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**MASTER OF BUSINESS ADMINISTRATION**

**DETERMINATION OF EMPLOYEES MOTIVATION A CASE OF**

**ADDIS ABABA LABOR, ENTERPRISE AND INDUSTRY**

**DEVELOPMENT BUREAU**

**BY**

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**ADDIS ABABA, ETHIOPIA**

**DETERMINATION OF EMPLOYEES MOTIVATION A CASE OF  
ADDIS ABABA LABOR ENTERPRISE AND INDUSTRY DEVELOPMENT  
BUREAU**

**BY**

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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. TasewShedaga. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose earning any degree.

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June,2022

**Approval**

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## **List of abbreviation/acronyms**

|        |                               |
|--------|-------------------------------|
| WC,    | WORKING CONDITION             |
| CDG,   | CAREER DEVELOPMENT AND GROWTH |
| FF,    | FINANCIAL FACTOR              |
| CWRS,  | CO-WORKER RELATION SHIP       |
| Recog. | RECOGNITION                   |

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## Abstract

*Motivation is the general desire or willingness to do something and it is the result of conscious and unconscious factors such as intensity of the desire or need, incentive or reward value of the goal and expectations of the individual. These factors play a vital role to promote the individual towards the specific goal. organization design motivation systems not only to encourage employees to perform their best in the most efficient way. The purpose of this study is determination of employee's motivation a case of Addis Ababa labor enterprise and industry development bureau .A questionnaire survey was undertaken among 200 employees of the bureau to analyze their perceptions regarding motivation and used open ended questionnaire to openly reflect views of the employees with regard to motivation at Addis Ababa labor enterprise and industry development bureau. In this study the researcher used explanatory research design with 5 Likert scale to measure variables. Data was analyzed through explanatory statistics, correlation using SPSS software. According to the study, Addis Ababa labor enterprise and industry development bureau staffs motivation found out to be above average with major factor for motivation identified as financial factors. With regard to relationship with motivation all the identified financial and non-financial factors found out to have significant association with motivation of staffs .However, work condition and financial factors were found out to be predictive for motivation. Addis Ababa labor enterprise and industry development bureau. Should focus its attention in improving work condition of staffs, recognition of staffs and periodic revision of salary schemes based on assessment.*

**Key words:** *Motivation, Addis Ababa labor enterprise and industry development bureau, Employees, Work condition, financial factors.*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

Employees are the key driving force of any organization who gives endless effort to put a organization's decisions in to action with a view to achieve the goals of the organization. Employee, therefore are regarded as an unsurpassed vital resource of organization and the issue of employees' motivation has become an indispensable part of human resource strategy of an organization. As noted by Lin, "Motivation is the force that makes a person chooses a particular job, stay with that job and work hard in that job" (Lin, 2007)

Motivation is the inner driver to behave or act in a certain manner. These inner conditions are wishes, desires, goals, activate to move in a particular direction. Motivation is the important feature in any organization, to motivate employees towards the success of the organization.

Conventional theories of motivation suggest that people tend to be motivated with the intension of fulfilling their unsatisfied needs, i.e. they exert effort hoping that their needs will be satisfied (Ibid). However, contemporary theorists do not focus only on the need based concept but also they emphasize on long term goal, sense of fairness and employees' values (Simons and Enz. 2006).

The purpose of the study is to identify determination that affect motivation of employees working at Addis Ababa labor enterprise and industry development bureau assess the level of their motivation, and to find out relationship between financial(competitive salary plan, bonus, etc.) and non-financial factors, career growth and development, working condition and employees' motivation. It is the relational study and conclusion will be drawn on the basis of findings.

This will help to draw the attention of Addis Ababa labor enterprise and industry development bureau management to think on its employees' motivation and to identify determination that motivate them to achieve the organization objectives and to contribute its own share of indicating how motivated employees will enhance customer handling and eventually the organization profitability.

## **1.2. Background of the Organization**

Addis Ababa labor enterprise and industry development bureau, it is a government organization, established on June 09, 2021 in accordance with proclamation No: 74/2021. Currently the bureau has had about 478 permanent employees in its Office.

