on employee motivation, as it will be shown to influence to a significant degree the organizational performance.

Employee motivation describes how committed an employee is to his job, how engaged he feels with the company's goals and how empowered he feels in his daily work. Job motivation can be extrinsic or intrinsic, meaning an employee's motivating factors can come from internal or external sources. An extrinsically motivated employee wants to work well to gain praise, recognition or some financial reward from the company. For example, a manager may give out an employee of the month award or offer a bonus to the highest performing worker in a department. In contrast, an intrinsically motivated employee is inspired to do well from a desire for acceptance, meaningful work, power, independence or some other internal factor. Managers can provide interesting and challenging work to motivate these employees (Fisher, 2012).

## **1.2 Statement of the Problem**

The study mainly concerns in theoretical statements assumed to be problem the first one is which organizational motivation factors can improve performance of the employees whether the intrinsic factor or extrinsic one.

As one of the problem faced in the BIB is managerial awareness of motivation whereas performance of a given organization depends on the employee efforts along with employer efforts on motivating employees and failure to do respond by the organization performance which would be poor. Poor motivation to employee is taken as the major source of poor organization performance. Too often organizations fail to pay attention to the employee relations, communication, recognition and involvement issues that are most important to people (Frank, 2013).

There is a great challenge on the part of managers in Buna international bank in Ethiopia on determining how exactly they can attain maximum motivation for their employees whom they believe were go a very long way to improve on the organizational performance.

One of the problem facing BIB currently is lack of employee motivation system where it has affected the bank's profitability and competency compared with other similar private banks. (on observation time).The Bank has given less attention and as a result have less understanding of the effect of motivation on employees performance. Dissatisfaction of staff has made the bank less productive which has decreased the service delivery of the bank. Human resource is one of the key organizational factors for business success. Individual effectiveness usually reflects his/her knowledge, abilities, skills, and characteristics. In order to reach the human resource ultimate goals of any organization employees must be highly motivated with this understanding the researcher investigates the effect of motivation on employees' performance. Competent employees are always propose with competitive remuneration schemes, to recognize the relationship of job performance effectiveness the employee's motivation is vital to human resources management. Improving organizational productivity (performance) has become one of the overriding goals of human resource management as performance is the synergetic sum total of the performance of all employees in the organization. This being the fact, employee performance has to be closely planned, coached, and appraised to ensure that it is in line with the interests of organizations. However, it seems that performance is not given the proper attention in BIB and is exercised periodically more as a usual practice than as a tool of motivation on the basis of which various administrative and developmental decisions are taken. Motivation influenced an employee's performance in different ways. This study investigates the effect of motivation on employees' performance at the BIB.

### **1.3 Research Questions**

This research was carried out to assess the effect of intrinsic and extrinsic motivation on employee performance. Founded with this guiding aim it is conceived that the paper was tried to answer the following basic questions.

**1.3.1** What are the effect of intrinsic motivators on the job Performance of the BIB employees’?

**1.3.2** What are the effect of extrinsic motivators on the job Performance of the BIB employees’?

**1.3.3** What effect does employee motivation have on employee performance at BIB?

### **1.4 Objectives of the Study**

#### **1.4.1. General Objective**

The purpose of the study was to determine the factors of motivation and how it effects on employee performance at BIB in Ethiopia.

#### **1.4.2. Specific Objectives**

**1.4.2.1** To examine the effect of the intrinsic motivational on the employees’ performance of BIB.

**1.4.2.2** To examine the effect of the extrinsic motivational on the employees’ performance of BIB.

**1.4.2.3** To examine the extent to which intrinsic and extrinsic factors effect on bank employees’ performance.

## **1.5 Significance of the Study**

### **1.5.1 Organizational Leaders in Ethiopia**

The findings of this study would be important to various managers especially in Buna international bank and would help them understand employee behavior better. The findings is also assist the leaders in any other organization at large that face the dilemma of understanding how to motivate their employees.

### **1.5.2 Scholars**

The findings of this study would benefit scholars as it is a contribution to the body of knowledge in this broad and yet not fully exploited area of human resource management as well as social sciences. This would help to enhance understanding and development of relevant theories as well as extensive areas of interest.

### **1.5.3 Trade Unions**

The findings of this study also be of significance to the trade unions in Ethiopian bank industries. This is in such a way that the study would help in restructuring the objectives of the unions and help them to realize exactly what conditions are relevant and how they can work towards ensuring employees are motivated at their work places.

## **1.6 Scope of the Study**

The Organization where the case study is carried out is Buna international bank. The population comprised a total of 404 employees. The sample of the study comprised a total of 96 respondents from various head office and two branches of the BIB which include; Head Office, Main Branch and Olympia Branch. The researcher would take one week to collect data.

## **1.7 Operational Definition of Terms**

### **1.7.1 Employee Motivation**

Motivation as stated by Ran (2009) is generally defined as the process that accounts for an individual's passion, direction, and determination of effort toward attaining a goal. It was also described by Elliot and Zahn (2008) as the strength and direction of behavior. Motivation is defined as a psychosomatic process that directs a person to behave and react in a way that helps them to satiate certain unfulfilled needs (Latham G., 2011). Motivation is what provides the stimuli and direction towards which employees can execute their duties (Lauby S., (2005).

**1.7.2 Intrinsic motivation:** is derives from within the person. It refers to the direct relationship between a worker and the task, and is usually self-applied (Armstrong, 2001).

**1.7.3 Extrinsic motivation:** is comes from the work environment, external to the person and his or her work (Armstrong, 2001).

**1.7.4 Performance:** Performance is defined by the encyclopedic dictionary of management as the accomplishment and performing and carrot of anything ordered to do. It is also defined by David (2001) as the accomplishment of given assignment to achieve goal. Performance is basically what an employee does or does not do.

**1.7.5 Employee Performance:** refers to the efficiency and effectiveness of employees in achieving organizational objectives. (Kootz et al., 1990)

**1.7.6 Productivity:** Productivity is that which people can produce with the smallest amount effort Productivity is a ratio to calculate how well an organization or individual, industry, country converts input belongings, labor, materials, machines etc. into goods and services.

**1.7.7 Motivation Factors:** Motivation factors determine both negative and positive staff experiences, and knowing the proper motivation factors to use for yourself or your team can help increase overall employee productivity and satisfaction. Factors of motivation are strategies, incentives, recognitions and any other elements that increase an employee's overall motivation to perform their duties at work (www.indeed.com).

### **1.8 Scope and limitation of the Study**

Due to the time and cost limitation and feasibility of data access, this study would focused on the influencing factors employees' motivation and its impact on employees' performance in BIB. The study would including city branches and head office. Accordingly, respondents were selected based on their job grades from all operation areas of the bank.

The scope of the research is delimited geographically as the study is only to consider some selected branches and Head Office staffs in Addis Ababa. It is also delimiting with respect of the objective, it is specifically assessed the influencing factors employees' motivation and its impact on employees' performance.

The research also faces a limitation on the availabilities of studies and literatures done on the specific purpose of this paper. In addition because of inaccessibility of the required data from the organization it may not cover explicitly all areas of performance motivation system.

### **1.9 Organization of the Study**

This chapter has provide a focus into the background of the problem, the problem statement, and the objectives of the study, the research questions, and the importance of the study, the scope of the study and the definition of terms. In the next chapter, the researcher had review the literature based on the factors that influenced employee motivation and how it impacts performance and thereafter looked at the research methodology that was adopt in Chapter three. In Chapter four the researcher made a summary of the results and findings of the study. Chapter five has summarize the findings of the study and also make recommendations that would contribute to solving the problem raised, as well as a recommendation for further study.



## CHAPTER TWO

### 2. LITERATURE REVIEW

#### 2.1 Introduction

This chapter seek to present a review of relevant theoretical and empirical literature in relation to the research questions being analyze, that is, (i) What are the extrinsic effect of employee motivation in an organization?, (ii) What are the intrinsic effect of employee motivation in an organization?, (iii) What is the effect of employee motivation on his/her performance in the organization?

#### 2.2 Theoretical Review

##### 2.2.1 Motivation

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

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

Employees like to be appreciated and recognized for their work. People like to be involved, consulted and given an opportunity to offer suggestions. According to Saleemi (1997), motivation is derived from the word motive; motives are drives or impulses

within an individual, which prompt him to action therefore giving recognition is where motivation is going to start but most individuals of managements won't understand that words can create motive on employees mind.

In deed money is highly motivating factor for such developing country it is satisfying because money is the only medium that can allows individuals to have what they needed. But other studies show the importance we should pay attention to such small motivate that even some employees found that money is not a motivating factor and not in any circumstance. However, an important factor for most management In order to be successful management a comparison of surveys should be done with questioner wit in 3-6 months gaps.

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

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

### **2.2.2 Motivational Factors**

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

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

### **2.2.2.1 Extrinsic Factors that Influence Employee Motivation**

Extrinsic motivation, on the other hand, refers to tangible rewards such as pay, fringe benefits, work environment, work conditions, and job security. Extrinsic motives cannot only be satisfied by the work itself. That means pleasure comes from something the task leads to, such as money. As according to (Kalimullah *et al*, 2010) the effects of work, as well as its contributing factors are also of importance for the need satisfaction. As a result, work is seen as a means to pursue other motives.

#### **A. Monetary Compensation/ Salaries**

No one works for free, nor should they. Employees want to earn reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value. It has the supremacy to magnetize, retain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi, *etal.*, 2011).

Research has suggested that reward causes motivation of the employee which directly influences performance of the employee (Kalimullah, *et al.*, 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which should include the importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions etc. (Rukhmani *et al* 2010).

## **B. Information Availability and Communication**

Managers can stimulate motivation by giving relevant information and making it readily available to the employees. To this researcher it seems that there is no known organization in which people do not usually feel there should be improvement in the way departments communicate, cooperate, and collaborate with one another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another hence lifting up each other's self-confidence (Chiang and Jang, 2008).

## **C. Good Managerial Relations**

A good managerial relation is an important factor in fostering employee motivation. Those who act to maintain good relations with their employees exhibit the following behaviors: help with job related problems, awareness of employee difficulties, good communication, and regular feed-back about the performance so that employees always know where they stand. Employees want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at work place. When a job brings recognition and respect, employees are motivated with it. This is an easy condition to create with feedback (Tella, 2007).

The evidence that "good management" plays a part in affecting employee motivation puts a responsibility on both the managers and the supervisors in the organization. Management needs information on employee motivation in order to make sound decisions, both in preventing and solving employee problems .A typical method used is employee motivation surveys, also known as a morale, opinion, attitude, or quality-of-work-life survey. An employee motivation survey is a procedure by which employees report their feelings towards their jobs and work environment. Individual responses are then combined and analyzed (Yazdani *et al*2011).

### **2.2.2.2 Intrinsic Factors that Influence Employee Motivation**

Intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task in order to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. External rewards

such as food, money, praise, and so on, are not the main reason for a person to engage in activities. Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behavior is the one that is determined by an individual's need for feeling competent and self-determining. On the one hand, a person will seek out challenges that allow him/her to behave in ways that provide him/her with a sense of competence and self-determination (Matthew et al 2009).

#### **a) Recognition and Employee Motivation**

According to Maurer (Kalimullah et al, 2010) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Jun *et al.*, 2006). Kalimullah Khan conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks of Pakistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Kalimullah *et al*, 2010).

A study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaire survey was used and data was gathered from four bank's employees. The value of correlation coefficient for recognition was (0.251) which shows that its relationship with job satisfaction is positive. Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases (Salman *et al*, 2010). That is why a study says that deficiency of appropriate recognition and rewarding reduces employees work motivation and job satisfaction. Hence, administration of organizations and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level (Turkyilmaz *et al*, 2011).

#### **b) Fairness of Treatment**

Kalpana (2013) claimed that in evaluating fairness, individuals first assess the ratio of their contribution (input) to the resulting economic or social compensation (output) and then compare the ratio with that of referent others. Receiving comparatively both too much (overcompensation) and too little (under-compensation) is evaluated as unfair, according to

equity theory. Accordingly, individuals try to reduce the unfairness by altering input (e.g. working less) or output (e.g. stealing from the company). The main drawback for organizational behavior researchers was that equity theory does not provide specific predictions about people's reactions to inequity. This limitation of equity theory promoted the shift of prominence in organizational justice research towards procedural justice (Kalpana, 2013).

### **c) Empowerment and Employee Motivation**

Employee empowerment and participation consists of contribution of employees in management and decision making associated to policies, objectives and strategies of the organization. Empowerment results in motivating employees that leads to constant expansion and organizational growth. Empowerment directs faster decision of customer troubles for the reason that employees did not fritter away time referring customer objections to managers.

Increased self-sufficiency enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain tasks. Managers should regard employees in decision-making procedures (Mani, V, 2010).

Amin (2010) believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively. Together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation. Participative decision making is a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control.

Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee fulfillment, work motivation and trust in the organization. John Baldoni in his book "Great motivation Secrets of Great Leaders", has discussed that empowerment and recognition encourages and motivates people to work.

#### **2.2.2.3 Other motivational factors**

In addition to the above the followings are some others intrinsic and extrinsic motivational factors that influence employee performance:

### **i) Leadership**

Leadership is about influencing people to do things the right way. To achieve that you need people to follow and to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated. Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes in management (Rukhman, 2010).

### **ii) Job Enrichment**

Job enrichment is a job redesign technique that allows employees to have autonomy on how they perform their own tasks, giving them more responsibility. As an alternative to job specialization, companies/organizations using job enrichment may experience positive outcomes such as increased motivation, reduced turnover, increased productivity, and reduced absences. This may be because employees who have the authority and responsibility over their own work can be more efficient, eliminate unnecessary tasks, take shortcuts, and overall increase their own performance.

At the same time, there is some evidence that job enrichment may sometimes cause employees to be dissatisfied. The reason may be that employees who are given additional autonomy and responsibility may expect greater levels of pay or other types of compensation, and if this expectation is not met, they may feel frustrated. One more thing to remember is that job enrichment may not be suitable for all employees. Not all employees desire to have control over how they work, and if they do not have this desire, they may feel dissatisfied in an enriched job (Whittaker, 2008).

### **iii) Work Environment**

Employee level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Yazdani *et al* 2011).

Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra

optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being. According to Arnold and Feldman (1996) factors such as working hours, temperature, ventilation, noise, hygiene, lighting, and resources are all part of working conditions.

Negative performance will be provoked by poor working conditions since employees job demand mentally and physically tranquility (Irons and Buskist, 2008). Moreover, they warned that if working conditions are two extreme ends i.e. either too favorable or too extreme, this could be taken for granted or ignored by most employees. Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done they may use poor working conditions as an excuse to get back at management (Whittaker, 2008).

#### **iv) Promotion Opportunities**

Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content , pay, responsibility , independence and status among others .An average employee in a typical government organization can hope to get two or three promotions in his entire service , though chances of promotions are better in private sector . It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz *et al*, 2011).

#### **v) Co-Workers**

A co-worker is a person who holds a position or rank similar to that of an employee in the same company/organization. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support.

Bagraim, Cunningham, Potgieter and Viedge (2007) suggest that employees should be technically, emotionally and socially supportive of one another. Harmonious interactions between an individual and their fellow employees, as well as relations between other fellow employees with each other, have a positive influence on an individual's level of organizational



commitment and motivation (Iqbal 2010). Pleasant associations with co-workers have been found to have a positive influence on an individual's level of motivation (Ladebo, Awotunde and AbdulSalaam-Saghir, 2008).

#### **vi) Work Group**

The work group does serve as source of motivation to individual employees. It does so primarily by providing group members with opportunities for interaction with each other. It is well known that for many employees work fills the need for social interaction. The work group is even stronger source of motivation when members have similar attitudes and values as it causes less friction on a day-to-day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person's self-concept (Oluseyi and Ayo, 2009).

#### **vii) Skill Variety**

This is the extent to which a particular job requires a variety of employee competencies to carry it out (Jackson, 2011). For example, lower skill selection exists when an assembly-line employee performs the same two tasks over and over again. The more skill involved, the more meaningful the work becomes for an employee. Döckel, Basson and Coetzee (2006) suggest that one way that employees may develop a sense of competency is by working in a job with high skill diversity. Skill variety relates to feelings of belonging, as well as a sense of attachment to the organization. Mathis and Jackson (2011), however, warn that skill variety should not to be confused with multitasking, which is doing several tasks at the same time, for instance, with computers, telephones, other devices, and personal organizers.

#### **vii) Trust**

Trust is defined as the perception of one about others, decision to act based on communication, behavior and their decision. If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation. It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Annamalai, Abdullah and Alasidiyeen, 2010).

### **viii) Training and Development**

Training provides chances to employees' growth and enhances their knowledge and skills for effective development (Kabir, 2011). Trained workers are more motivated with their job as compared to untrained employees (Abdullah and Djebavni, 2011). These training programs positively raise employees' advancement that is good for competencies (Hunjra et al., 2010). By getting these training programs employees are able to get self-assured, evolution of career, and have positive thought for their organizations/companies (Kabir, 2011). The aim of these training and management programs is to amend employees' skills and organization potentialities (Hunjra, Chani, Aslam, Azam and Rehman, 2010).

### **ix) Responsibility**

According to Lai (2011), employee participation may enhance motivation and job satisfaction through power sharing, and increased responsibility. Employee participation can provide individuals an opportunity to make key managerial decisions that have an impact on other employees, thus increasing job satisfaction and performance. Herzberg's two-factor theory suggests that intrinsic work factors such as responsibility held by employee and skills development may increase job satisfaction. Increased work responsibility may be related to many factors suggested in the two-factor model as recognition and interpersonal relationships have implications for individuals' identity (Lai, 2011).

### **x) Task Significance**

Task significance is the extent to which an employee perceives the job he or she is performing as having a substantial impact on the lives of other people, whether those people are within or outside the organization (Lunenburg and Ornstein, 2008). Most people work to earn a living, but also because of the other satisfactions that come with the job, such as doing something meaningful.

## **2.2.3 Effect of Employee Motivation on Employee Performance**

### **2.2.3.1 Employee Motivation and Productivity**

According to Wentzel and Wigfield (2009), the relationship between employee motivation and productivity is not definitely established. The consensus, however, is that in the long-run motivation leads to increased productivity. The strongest implication of much of the research is that the two variables, motivation and performance, are relatively independent of each other. There seems to be at least two possible reasons for this. The first is that in many jobs variations in motivation cannot lead to variations in productivity. Secondly, even when correlations do appear, the associations may be spurious, since both may be associated with other factors. In other words, motivation and productivity may be well largely separate causal paths: one set of factors (e.g. investment in technology) determines productivity and another set (e.g. perceived equity of rewards) produces job-satisfaction (Westover, 2010).

There are some conditions under which high productivity more clearly leads to motivation. One condition is that the employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for example) be distributed equitably. Inequitable distribution fails to convince the employees of close correlations between hard work and rewards (Muhammad and Wajidi, 2013).

Efficiency increases as an organization finds new ways to use fewer resources to produce its output. In a business environment, productivity improvement is essential for long-run success. Through gains in efficiency managers can reduce costs, save scarce resources, and enhance profits. In turn, improved profits allow an organization to provide better pay, benefits, and working conditions. The result can be a higher quality of work employees, who are more likely to be motivated towards further improvement in productivity. (Wentzel and Wigfield, 2009).

### **2.2.3.2 Job Satisfaction and Safety**

Poor safety practices are a negative consequence of low motivation level. When people are discouraged about their jobs, organizations and supervisors, they are more predisposed to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand. Inattention leads directly to accidents. For example, many hand injuries from power tools can be attributed to the operator not paying cautious concentration (Wentzel and Wigfield, 2009).

### **2.2.3.3 Employee Motivation and Job Stress**

According to Van and Adonisi (2008) Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes thus prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches. Persistent job-dissatisfaction is powerful source of job stress .The employee may see no satisfactory short term solution to evading this type of stress. Westover (2010) suggests that an employee trapped in a demotivating job may withdraw by such means as high absenteeism and tardiness; or the employee may quit. Employees under prolonged stress stemming from lack of motivation often consume too much alcohol, tobacco, and drugs. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical compensation (Westover, 2010).

### **2.2.3.4 Employee Motivation and Unionization**

It is proved that lack of employee motivation is a major cause for unionization. Demotivation and dissatisfaction with wages, job security, fringe benefits, chances for promotion and treatment by supervisors are reasons, which make employees, join unions. Another aspect is that job- dissatisfaction and lack of motivation can have an impact on the tendency to take action within the union, such as filing grievances or striking (Muhammad and Wajidi , 2013).

### **2.2.3.5 Other Effects on Motivation**

In additions to the above, it has been claimed that motivated employees tend to have better mental and physical health and learn new job related tasks more quickly. All these considered by practicing managers and organizational behavior researchers, they would agree that employee motivation is important to an organization. Critics however, point out this is pure assumption because there is so much we do not know about the positive effects of motivation. On the other hand, when employee motivation is low, there seems to be negative effects on the organization that have been documented. So if only from the standpoint of viewing employee motivation as a minimum requirement or point of departure, it is of value to the organization's overall health and effectiveness and is deserving of study and application in the field of organizational behavior (Van and Adonisi, 2008).

### **2.2.4 Employee Performance**

Performance is the activity of doing something fruitfully; by knowledge as famous from simply possessing. Where Employee Performance: refers to the efficiency and effectiveness of employees in achieving organizational objectives. (Kootz et al., 1990). The concept of motivation is used to explain the distinction between employees which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. Employees who have high work motivations keep on trying to get more promotion, and since they are constantly seeking better ways to carry out their duties and responsibilities, they will be promoted faster. These employees perform their jobs in such a manner that the jobs are required to be done with relatively more efforts, so they can try more to play the role for which they are asked. Considering the importance of motivation, this research has investigated about the impact of motivation and its related factors on Employees job performance in educational institutions of Sahiwal, Punjab, Pakistan.

The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. The attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. A very

few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievement and encouraged, none of the organization can progress or achieve success. Appropriate reward package can cheer up or influence workers to develop positive attitude towards their job and thereby increase their productivity.