Hence, the purpose of this study is to examine the factors affecting workers motivation identify and critically evaluate the factors influencing the motivation of the employees and draw the attention of the organization to take care of its employees' motivation and to identify factors that motivate them in order to achieve its objectives. It also wanted to offer its own share in demonstrating how motivated personnel will improve client handling procedures and how it will add value to the company as a whole the customers.

## **1.3. Statement of the Problem**

A motivated and committed workforce can help enterprises to expand their profits, diversify investments and pave the way for durable organizations, especially if owners create robust organizational structures for effective entrepreneurial and managerial succession and continuity.

Personnel management, motivation and productivity are areas that have occupied the minds of management of profit making organizations. Manager's and scholars alike have wondered at the poor attitude to work of employees in the work place. With the rise of new ideas of management and motivation, one expects to see that these ideas are applied and the employees motivated to maximum productivity. However, the opposite has always seemed to be the case. One notices in many public and private organizations the lean and sluggish attitude to work by the employees, and wonders where the problem lies. Public service organization, in some developing country is not an exception to the problem. Employees of the organization only perform their duties as much as will enable them to keep their jobs.

Despite the fact that the organization is meeting the needs for which it is created the employees seem not to be happy and have not utilized their full potential and skills (Shahid KV). As far as the author's knowledge, except the periodic reports collected by the public sector from the exit interviews of the organization employees, there has been no any empirical tested study conducted with regard to examining or testing the factors that motivates employees though the organization has many benefit schemes competitive salary and allowances, work environment, supervision, recognition and promotion opportunity, training and development with minimum

interest and other stock options. Hence, the purpose of this study is to examine to better understand the level of motivation and what factors (financial or non-financial) contribute to employees' motivation.

#### **1.4. Basic Research Questions**

The research questioner used in the study comprises of the following questions in assessing the Respondent's answers:

- 1) What is the level of Addis Ababa labor enterprise and industry development bureau staff motivation?
- 2) What major factors affect Addis Ababa labor enterprise and industry development bureau employees' motivation?
- 3) What is the relationship between motivation of staff's with financial (competitive salary, bonus, Emergency credit)?
- 4) What is the relationship between motivations of staff's and non-financial (career development and growth, working condition, Coworker relationship and recognition)?
- 5) What the bureau should do to eliminate its drawbacks if exist, in the future to improve its training practice/process and enhance employee's performance?

#### **1.5. Objective of the Study**

##### ***1.5.1. General objective***

The study's major goal is to look at the factors that influence employee motivation.

##### ***1.5.2. Specific objectives***

The study's precise goals will be as follows:

- To assess the level of Addis Ababa labor enterprise and industry development bureau staff motivation.
- To identify major factors affecting employee's motivation.
- To determine the relationship between financial factors (competitive salary, bonus, Emergency credit) and employees motivation.
- To determine the relationship non-financial factors (career development and growth, co-worker relation, recognition and working condition to motivation of staff.

- To determine the eliminate its drawbacks if exist, in the future to improve its training practice/process and enhance employee's performance

## 1.6. Hypothesis of the Study

The study tested the following null hypotheses.

**Ho:** There is no relationship between financial factors and employee motivation.

**Ho:** There is no relationship between Non-financial factors (career development and growth, co-worker relation, recognition and working condition) and employee motivation of staff.

## 1.7. Definition of terms/concepts/constructs

The main theme of this research paper is investigating the factors by which employees' motivation could be affected. Conceptually and operationally, the relevant terms of this study have been defined as follows:

**Motivation** – is defined as a psychological feature that induces an organism to act towards a desired goal and causes, controls, and sustains certain goal-directed behaviors. It can be considered as a driving force; a psychological one that compels or reinforces an action toward a desired goal values (Simons and Enz. 2006).

- **Factor** -could be defined as a reason or a cause for something to happen.
- **Influence**-could also be defined as an impact for the action of someone.

## 1.8. Significance of the Study

The research examined on Factors Affecting Workers Motivation in the Public Sector: The Case of Public Service Workers in Addis Ababa labor enterprise and industry development bureau. As a case study it is crucial for anyone who wants to know the factors of workers motivation in the public sector challenges of Addis Ababa labor enterprise and industry development bureau, Accordingly, it is highly believed that this research paper could contribute and have a material significance in terms of: Creating awareness about the factors influencing the employees motivation , Suggesting possible recommendations for the organization on the best practices in managing and addressing the factors influencing the employees motivation, Drawing the attention of the organization towards giving due consideration and attention for the factors which could influence the motivation of its employees , detected factors that It helps to overcome major challenges that face on factors affecting workers motivation in the public sector, and

Additionally, the study could also be used as a reference for further studies to be undertaken in the future on the same or related matters.

### **1.9. Delimitation /scope of the study**

This study is very important for the Bureau of Employment and Industry Development to understand and understand the factors that affect the motivation of employees. Determined as described below.

#### **Geographical location**

The Bureau of Labor Enterprise and Industry Development have 26 directorates and 478 employees. Therefore, the scope of this study is limited to staff working in the office.

#### **Number of respondents:**

A total of 218 study participants participated in the study. The number of respondents is determined by using a formula obtained by Yaman with 95% confidence. 6% and 7% error margin. Participants in the study were randomly selected from the Bureau payroll. This included a list of permanent employees from the head office alone, representing 55% of the total Bureau population. Number of respondents is limited to 218 sample size because not all staff can be involved.

### **1.10. Limitation of the study**

The expected limitation was that the target respondents may not give the right answer due to fear of unnecessary consequences of their responses which may come from third parties, probably from the bureau , even though they were told that their response would be kept and handled confidentially, and other limitation include the absence and inaccessibility of information during gathering of the data. Accordingly, all possible remedial actions have been taken to hinder those limitations from being materialized.

### **1.11. Organization of the Study**

This research paper we reorganized in five basic chapters as follows:

**Chapter one** – Introduction. This chapter contains background of the study, statement of the problem, basic research questions and objectives of the study, definition of terms, significance of the study and delimitation/scope of the study.



**Chapter two** – Review of related literature. This is a chapter which deals with previous studies and literatures relevant to the study and it also includes theoretical and empirical evidences related to the study.

**Chapter three** – Methods of the study. In this chapter the type and design of the research paper, the conceptual framework adapted from previous studies, analysis of participants of the study, the sources of the data, the data collection tools or instruments employed, the procedures of data collection and the methods of data analysis used will be described.

**Chapter Four**– Analysis and presentation. This is a chapter which summarizes the results or findings of the study and it also interprets and discuss the findings using literature review.

**Chapter five** –conclusion and recommendation. Under this chapter the summary of findings, conclusions, limitations of the study and possible recommendations have been described precisely.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

According to Armstrong (2009), People are motivated when they expect a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants. This chapter deals with the problem and its approach. The main purpose of the study was to examine the factors affecting workers motivation of factors that affect motivation of employees working at Addis Ababa labor enterprise and industry development bureau. It begins with a brief background of the study and continues with statement of the problem, objectives of the study, significance of the study, delimitation of the study, limitation of the study, operational definitions and organization of the study.

#### **2.2. Review of literature**

Motivation is a driving force within a person that encourages them to do something to the best of their ability in order to meet a need or fulfill an expectation (Mullins 2007) it's a complicated subject of human conduct that differs from one individual to the next; as a result, people are divided. Inspired in various ways (kressler, 2003). Certain variables stimulate certain motives in everyone. Inspire a desire to improve one's performance (Ibid, 2000). What influences people's conduct is what they eat? Motivates individuals, and their performance is a function of both their talent and their motivation (Mullins, 2000).

Employees' Commitment to their organization is an important factor for organizational growth and development. Ukaegbu argued that an understanding of working conditions and employee commitment in organizations is very important. A motivated and committed workforce can help enterprises to expand their profits, diversify investments and pave the way for durable organizations, especially if owners create robust organizational structures for effective entrepreneurial and managerial succession and continuity (Ibid, 2000, p. 305).

Hang and Finsterbusch (1987) as quoted in Ukaegbu, stated that building and sustaining effective and productive organizations is a prerequisite for achieving economic, social and political development. Good human resource management results in attracting individuals to an organization, retaining dedicated employees to their business, and job happiness. Employees join, and continue to work, for an organization as long as their needs are reasonably satisfied.