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

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

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

### 2.3 Empirical Literatures Reviews

In a complex and dynamic environment, leader of the organization used to create the environment in which employee feel trusted and are empowered to take decisions in the organization which leads to enhance motivation level of employee and ultimately organizational performance are enhanced. Smith and Rupp (2003) stated that performance is a role of individual motivation; organizational strategy, and structure and resistance to change, is an empirical role relating motivation in the organization. Likewise, Luthans and Stajkovic (1999) concluded that advancement of human resources through rewards, monetary incentives, and organizational behavior modification has generated a large volume of debate in the human resource and sales performance field.

(Yazdani, B.O. et al, 2011) From the literature, gathered for the study, the factors that enhance employee motivation are fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform actions.

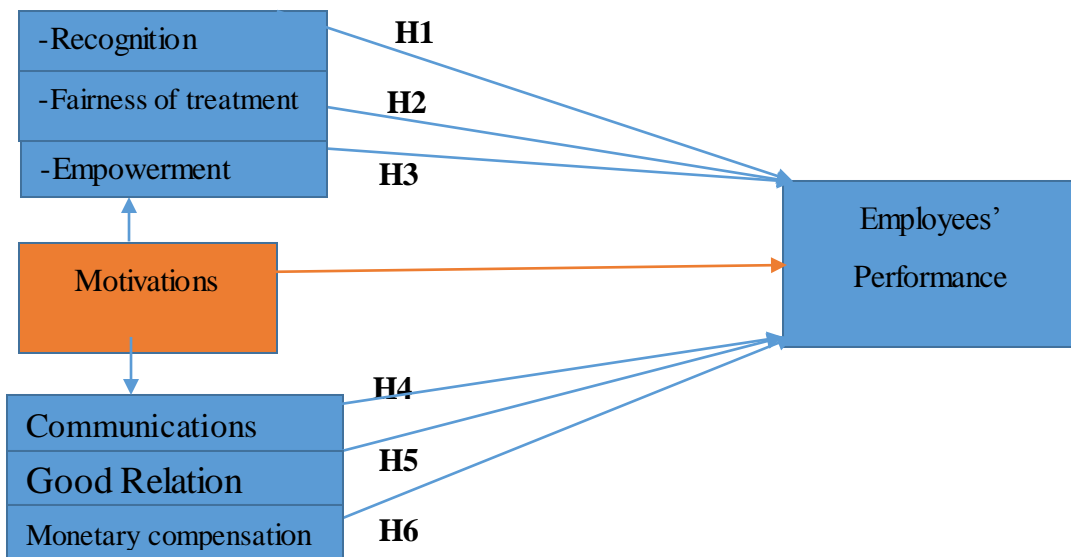
Research conducted by Lindner (1998) by using a descriptive survey of twenty-five (25) employees in research center, rank-ordered the motivational factors affecting employee performance as: (a) enticing work, (b) attractive wages, (c) recognition and appreciation, (d) secured job, (e) suitable working conditions, (f) carrier growth opportunities, (g) feeling of being in on things, (h) personal trustworthiness to employees, (i) thoughtful discipline, and (j) kindly help with personal problems. When comes to 2000s years, factors that motivate employees are realized to be changed as there are high-tech developments, speedy growth of competitive rivalry influences among businesses and elastic needs of employee as well as observable increase the participation of female workforce is seen to be effective. A survey made by Hossain and Hossain (2011) found several various important motivation factors such as attractive wage, job security, learning opportunities, remuneration, fairly performance evaluation, admit reasonable working error, obtain ability of resources, opportunities of promotion, suitable working hours, provoking work, appreciation and recognition. Based on a researches and extensive literature review the following conceptual frame work has been adapted.

## 2.4 Conceptual Framework

Conceptual framework, it could be a consistently created, depicted, and explained organize of affiliation among factors that have been recognized through empirical findings. Based on the conceptual framework, the speculation is developed. This research study has independent variables such as intrinsic factors of motivation (i.e., Recognition, Fairness of Treatment, and Empowerment), and extrinsic factors of motivation (i.e., Monetary Compensation/Salaries, Information and Communication and Good Managerial Relations) and also dependent variable performance.

The reasons for the study as supposed over were to discover out the relationship between independent variables and a dependent variable.

**Figure 2.1: Conceptual Framework of the Research**



Source: 2022 Owen source



The Research Variables

<b>Independent variable</b>	Intrinsic	Recognition Fairness of Treatment Empowerment
	Extrinsic	Monetary Compensation/ Salaries Information and Communication Good Managerial Relations
<b>Dependent variable</b>	Work performance	

**Table 2.1: The Research Variables**

H1: There is positive and significant relationship between recognition and motivation

H2: There is positive and significant relationship between fairness of treatment and motivation

H3: There is positive and significant relationship between empowerment (Autonomy) and motivation

H4: There is positive and significant relationship between monetary compensation/ Salaries and motivation

H5: There is positive and significant relationship between communications and motivation

H6: There is positive and significant relationship between good managerial relations and motivation

**2.5 Chapter Summary**

This chapter has presented a review of pertinent literature of employee motivation in organizations. Arising from this review, various researched theories have been presented. It is therefore important for this research to provide empirical evidence of these theories. Research in this area will provide more knowledge on the extent to which these theories are relatable to Ethiopian organizations and with BIB as a case study. The next chapter will presented imperative research methods that was be used to conduct this research.

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In order to achieve the objective of this paper, using of appropriate methodology that helps to approach the research scientifically is the priority attention given by the researcher. Therefore this chapter would include research design, sample and sampling technique, instrument for data collection, procedure of data collection, method of data analysis, reliability and validity and ethical issue.

#### **3.2 Research Design**

The research design that was used for the study was a descriptive research design. Research design can have a number of classifications which could incorporate the degree to which the research question has been crystallized, the method of data collection, the ability of the researcher to produce effects in the variables which are being studied, the purpose of the study being carried out, the time dimension, the focus of the study and also the research environment. A descriptive study collects data in order to answer questions about current status of the subject or topic of study. The researcher believed that a descriptive research design was appropriate for this study because this study was concerned with finding out what effect of motivation practice and how affects the employee performance in the organization.

#### **Research method**

The Research method for this research article was used quantitative data collection methods. It will be structured in such a way as to provide relevant information, adequate level that would be critical for further processing. Quantitative data were expected to provide current attitudes and trends. For this quantitative method, the study used closed-ended questionnaires.

#### **3.3 Population and Sampling Techniques**

The target population of this research is permanent employees of Buna International Bank who work under various positions at branches located in Addis Ababa and at Head Office (HO). The

branches was selected on the basis of their grades and staffs located at HO who have more than one-year experience at BIB. The basis of selecting these employees as a target population is because they have at least one-time experience of performance appraisal in the Bank and the isolation of accessing outlying branches employees and the cost of including all city branches. "Targeted sampling." It is a purposeful, systematic method by which controlled lists of specified populations within geographical districts are developed and detailed plans are designed to recruit adequate numbers of cases within each of the targets.

Simple random sampling technique is a process of selecting a sample that allows all members of the targeted population to have an equal and independent opportunity of being selected for the sample. As the study was undertaken on the head office and two branches which it contains more than 412 employees the researcher was focused only these branches.

The bank currently makes use of five grade categories of its branches namely, Grade 5, Grade 4, Grade 3, Grade 2 and Grade 1 but among the grade categories there is no a Grade 4. In all of these branches and at the head office number of managerial and clerical staffs with a tenure of one year and above are 404 was taken as total population of this study. For this study, the researcher was used a sample from the total population due to time, resource and proper organization of data.

### **3.4. Sample Size**

This refers to the number of elements selected from a given population. How large a sample should be is a function of the variation in the population parameters under study and the estimating precision needed by the researcher. Some of the principles which influence sample size comprise: the greater the dispersion or variance within the population, the larger the sample must be to provide estimation precision, the greater the desired precision of the estimate, the larger the sample must be, the narrower the interval range, the larger the sample must be, the higher the confidence level in the estimate, the larger the sample must be, the greater the number of subgroups of interest within a sample, the greater the sample size must be, as each sub group must meet minimum sample size requirements, and if the calculated sample size exceeds five percent of the population, sample size may be reduced without sacrificing precision"" (Cooper and Schindler, 2001, p. 172). According to Saunders, Lewis and Thornhill (2009) sample size can be calculated by the following formula;  $n = p\% * q\% * (2 / e\%)^2$

Considering a worst case scenario where p is 50% at a 95% level of confidence, and within an error of  $\pm 10$ .

$$n = 50 * 50 * (1.96 / 10)^2 = 96 \text{ employees.}$$

However, they further suggest that if the population is less than 1000, then the sample size can be adjusted without affecting accuracy using this formula;  $n = n / (1 + (n / N))$

The adjusted minimum sample size was therefore 96 respondents. This is the total sample that was considered while collecting the data. Table 3.1 is indicative of the sample size distribution.

Table 3.1- Study population and sample size.

	Branch	No of qualified employees	Percentage (%)	Sample size
1	Head Office	353	87	84
2	Main Branch	29	7	7
3	Olympia Branch	22	6	5
	<b>Total</b>	<b>404</b>	<b>100 %</b>	<b>96</b>

Source: Own Survey, BIB 2022

### 3.5 Source of Data and Instruments of Data Collection

This study was focused on the use of primary data which was collected from the target sample. A structured questionnaire was used to collect the data. The data collection instrument for the study was developed based on literature from various scholars on the subject of factors that influence employee motivation and its impact on employee performance in the organization.

The questionnaire was divided into four sections: The **first** part was designed to analyze **demographic data**, which was focused on collecting the respondent personality characteristics deemed to contribute to the factors that influence employee motivation and how it impacts on the employee performance. The **second** part looked at **extrinsic factors** that influence the level of employee motivation at BIB. This section consist of questions that are based on the identified extrinsic factors studied in the literature review with an aim of determining if they apply to BIB. There were five multiple choice options for each question,

representing five levels of preference; Strongly Disagree, Disagree, Neutral (Neither agree nor disagree), Agree, and Strongly Agree.

The **third** part of the questionnaire looked at the **intrinsic factors** that effect on employee job satisfaction at BIB. Five multiple choice options for each question was adopted, representing five levels of preference; strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree.

The **fourth** part of the questionnaire was assess the **effect of employee** motivation on his/her performance at BIB. This section consisted of questions with five multiple choice options for each question, representing five levels of preference; Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. A pilot study was conducted to test the validity and reliability of the questionnaires. The results of the pilot study were however not included in the final report.

### **3.6 Procedures of Data Collection**

A tailor-made structured questionnaire was develop by the researcher, specifically for this study. The data collection method that was used a structured questionnaire and more specifically, a self-administered structured questionnaire was used. The questionnaires were distributed in the sampled branches and head office of the bank. Taking their regular responsibilities in to consideration a reasonable time of 2 -3 days was given between distribution and collection of the questionnaires. A number of methods was used to improve returns (response rate) such as drop and pick later method and following up through reminders via telephone and email.

### **3.7 Methods of Data Analysis**

It has been determined that managers need information and not simply raw data. Researchers generate information by analyzing data after its collection. The purpose of data analysis is to reduce accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper and Schindler 2011). Descriptive analysis was used to determine the proportions and frequency of the variables. Correlation analysis was used to draw inferences about the population from the sample and Statistical Package for Social Scientists (SPSS) version 21 was used to facilitate the data analysis. The results was presented in form of tables and graphs. Hence, the results are easily interpreted to assess the influencing factors employees' motivation and its impact on employees' performance in BIB S.C. Conclusions was drawn based on the data analysis and interpretation.

### 3.8 Reliability and Validity

**3.8.1 Validity:** - As Joppe M. (2000), stated that, instrument validity pertains to the ability to accurately measure what it intends to measure based on the objective of the study. It is used to make sure that all the relevant variables are included and irrelevant ones were excluded. It also assures all the variables considered are accurately measured. In this regard; universally accepted sampling method will be used to draw a representative sample of the population. Due emphasis is given to make the questions objective type and understandable so that the employees can answer the questions properly based on what they know. Vague and confusing wordings were avoided not to mislead the employees on the time of filling the questionnaires.

**3.8.2 Reliability:** - The Cronbach Alpha method of internal consistency was used to compute the reliability of the measures of the variables of the study using the various questionnaire items administered to respondents. Cronbach's alpha of well above 0.7 implies that the instruments were sufficiently reliable for the measurement. The Alpha coefficients for the variables (Extrinsic factors, Intrinsic factors and Impact of employee motivation) are shown in Table 3.2.

Table 3.2: Reliability Coefficients

<b>Variable/Construct description</b>	<b>Coefficient Alpha Reliability</b>
Extrinsic factors	0.809
Intrinsic factors	0.861
Impact of employee motivation	0.602

Source: Researcher output on SPSS (2022)

### 3.9 Ethical Issues

According to McNamara (1994), ethical concerns in research deal with voluntary participation, no harm to respondents, anonymity and confidentiality, identifying purpose and sponsor, and analysis and reporting. To help eliminate or control any ethical concerns the researchers make sure that participation was completely voluntary but this can sometimes lead

to low response rate which can in turn introduce response bias. To avoid possible harm such as embarrassment or feeling uncomfortable about questions to respondents, the study was not included sensitive questions that could cause embarrassment or uncomfortable feelings.

It was not be ethical to access some confidential documents of the organization. Therefore, the organization's code of ethics was taken in to account without significantly compromising findings of the study. Also it may not be ethical to ask employees to answer questionnaires while they are at their work responsibility. Hence, enough time was given to respondents so that they can either take the questionnaire to their home or use their break time. Study respondents' willingness to participate in the study is respected and verbal consent was taken. Name of personalities was not mention in the report without consent in any case.

### **3.10 Chapter Summary**

This chapter has presented the research methodology that was used in analyzing the research questions. The study population consisted of 404 employees at BIB. The sample size for this study was 96 respondents. The study relied entirely on primary data which was collected from the respondents (BIB employees) using a structured questionnaire. The structured questionnaire was pilot tested on 10 respondents representing head office and braches in the organization (BIB). Descriptive analysis and correlation test were used to analyze the results of the study. The results and findings of this study are presented in chapter four.

## CHAPTER FOUR

### RESULTS AND FINDINGS

#### 4.1 Introduction

This chapter discusses the results of the findings of the data analyzed from the questionnaires. The data was analyzed based on the research objectives and questionnaire items using a statistical tool, to generate frequency distribution tables, means, charts, graphs and the results of analysis presented.

#### 4.2 Response Rate

Koltler (1997) defines the response rate as the extent to which the final set of data includes all sample members and it is calculated as from the number of people with whom interviews are completed divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable. A sample size of 96 respondents from the 96 questionnaires issued, all of them were returned dully filled giving a proportion of 100% which was as a result of close follow up of the respondents.

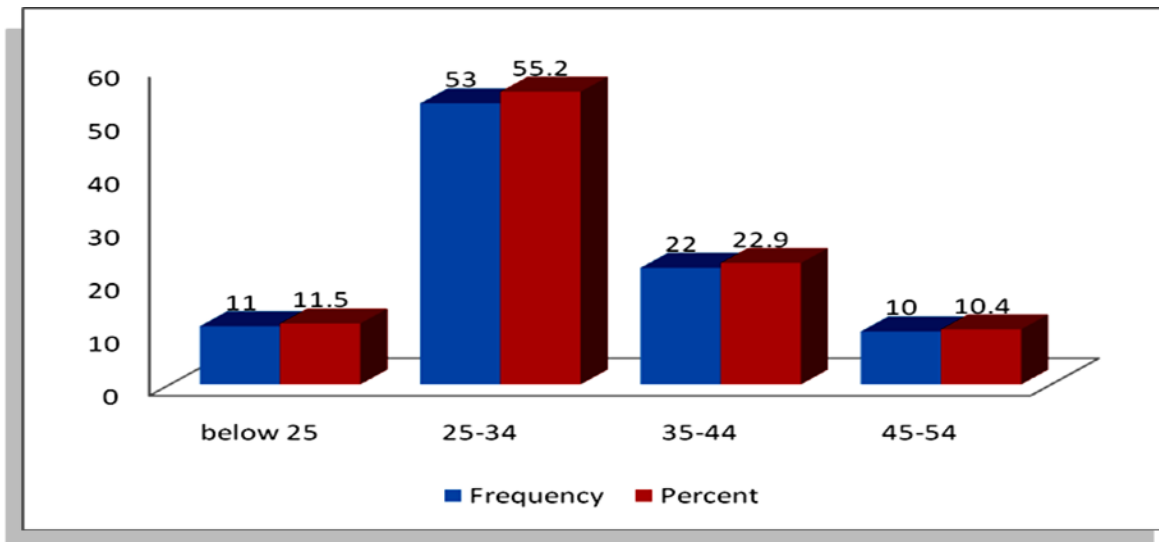
#### 4.3 General Information

In section I of the questionnaire, the researcher asked the respondents some of the basic information in order to establish the grounds for the study. The following are some the results that were obtained with regard to the general information.

##### 4.3.1 Classification of Respondents by Age Group

Figure 4.1 shows the results that were obtained when the respondents were classified by age. Eleven respondents (11.5%) indicated that they were aged below 25 years while 53 respondents (55.2%) indicated that they were aged between 25 and 34 years. Twenty-two respondents (22.9%) indicated that they aged between 35 and 44 years while the rest of the respondents (10.4), ten in number indicated that they were aged between 45 and 54 years.





**Figure 4.1: Classification of Respondent by Age Group**

Source: Researcher output on SPSS (2022)

#### 4.3.2 Classification of Respondent by Gender

The researcher also asked the respondents to indicate their gender. Table 4.1 is indicative of the results which were obtained. Sixty-point-four (n = 58) of the respondents indicated that they were males. The rest of the respondents, making up 39.6% (n = 38) indicated that they were females.

**Table 4.1: Classification of Respondents by Gender**

Gender	Frequency	Percent
Male	58	60.4
Female	38	39.6
<b>Total</b>	<b>96</b>	<b>100</b>

#### 4.3.3 Classification of the Respondents by Tenure in the Organization

Table 4.2 shows the results that were derived when the respondents were classified by their tenure or years that they had worked in the organization. Fourteen respondents (14.6%) indicated that they had worked in the organization for between 10 and 14 years. Thirty respondents (31.2%) indicated that they had worked in the organization for between 1 and 4 years. The rest of the respondents totaling to 52 individuals (54.2%) indicated that they had worked in the organization for between 5 and 9 years.

**Table 4.2: Classification of the Respondents by Tenure in organization**

<b>E ducational Background</b>	<b>Frequency</b>	<b>Percent</b>
Between 1 and 4 years	30	31.2
Between 5 and 9	52	54.2
Between 10 and 14	14	14.6
Between 15 and 19	0	0
Over 20 years	0	0
<b>Total</b>	<b>96</b>	<b>100</b>

Source: Researcher output (2022)

#### 4.3.4 Classification of the Respondents by Educational Background

Table 4.3 is a tabular representation of the results that were obtained when the respondents were classified by their educational background. From the study it was found that 32.3% of the respondents (n = 31) indicated that they possessed an undergraduate degree. Twenty-six percent of the respondents (n = 25) indicated that they held a MBA degree while 25% (n =24) indicated that they held other graduate degrees. Ten-point-four percent of the respondents (n = 10) indicated that they had a post-graduate degree while the rest, comprising of 6.3% of the respondents (n = 6) indicated that they possessed other professional qualifications.

**Table 4.3: Classification of the Respondents by Educational Background**

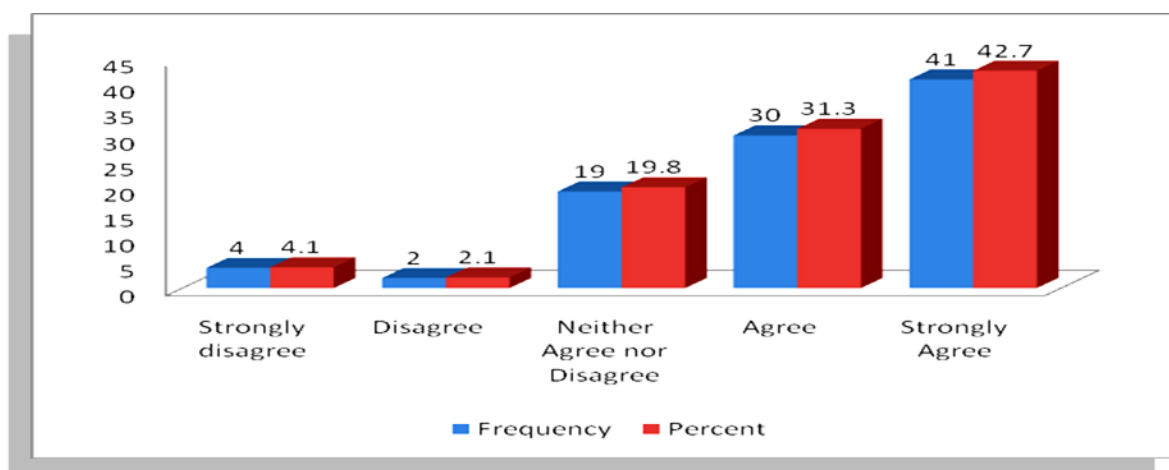
<b>Educational Background</b>	<b>Frequency</b>	<b>Percent</b>
College diploma	2	2.1
Under Graduate(first degree)	49	51
Graduate(master's degree)	43	44.8
Post-graduate	2	2.1
<b>Total</b>	<b>96</b>	<b>100</b>

Source: Researcher output (2022)

## 4.4 Extrinsic Factors that Influence Employee Motivation

### 4.4.1 Monetary Compensation/Salary Structure Influences Motivation

Figure 4.2 shows the results that were obtained when the respondents were asked to indicate their level of agreement with the assertion that monetary compensation or salary structure influenced the employee's motivation levels. Four respondents (4.1%) and two respondents (2.1%) indicated that they strongly disagree and disagree respectively that monetary compensation or salary structure influenced the employee's motivation levels. Nineteen respondents (19.8%) indicated that they neither agreed nor disagreed that monetary compensation or salary structure influenced the employee's motivation levels. The rest of the respondents comprising of thirty respondents (31.3%) and forty one respondents (42.7%) indicated that they agree and strongly agree respectively that monetary compensation or salary structure influenced the employee's motivation levels.