Employees depart organizations because of poor working conditions. In organizational literature, this is a sign of lack of employee commitment to the organization, with detrimental consequences to the organizations. (Ibid, 2000, p. 298).

Several motivation theories have been created to identify the elements that influence human behavior in various ways. In this review, literatures regarding motivational theories, equity theories and commitment will be discussed. Since the theoretical bases for this study are the theories of Herzberg and Maslow, more emphasis is given for a broad discussion of those motivational theories.

### ***2.2.1. Review of Motivation Concepts***

According to Lam and Tang, methods to motivate employees can be categorized into need-based, and process based. Maslow's Hierarchy of Needs Typical need-based techniques concentrating on the role of motivational dispositions in driving an employee to accomplish a job with the desired productivity and quality include Hierarchy, Herzberg's Two-factor Theory, McGregor's Theory X and Theory Y, and Ouchi's Theory Z. Vroom's Expectancy Theory and Reinforcement theory are process-based approach in through which motivation become aroused and translated into the desirable work behavior. (Ibid, 2003, p. 64).

### ***2.2.2. Theories of Motivation***

#### ***2.2.2.1. Theory X and Theory Y of McGregor (1960)***

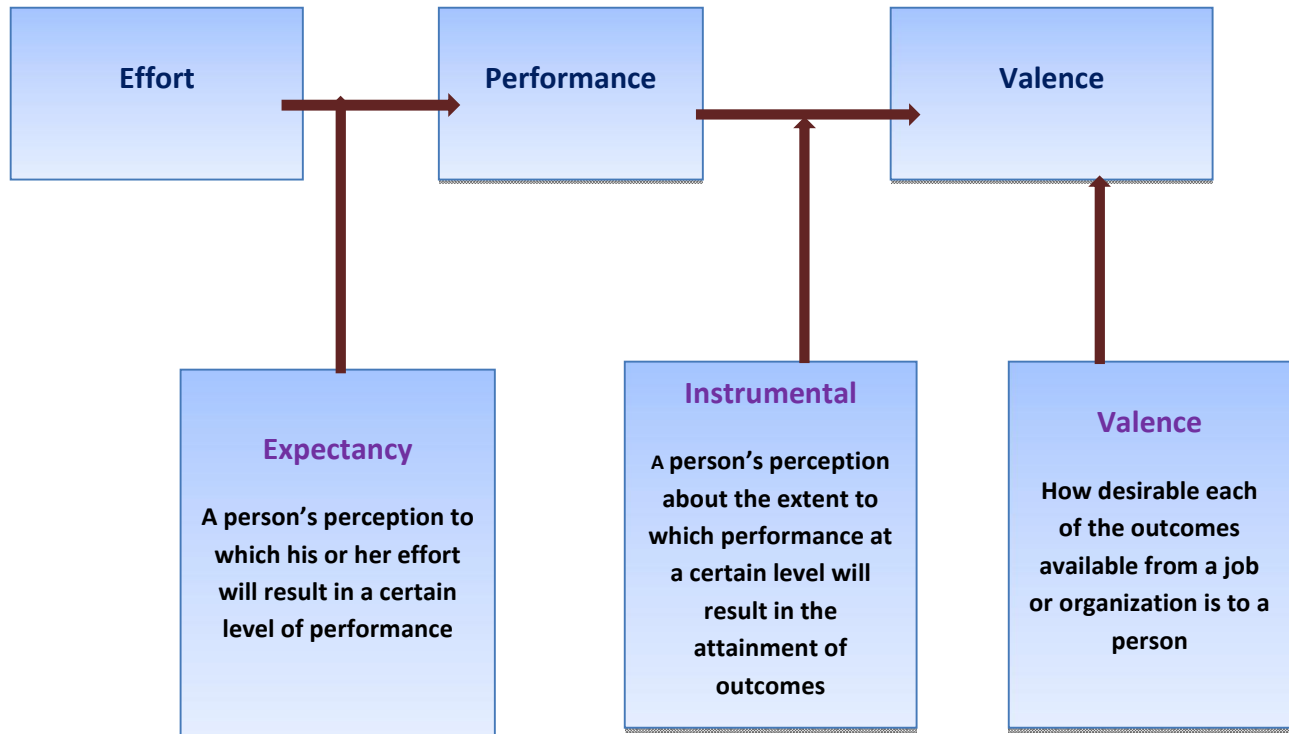
Theory X and Theory Y, proposed by McGregor (1960), are based on radical assumptions about people and work. Theory X assumes that average employees dislike work, and that the only way to maintain or increase productivity is to simplify the operational process, supervise the employees closely, and Short-term financial incentive programs can be used to motivate them. Theory Y assumes that average employees' desire self-direction and self-control, seek and accept responsibility, enjoy physical and mental effort, and have the potential to be self-motivating. (p.304).