**Figure 4.2: Monetary Compensation/Salary Structure Influence Motivation**

Source: Researcher output on SPSS (2022)

### 4.4.2 Effective Dissemination of Information Influences Motivation

The researcher asked the respondents if they agreed that effective dissemination of information or communication within the organization influenced their level of motivation. Table 4.4 shows the results which were obtained. Two-point-one percent of the respondents ( $n = 2$ ) indicated that they strongly disagreed that effective dissemination of information within the organization influenced their level of motivation. Ten-point-four percent of the respondents ( $n=10$ ) indicated that they neither agreed nor disagreed that effective dissemination of information within the organization influenced their level of motivation. Sixty-seven-point-seven percent of the respondents ( $n = 65$ ) and 19.8% ( $n = 19$ ) indicated that they agreed and strongly agreed

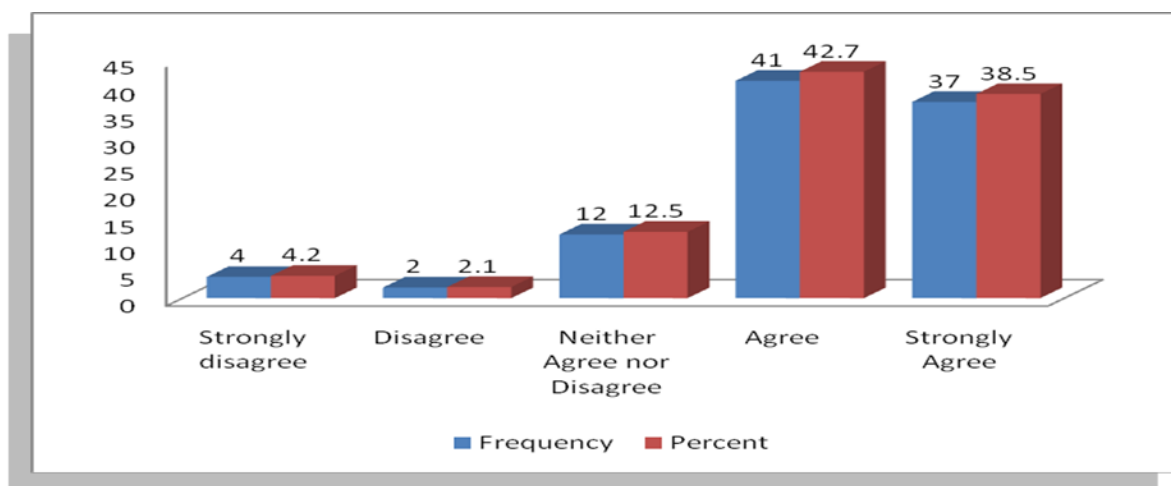
respectively that effective dissemination of information communication within the organization influenced their level of motivation.

**Table 4.4: Effective Dissemination of Information Influences Motivation**

Level of Agreement	Frequency	Percent
Strongly Disagree	2	2.1
Neither Agree nor Disagree	10	10.4
Agree	65	67.7
Strongly Agree	19	19.8
<b>Total</b>	<b>96</b>	<b>100</b>

#### 4.4.3 The Employee-Management Relationship Influences Motivation

Figure 4.3 shows the results which were obtained when the respondents were asked to indicate whether they thought that employee-management relationship influenced motivation. Four respondents (4.2%) and two respondents (2.1%) indicated that they strongly disagreed and disagreed respectively that employee-management relationship influenced motivation. Twelve respondents (12.5%) were noncommittal indicating that they neither agreed nor disagreed that employee-management relationship influenced motivation. Forty-one respondents (42.7%) and 37 respondents (38.5%) indicated that they agreed and strongly agreed respectively that employee-management relationship influenced motivation.



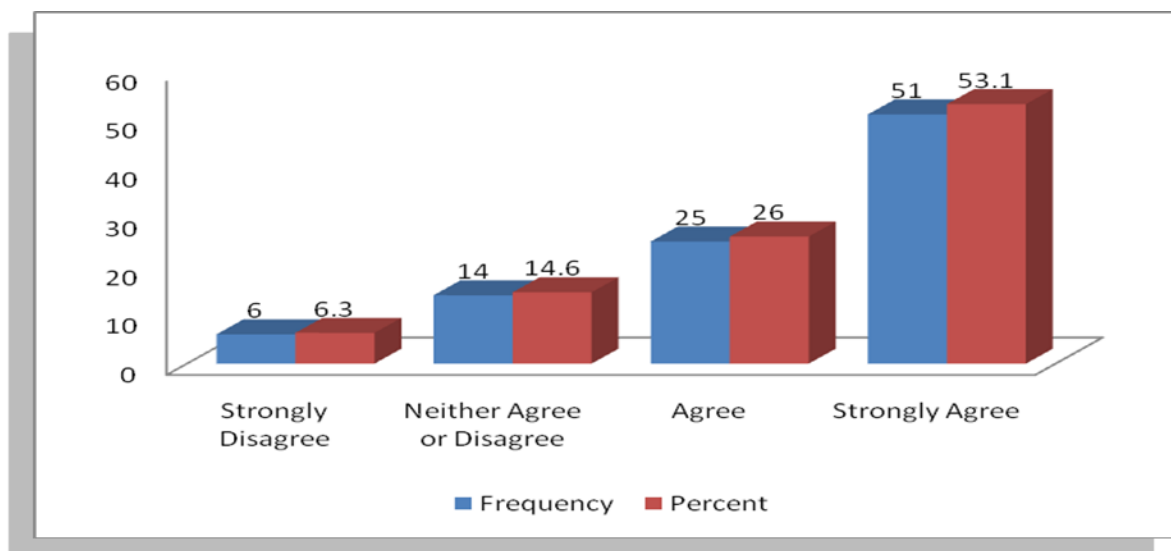
**Figure 4.3: Employee-Management Relationship Influences Motivation**

Source: Researcher output on SPSS (2022)

## 4.5 Intrinsic Factors that Influence Employee Motivation

### 4.5.1 Appreciation by the Organization Influences Job Motivation

Figure 4.4 shows the results that were obtained when the respondents were asked to indicate whether they agreed that the appreciation of employees by the organization had an impact on job satisfaction. Six respondents (6.3%) indicated that they strongly disagreed that the appreciation of employees by the organization had an impact on job satisfaction. Those who indicated that they neither agreed nor disagreed that the appreciation of employees by the organization had an impact on job satisfaction were 14 respondents (14.6%). Twenty-six respondents (25%) and 51 respondents (53.1%) indicated that they agreed and strongly agreed respectively that the appreciation of employees by the organization had an impact on job satisfaction.



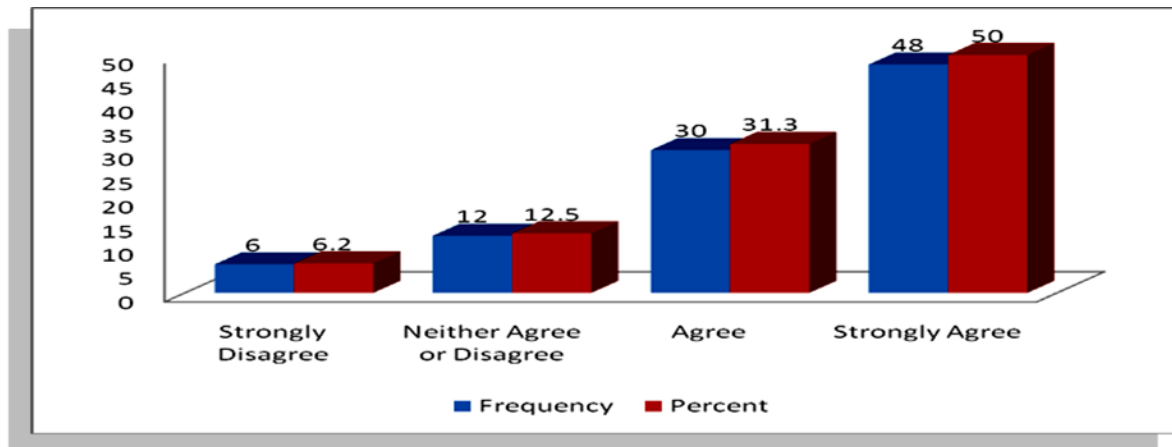
**Figure 4.4: Appreciation by the Organization Influences Job Motivation**

Source: Researcher output on SPSS (2022)

### 4.5.2 Fairness in Treatment of Employees Influences Job Motivation

Figure 4.5 shows the findings when the respondents were asked to indicate whether they thought that the level of fairness in treatment of employees influences job motivation. Six respondents (6.2%) indicated that they strongly disagreed that the level of fairness in treatment of employees influences job motivation. Twelve respondents (12.5%) indicated that they neither agreed nor disagreed that the level of fairness in treatment of employees influences job motivation. Thirty respondents (31.1%) and 48 respondents (50%) indicated that they agreed and strongly

disagreed respectively that the level of fairness in treatment of employees influences job motivation.



**Figure 4.5: Fairness in Treatment of Employees Influences Job Motivation**  
Source: Researcher output on SPSS (2022)

#### 4.5.3 Employee Empowerment and Autonomy Influences Motivation

Table 4.5 shows the results that were asked if the level of employee empowerment and autonomy influenced motivation. Four-point-two percent of the respondents (n=4) indicated that they strongly disagreed that the level of employee empowerment and autonomy influenced motivation. Six-point-three percent of the respondents (n=6) indicated that they disagreed that the level of employee empowerment and autonomy influenced motivation. Eighteen-point-eight percent of the respondents (n=18) indicated that they neither agreed nor disagreed that the level of employee empowerment and autonomy influenced motivation. Forty-point-six percent of the respondents (n=45) and 24% of the respondents (n=23) indicated that they agreed and strongly agreed that the level of employee empowerment and autonomy influenced motivation.

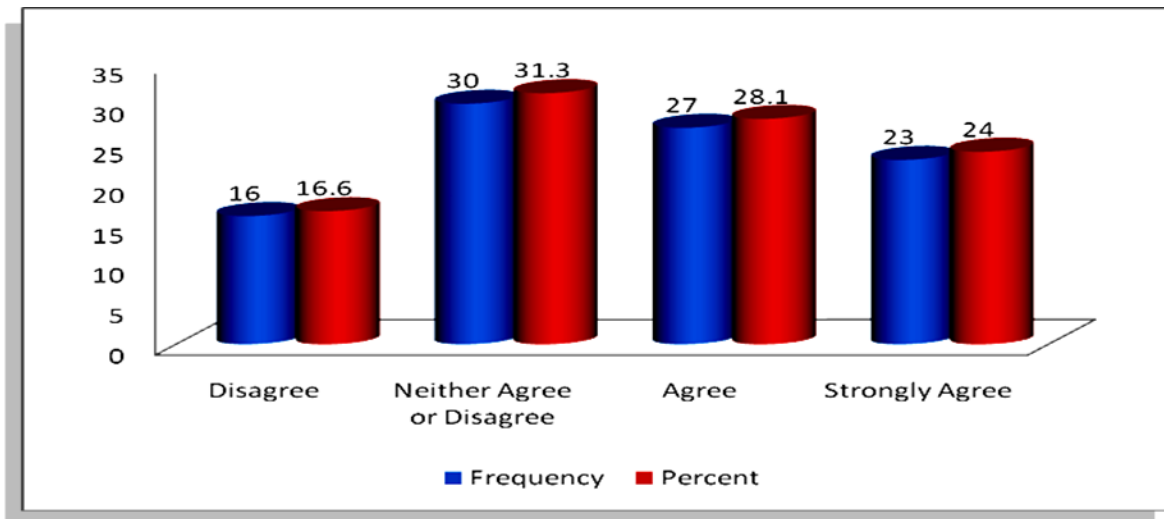
**Table 4.5: Employee Empowerment and Autonomy Influence Motivation**

Level of Agreement	Frequency	Percent
Strongly Disagree	4	4.2
Disagree	6	6.3
Neither Agree or Disagree	18	18.8
Agree	45	46.7
Strongly Agree	23	24
<b>Total</b>	<b>96</b>	<b>100</b>

## 4.6 Effect of Employee Motivation on Employee Performance

### 4.6.1 Employee Motivation directly effects on Absenteeism

The respondents were asked to show their level of agreement or disagreement with the assertion that employee motivation directly impacted on absenteeism levels in the organization. Sixteen respondents (16.6%) indicated that they disagreed that employee motivation directly impacted on absenteeism levels in the organization. Thirty-one respondents (31.3%) indicated that they neither agreed nor disagreed that employee motivation directly impacted on absenteeism levels in the organization. Twenty-seven respondents (28.1%) and 23 respondents (24%) indicated that they agreed and strongly agreed respectively that employee motivation directly impacted on absenteeism levels in the organization. Figure 4.6 is indicative of these results.



**Figure 4.6: Employee Motivation directly Effects on Absenteeism**  
Source: Researcher output on SPSS (2022)

### 4.6.2 Employee Motivation Directly Influences Employee Productivity

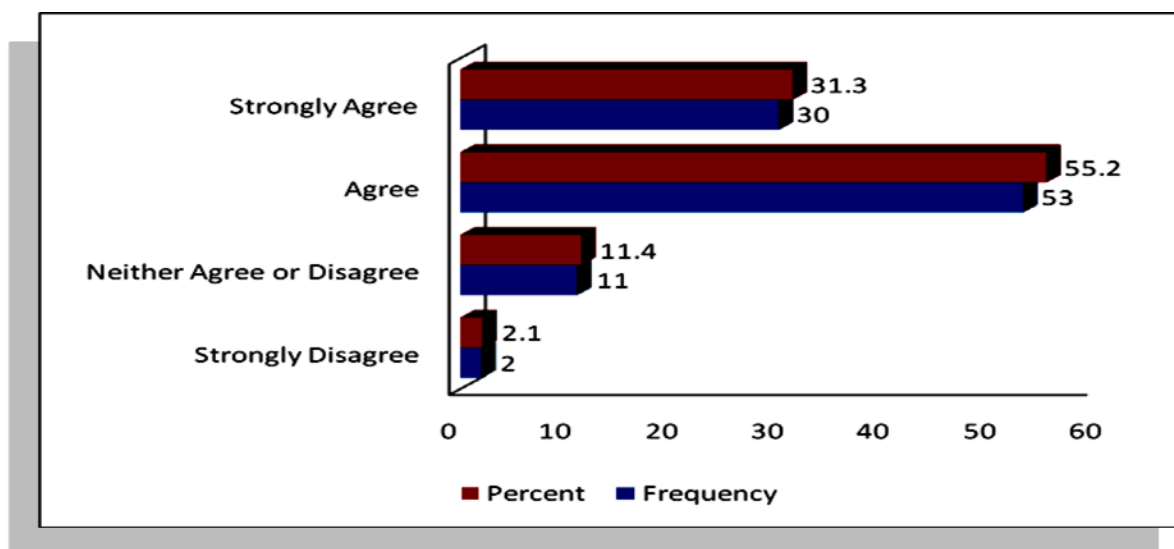
Table 4.6 shows the results that were obtained when the respondents were asked whether they agreed that employee motivation impacted on the employee profitability. Four-point-two percent of the respondents ( $n = 4$ ) and 13.5% ( $n = 13$ ) indicated that they strongly disagreed and disagreed respectively that employee motivation impacted on the employee profitability. Ten-point-four percent of the respondents ( $n = 10$ ) indicated that they neither agreed nor disagreed that employee motivation impacted on the employee profitability. The rest of the respondents comprising of 36.5% of the respondents ( $n = 35$ ) and 35.4% of the respondents ( $n = 34$ ) indicated that they agreed and strongly agreed respectively that employee motivation impacted on the employee profitability.

**Table 4.6: Employee Motivation directly Influences Employee Productivity**

Levels of Agreement	Frequency	Percent
Strongly Disagree	4	4.2
Disagree	13	13.5
Neither Agree or Disagree	10	10.4
Agree	35	36.5
Strongly Agree	34	35.4
<b>Total</b>	<b>96</b>	<b>100</b>

#### 4.6.3 Employee Motivation is directly related to Employee Turnover

The respondents were asked to indicate whether they agreed that the degree of employee motivation was directly related to employee turnover. Thirty respondents (31.3%) and 53 respondents (55.2%) indicated that they strongly agreed and agreed respectively that the degree of employee motivation was directly related to employee turnover. Eleven respondents (11.4%) indicated that they neither agreed nor disagreed that the degree of employee motivation was directly related to employee turnover. On the other hand, two respondents (2.1%) indicated that they strongly disagreed that the degree of employee motivation was directly related to employee turnover. Figure 4.7 shows these findings.



**Figure 4.7: Employee Motivation is directly related to Employee Turnover**  
Source: Researcher output on SPSS (2022)



#### 4.6.4 Employee Motivation Effects on the Employee Safety Practices

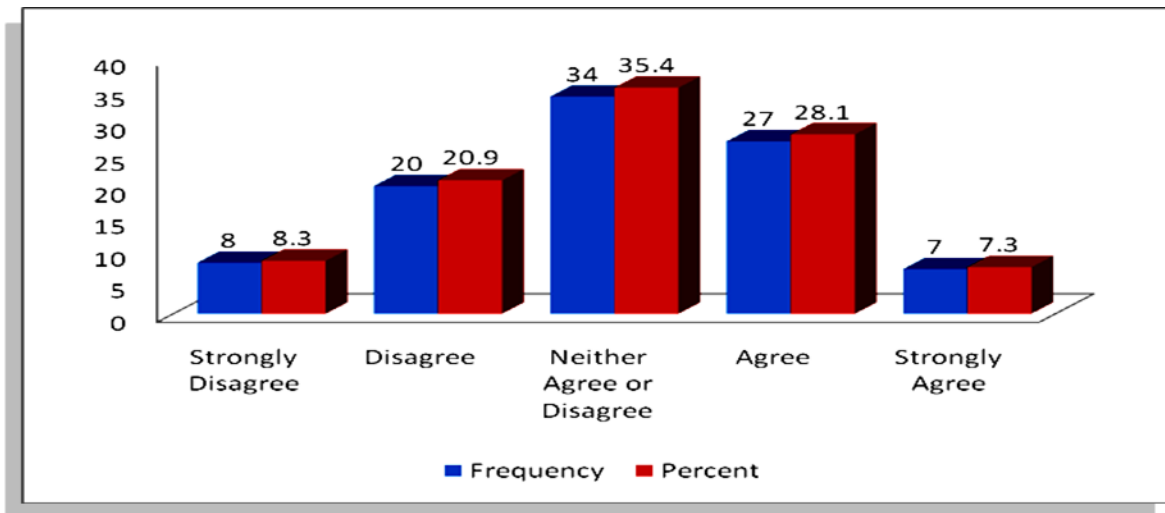
Table 4.7 is indicative of the results which were acquired when the respondents were as asked whether they agreed that the level of employee motivation impacted on the employee safety practices. Six-point-three percent of the respondents (n=6) and 26% of the respondents (n=25) strongly disagreed and disagreed respectively that the level of employee motivation impacted on the employee safety practices. Thirty-nine-point-six percent of the respondents (n=38) indicated that they neither agreed nor disagreed. The rest of the respondents comprising of 20.8% of the respondents (n=20) and 7.3% of the respondents (n=7) indicated that they agreed and strongly agreed respectively that the level of employee motivation impacted on the employee safety practices.

**Table 4.7: Employee Motivation effects on the Employee Safety Practices**

<b>Levels of Agreement</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Disagree	6	6.3
Disagree	25	26
Neither Agree or Disagree	38	39.6
Agree	20	20.8
Strongly Agree	7	7.3
<b>Total</b>	<b>96</b>	<b>100</b>

#### 4.6.5 Employee Stress is Associated with Job or Workplace Motivation

Figure 4.8 shows the results that were obtained when the respondents were asked to show if they agreed that employees stress levels is associated with job or workplace motivation. Eight respondents (8.3%) and 20 respondents (20.9%) indicated that they strongly disagreed and disagreed respectively that employees stress levels is associated with job or workplace motivation. On the other hand, 27 respondents (28.1%) and 7 respondents (7.3%) indicated that they agreed and strongly agreed respectively that employees stress levels is associated with job or workplace motivation. The rest of the respondents totaling to 34 individuals (35.4%) indicated that they neither agreed nor disagreed that employees stress levels is associated with job or workplace motivation.



**Figure 4.8: Employee Stress is associated with Job or Workplace Motivation**  
Source: Researcher output on SPSS (2022)

#### 4.6.6 Need for Unionization in Organizations is Attributable to Motivation

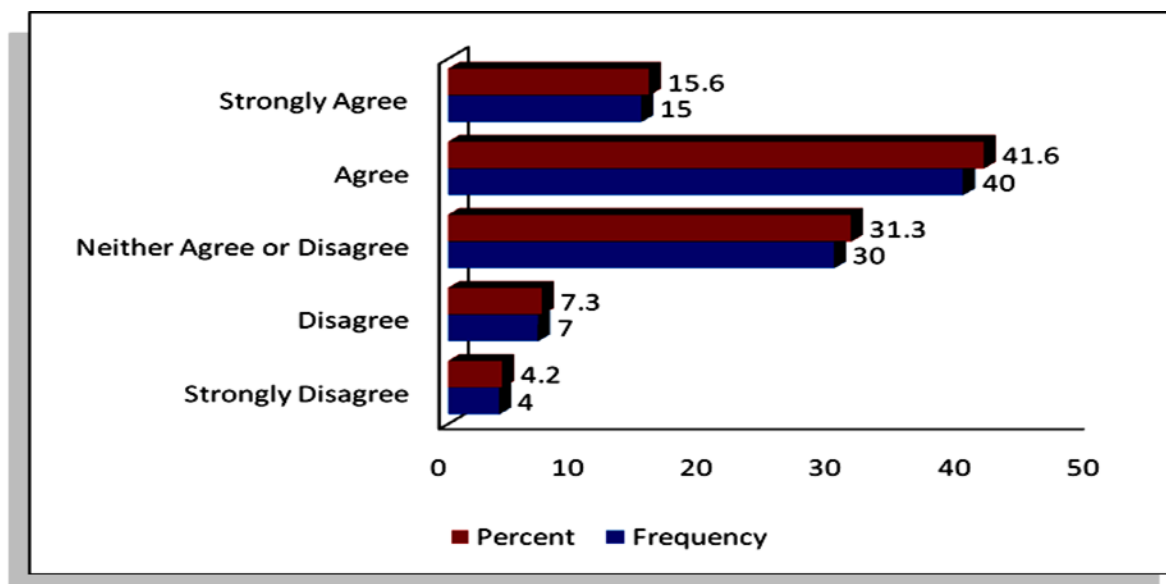
Table 4.8 shows the results that were obtained when the respondents were asked to indicate whether they thought that the need for unionization in the organization was attributable to motivation. Four respondents (4.2%) and 17 respondents (17.7%) indicated that they strongly disagreed and disagreed respectively that the need for unionization in the organization was attributable to motivation. Twenty-four respondents (25%) indicated that they agreed that the need for unionization in the organization was attributable to motivation. Twenty-one respondents (21.8%) indicated that they agreed that the need for unionization in the organization was attributable to motivation. The rest of the respondents numbering 30 individuals (31.3%) indicated that they neither agreed nor disagreed that the need for unionization in the organization was attributable to motivation.

**Table 4.8: Need For Unionization is Attributable to Motivation**

Levels of Agreement	Frequency	Percent
Strongly Disagree	4	4.2
Disagree	17	17.7
Neither Agree or Disagree	30	31.3
Agree	24	25
Strongly Agree	21	21.8
<b>Total</b>	<b>96</b>	<b>100</b>

#### 4.6.7 Employee new Skill Acquisition rates is Attributable to Motivation

Figure 4.9 is a representation of the results which were obtained when the respondents were asked to indicate new skills acquisition by an employee was attributable to motivation levels. Fifteen respondents (15.6%) and 40 respondents (41.6%) indicated that they strongly agreed and agreed respectively that new skills acquisition by an employee was attributable to motivation levels. Thirty respondents (31.3%) remained noncommittal to this question and indicated that they neither agreed nor disagreed that new skills acquisition by an employee was attributable to motivation levels. Seven respondents (7.3%) and 4 respondents (4.2%) indicated that they disagreed and strongly disagreed respectively that new skills acquisition by an employee was attributable to motivation levels.



**Figure 4.9: Employee new Skill Acquisition rates is Attributable to Motivation**

Source: Researcher output on SPSS (2022)

#### 4.6.8 Other Factors Influencing Employee Motivation

Table 4.9 is indicative of the results that were obtained when the respondents were asked to indicate other factors that they thought influenced employee motivation levels. Seventeen point-seven percent of the respondents (n=17) indicated that accessibility to incentives was a factor that they thought influenced employee motivation. Six-point-two percent of the respondents (n=6) indicated that the availability of training opportunities and employer benefits cover was a factor that they thought influenced employee motivation.

**Table 4.9: Other Factors Influencing Employee Motivation**

<b>Other factors</b>	<b>Frequency</b>	<b>Percent</b>
Accessibility to incentives	17	17.7
Co-workers influences'	6	6.2
Confidentiality of HR employee information	4	4.3
Delegation of jobs	6	6.3
Employee Perception on Skill Development	5	5
Fairness and equity	2	2
Fairness in job promotion	4	4.2
Flexible work approach	2	2.1
Leader ship style	2	2.1
Job Enrichment	2	2.1
Nature of job	6	6.3
Promotion Opportunities	6	6.3
Skill Varity	8	8.4
Training and development	2	2.1
Trust degree	6	6.2
Task significance	6	6.2
Work environment	8	8.4
Work group	4	4.2
<b>Total</b>	<b>96</b>	<b>100</b>

Four-point-three percent of the respondents (n = 4) indicated that confidentiality of HR employee information was a factor that they thought influenced employee motivation while 6.3% (n = 6) indicated that delegation of jobs was a factor that they thought influenced employee motivation. Five percent of the respondents (n = 5) indicated that an employee perception on skill development was a factor that they thought influenced employee motivation. Two percent of the respondents (n = 2) indicated that training and development was a factor that they thought influenced employee motivation. Several other factors were cited by the respondents as those that influence employee motivation as indicated in Table 4.9.

## 4.7 Correlation Analysis Results

### 4.7.1 Correlation of Extrinsic Factors and Employee Motivation

The table above shows that there exist a correlation between the extrinsic factors and employee motivation. Correlation between effectiveness of information and employee motivation was the highest ( $r=0.429$ ;  $p<0.01$ ) followed by Employee & management relationship ( $r=0.348$ ;  $p<0.01$ ) and the least extrinsic factor was influence by Monetary compensation/salary ( $r=0.132$ ;  $p>0.05$ )

**Table 4. 10: Correlation of Extrinsic Factors and Employee Motivation**

<u>Extrinsic Factors</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
1. Employee motivation	1			
2. Monetary compensation/salary	0.212 *	1		
3. Employee and management relationship	0.348 **	.299**	1	
4. Effectiveness of information	0.429 **	.414**	.243*	1

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

Source: Researcher output on SPSS (2022)

### 4.7.2 Correlation Between Intrinsic Factors and Employee Motivation

There exists correlation between the intrinsic factors and employee motivation (Table 4.11). The highest correlation was between employee motivation and recognition ( $r=0.501$ ;  $p\text{-value}<0.001$ ), followed by Fairness of treatment at the workplace ( $r=0.276$ ;  $p\text{-value}<0.01$ ). The least correlation was between employee motivation and empowerment & employee autonomy ( $r=0.256$ ;  $p\text{-value}<0.01$ )

**Table 4.11: Correlation between Intrinsic Factors and Employee Motivation**

<b>Intrinsic Factors</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1. Employee motivation	1			
2. Recognition and appreciation	0.501**	1		
3. Fairness of treatment at the workplace	0.276**	0.668**	1	
4. Empowerment and employee autonomy	0.256*	0.196	0.326**	1

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

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher output on SPSS (2022)

#### 4.6.3 Correlation between Employee Performance and Employee Motivation

The correlation between performance and intrinsic factor of employee motivation was higher ( $r=0.671$ ;  $p\text{-value}<0.01$ ) compared to correlation between performance and extrinsic factors of motivation ( $r=0.558$ ;  $p\text{-value}<0.01$ )

**Table 4.12: Correlation between Employee Performance and Employee Motivation**

<b>Variables</b>	<b>Extrinsic</b>	<b>Intrinsic</b>	<b>Performance</b>
<b>Extrinsic</b>	1		
<b>Intrinsic</b>	0.697**	1	
<b>Performance</b>	0.558**	0.671**	1

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

Source: Researcher output on SPSS (2022)

#### 4.8 Chapter Summary

This Chapter has presented the data that was obtained from the field study. Descriptive statistics was used to represent the data and consequently, bar graphs and pie charts as well as frequency tables have been used to present the data. The chapter has also shown the results of the correlation analysis. Chapter 5 provides the summary, discussion of the findings, conclusion and recommendations.

## CHAPTER FIVE

### DISCUSSION, CONCLUSION AND RECOMMENDATION

#### 5.1 Introduction

This chapter addresses the results and findings on the effect of motivation practice on employee performance in Ethiopia: Case of BIB. The findings are outlined according to specific objectives of the study. The findings are based on the responses from the questionnaires filled and information gathered on the research questions. The researcher provide a discussion on the findings of the research as compared to the findings in the literature review based on the specific objectives. Conclusion and recommendations are further provided.

#### 5.2 Summary

The purpose of the study was to examine the effect of motivation on the performance of employees of the BIB. The study was guided by the following research questions:

- i) What are the effect of intrinsic motivators on the job Performance of the BIB employees'?
- ii) What are the effect of extrinsic motivators on the job Performance of the BIB employees'?
- iii) What effect does employee motivation have on employee performance at Buna international bank S.C?

The research adopted a descriptive research design, with BIB being the focus organization. The populations for the study were employees of BIB since this is the organization under study. The study population comprised a total of 404 employees from head office and two branches. Stratified random sampling technique was used to draw a sample size of 96 respondents. Data was collected using questionnaires, edited and entered into the Statistical Package for Social Sciences (SPSS) software version 21 to enable the carrying out of the analysis. This study used descriptive statistics using statistical indexes such as frequency and percentages. In using inferential statistics, the data was analyzed using correlation, which was vital in making sense of the data. The analyzed data was presented in the form of tables and figures according to the research questions.

The first research question looked at the extrinsic effect of employee motivation in BIB. Most respondents cited that organizational information management and employee-management relationship were the most important extrinsic factors that affect employee motivation. The least important extrinsic factors identified by the respondents was influence by monetary compensation/salary.

The second research question looked at the intrinsic effect of employee motivation in BIB. The study found that intrinsic factors such as recognition and appreciation of employees by the organization, and fairness of treatment at workplace were the most highly cited intrinsic factors influencing employee motivation. The least cited intrinsic factors influencing employee motivation include employee empowerment and autonomy.

The third research question addressed the effect of employee motivation on the level of employee performance in BIB. The study found that most respondents felt that absenteeism, employee productivity, employee turnover affects employee motivation. The least identified factors affecting employee motivation were employee safety practices, employee stresses and need for unionizations.

Other most identified factors influencing employee motivation were accessibility to incentives, opportunities for growth and team work spirit. The most identified recommendations for improving employee job motivation were appreciation of efforts, job autonomy, job rotation, need for fairness on job opportunities and sense of belonging.

For the extrinsic factors, the highest correlation was between information & management relationship and employee motivation while the lowest correlation was between monetary compensation/salary and employee motivation. For intrinsic factors, the highest correlation between recognition and employee motivation and the lowest was between empowerment & employee autonomy and employee motivation.



## **5.3 Discussions**

### **5.3.1 Extrinsic Factors that Affect Employee Motivation**

The findings indicated that organizational information management and effective dissemination of information were the most important extrinsic factors that influenced employee motivation. The extrinsic factors are those factors affecting employee motivation which emanate from outside the task or the job. These findings agrees organizational information management and effective dissemination of information are identified extrinsic factors. This is because whenever individuals accesses the organizations information without difficulties they feel like they are part of the organization and hence kills rumors, enhances trust, teamwork and contributes to decision making (Chiang and Jang, 2008). These findings also agrees with Tella, (2007) who also identified that employees want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at work place. When a job brings recognition and respect, employees are motivated with it. This is an easy condition to create with feedback.

According to Kalimullah, *et al.*, (2010), managers have a special responsibility for creating a motivating climate and for making every effort to enrich work for their employees. Normally, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the performance in the organization (Chintaloo and Mahadeo, 2013).

Furthermore, the extrinsic factors are fundamental in influencing the employee to strive at achieving the set goals by efficiently performing the necessary tasks. According to Mudor and Tookson (2011), desire to achieve the set target is the motivation that makes most employee to perform efficiently and be good at something within the organization as the employee realizes that his or her efforts are worth much more to the organization. This is especially so with regard to the salary structure offered by the organization, the level of employee management relationship as well as the quality of the work environment that the organization accords its employees (Chintaloo and Mahadeo, 2013).

### **5.3.2 Intrinsic Factors that Affect Employee Motivation**

The study identified appreciation of employees by the organization and fairness of treatment at workplace were the most highly cited intrinsic factors influencing employee motivation. According Annamalia *et al.*, (2010), the intrinsic factors are the set of behaviors which people engage in and whose upshot are enjoyable or are occasionally challenging. Appreciation of employees by the organization among other recognitions influences employees' motivation and enhances employee job satisfaction and motivation (Kalimullah *et al.*, 2010). This is because when employee is rewarded or recognized for the given activity done, employee feel like they are part of the organization and will actually contribute to the organizational achievements.

The study also found out that the fairness of treatment at workplace influences employee motivation. These findings agrees with Kalpana (2013) who also claimed that in evaluating fairness, individuals first assess the ratio of their contribution (input) to the resulting economic or social compensation (output) and then compare the ratio with that of referent others. Receiving comparatively both too much (overcompensation) and too little (under-compensation) is evaluated as unfair, according to equity theory.

Furthermore; study identified employee empowerment was an intrinsic effect of employee motivation. John Baldoni in his book "Great motivation Secrets of Great Leaders", has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and ability to act as it puts people in control of their own destinies. Also he wrote that it's fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (Khan, 2010).

### **5.3.3 Effect of Employee Motivation on Performance**

The study found that most respondents felt that absenteeism, employee productivity and employee turnover affects employee motivation. Absenteeism affects employees performance in the organization, in that it makes employees withdraw from the organization, care less and hence low output in their performance which may be due to job dissatisfaction. These findings agrees with Anderson (2004) who also noted that absenteeism is as a result of job dissatisfaction

emanating from other factors such as stressful work situations. Motivation to attend work is also another contributing factor to absenteeism as noted by Obasan (2011). According to Vlosky and Aguilar (2009), absenteeism may be too costly to the organization because it contributes to the ineffectiveness of the organization because of low productivity of the employees.

The study indicated that employee productivity affects employee motivation. This is because employee motivation leads to increased productivity. These findings agree with Wentzel and Wigfield (2009) who found out that productivity affects employees' motivation in terms of business long-run successes. Productivity increases as organization finds new ways to use fewer resources to produce its output. Since through gains in productivity organizations tend to reduce costs, save the scarce resources and enhance profits.

The study also found out that employee turnover affects employee motivation. Employee turnover is when employees leave the organizations and have to be replaced. When there is a high turnover in the organization, employees tend to feel insecure with their jobs and hence affects their performance. These findings agree with Van and Adonisis (2008) who also found out that employee turnover affects the behaviors (withdrawal) of the employees and their loyalty to the organizations which affects employee motivation.

It is apparent that the employees are probably the most important resources that an organization possesses. Therefore, it is perceived that when the employees are working at their full capacity the performance in the organization is boosted markedly (Kalimullah, *et al.* 2010).

Therefore, the impact of employee's level of motivation in performance is an irrefutable fact. For instance, performance appraisal has a positive ramification on the performance in any organization.

## **5.4 Conclusions**

### **5.4.1 Extrinsic Employee Motivation Effect**

Employee motivation is a highly sensitive concept which is affected by a multiplicity of factors. Some of these factors are extrinsic in that they emerge from within the organization and are an external obligation on the employee. In other words these factors are environmental. Most of these factors are within the controls of the organizational management and can as such be exploited by the management in order to boost the levels of employee motivation. The manner in which the organization handles or manages these extrinsic factors are indeed crucial in determining not only the level of employee motivation on their own but also do influence other factors, especially the intrinsic factors that further act as determinants of the level of motivation of employees.

### **5.4.2 Intrinsic Employee Motivation Effect**

The intrinsic factors are also important in determining employee satisfaction. This is probably because they go to the core of the employee's observation about their jobs and about how they feel that the tasks that they are assigned are meaningful and relevant. The issue of motivation is individualistic or inherent factor in an employee and influence employee to develop a certain mind set regarding their jobs. Such perceptions control the level of employee motivation. Thus being inborn, such issues as employees perception about their being appreciated by the organization and opinion about their jobs among other subjective factors are therefore crucial in determining the level of satisfaction that an employee may feel regarding their jobs.

### **5.4.3 Effect of Motivation on Employee Performance**

Motivating employees is an important factor on employee performance. It's important to know which factors motivate the employees in a given organization so that the management can put more emphasis on the motivating factors. Organizations will benefit in terms of enhanced understanding of factors that influence employee motivation which directly impacts programed performance and revenues (attract funding). Human resource departments in organizations will be able to make informed decisions on what factors they should concentrate on in order to increase their employees' motivation.

## **5.5 Recommendations**

At the backdrop of the elucidations and the findings of the survey, the study makes the following recommendations.

### **5.5.1 Recommendations for Improvement**

#### **5.5.1.1 Extrinsic Employee Motivation Effect**

Organization must appreciate the importance of the extrinsic factors in determining the levels of employee motivation. The organization should acknowledge and exploit the extrinsic factors in their human resource management practices particularly in the strategic human resource management so as to ensure that the employees are well motivated to perform their tasks. The organizations should take into account that the extrinsic factors that influence employee motivation levels also do impact on the personality or the intrinsic effect on the general employee motivation levels. However, the organization should practice caution in dealing with the extrinsic factors since addressing these factors may prove costly and may not necessarily lead to high levels of employee motivation due to the intrinsic factors.

#### **5.5.1.2 Intrinsic Employee Motivation Effect**

Both the organization management and the employees should appreciate the influence of the intrinsic factors on employee motivation levels. The organization should effectively exploit the extrinsic factors influencing employee motivation as a strategy for establishing a positive employee motivation. The organization should include such extrinsic factors as encouraging employee involvement in the decision making and innovation, and increase the opportunities for the personal growth for the employees among other practices that can positively influence the intrinsic factors and facilitate the establishment of high levels of employee motivation.

#### **5.5.1.3 Effect of Employee Motivation on Performance**

The organizations should appreciate the impact of the employee motivation on the long and the short-term organizational goals and objectives. The organizations should acknowledge the impact of the employee motivation on such organizational aspects as productivity and performance, employee absenteeism levels, employee turnover rates as well as employee stress

levels. Therefore, the organization and the general management should consider implementing policies and practices that positively affect employee motivation. Such a strategy should be taken in tandem with the general organizational goals and objectives and should contribute to both the long-term and the short – term human resource strategy.

### **5.5.2 Recommendations for Future Research**

Future researchers should conduct a comparative study on the impact of employee motivation among the public and private sector to have a wider understanding of this intricate concept. Future research should also concentrate on one of the several factors (either extrinsic or intrinsic) factors and control for the other so as to establish exactly the manner and extent in which the chosen factors do determine employee motivation. Future researcher should use the current study as part of their literature review and conduct more research on the issues that this studies has examined in order to improve the current study and the general understand of employee motivation.

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## **APPENDIX A: QUESTIONNAIRE**

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

**A CASE STUDY OF BUNA INTERNATIONAL BANK S.C**

**Self-Administered Survey**

**Dear Respondent,**

This structured questionnaire is for collecting data on effect of employee motivational practice on organizational performance (A case study of BIB). You are kindly requested to provide the required data in the questionnaire. The process will take you only about 8 minutes.

Thank you very much for taking the time to complete this survey. Your input will go a long way in enhancing human resource decision making and ultimately help Ethiopian organizations to not only gain competitiveness internationally but also optimize their performance potential (growth and profitability prospects). I am conducting as a partial requirement of my study at St. Mary's University in completing my Master's Degree in Business Administration (MBA). I also want to assure you that this research is authorized by the St Mary's University and it will only have an academic purpose and your answers will be kept confidential.

Kind Regards,

### **General Instructions**

- There is no need of writing your name.
- In all cases where answer options are available, please tick (√) in the appropriate box.

If some ambiguity on questions please contact me with telephone 0911458937 or Email, [dejen1966@gmail.com](mailto:dejen1966@gmail.com)

Dejen Mengesha; MBA Student

**SECTION I: GENERAL INFORMATION**

The following four questions are concerned with demographic data. Please, indicate your selection by checking the box which describes your demographic characteristics.

**1. Age group?**

<b>AGE GROUP</b>					
<b>Below 25</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>Above 65</b>

**2. Gender?**

<b>GENDER</b>			
<b>Male</b>		<b>Female</b>	

**3. How long have you worked for this organization?**

<b>YEARS OF SERVICE</b>				
<b>1 – 4 Years</b>	<b>5 – 9 Years</b>	<b>10-14 Years</b>	<b>15- 19 years</b>	<b>Over 20 years</b>

**4. Education Background?**

<b>LEVEL OF EDUCATION</b>				
<b>Undergraduate</b>	<b>Graduate (MBA degree)</b>	<b>Graduate (Other degree)</b>	<b>Post Graduate</b>	<b>Professional Qualifications</b>

WITH RESPECT TO SECTION II, III AND IV, PLEASE INDICATE THE LEVEL OF AGREEMENT WITH EACH STATEMENT:

<b>LEVELS OF AGREEMENT</b>				
<b>STRONGLY DISAGREE</b>	<b>DISAGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>AGREE</b>	<b>STRONGLY AGREE</b>
<b>(1)</b>	<b>(2)</b>	<b>(3)</b>	<b>(4)</b>	<b>(5)</b>

**SECTION II: EXTRINSIC FACTORS THAT INFLUENCE EMPLOYEE  
MOTIVATION;**

Extrinsic factors that influence employee motivation are those that are determined by the external surroundings of the employee. The following best describe the major extrinsic factors that influence employee job satisfaction in the organization:

<b>LEVELS OF AGREEMENT</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>a.</b>	<b>The monetary compensation/salary structure has an impact on my level of motivation.</b>					
<b>b.</b>	<b>The effectiveness in which information is made available in the organization and communication is carried out has an influence on my motivation.</b>					
<b>c.</b>	<b>The type of relationship between me and the managers of the organization has an impact on my motivation.</b>					

**SECTION III: INTRINSIC FACTORS THAT INFLUENCE EMPLOYEE  
MOTIVATION;**

Intrinsic factors that influence employee motivation refer to those factors that arise from within the employee. This looks at the employees' inner factors that make them satisfied with their job and motivate them to perform.

The following best describe the major intrinsic factors that influence employee job satisfaction in the organization:

LEVELS OF AGREEMENT		1	2	3	4	5
a.	I am more motivated to do my job when I feel I am recognized and appreciated for my contribution to the organization.					
b	I am more motivated to perform my job when I feel there is fairness of treatment at the workplace.					
C	The level of empowerment and employee autonomy at my organization has an impact on my motivation.					

#### SECTION IV: THE EFFECT OF EMPLOYEE MOTIVATION ON PERFORMANCE

1. The following best describe the effect of employee motivation on performance in your organization

LEVELS OF AGREEMENT		1	2	3	4	5
A	I believe the level of employee motivation in my organization has a direct impact on absenteeism levels.					
B	The level of employee motivation at my current job has a direct impact on my productivity level.					
C	The degree of motivation of employees in the organization has a direct impact on the level of turnover.					

	<b>(Turnover is the process in which employees leave the organization and have to be replaced)</b>					
<b>D</b>	<b>I believe the level of employee motivation in the organization has an impact on the employee safety practices.</b>					
<b>E</b>	<b>The degree to which employees to the organization exhibit levels of stress is a result of their level of motivation at work place.</b>					
<b>F</b>	<b>The need of unionization in the organization can be attributed to the level of employee motivation.</b>					
<b>G</b>	<b>The rate at which employees learn new job tasks can be attributed to their levels of motivation.</b>					

What other factors besides the ones mentioned above do you believe have a significant effect on employee motivation in the organization?

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.....

What recommendation can you give that would go ahead to increase employee motivation levels in the organization.

.....

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Thank you very much for taking the time to complete this survey