#### ***2.2.2.2. Expectancy theories of Vroom (1964) and Lawler (1973)***

The expectancy theories of Vroom (1964) and Lawler (1973) are regarded by Maloney (1986) people chooses how to behave from among alternative courses of action, based on their expectation what there is to gain from each action. It is as the most useful approach to analyze

the three important variables (performance outcome expectancy, Valence and Effort performance expectancy). (pp. 231-245).

**Figure 1. Expectance, instrumentality, and valence**



Source: Jones, Gareth R. Contemporary management Gareth R. Jones Jennifer M. George 5th Edition, © 2009

### 2.2.2.3. Reinforcement Theory of B.F Skinner's

Reinforcement theory which is associated with the psychologist B.F Skinner shows how the consequences of past behavior affect future actions in a cyclical learning process. (Stoner, Freeman and Gilbert, 2002, p. 459).

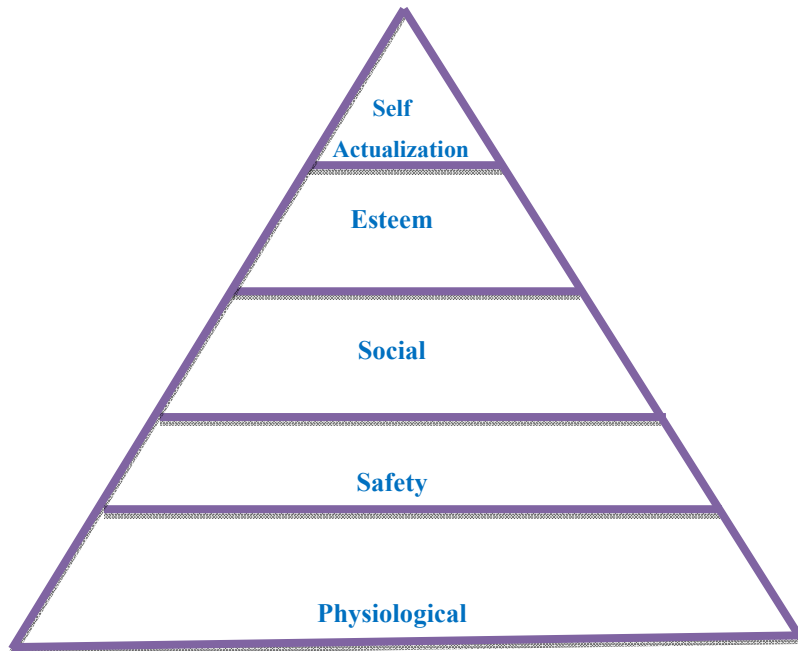
### 2.2.2.4. Maslow's Need Hierarchy Theory

In his theory of motivation, Maslow (1954) as quoted in Lam and Tang, classifies the desires or needs of human beings into physiological, safety, belongingness, esteem, and self-realization needs in ascending order of importance. Salary, shelter, food, and clothing are examples of physiological demands. Safe working conditions, freedom from discomfort and threat, and job stability are examples of safety requirements. Friendship and family attachment, as well as a sense of belonging to a group, are important aspects of belonging.

Esteem needs are the desire for respect and recognition that satisfy one's ego. Self-realization or self-actualization needs are individual's personal sense of achievement and feeling of self-fulfillment.

Maslow asserts that the low-level need must be satisfied before attempting to reach the need of the next higher level; and that once a need is satisfied; it is no longer a motivator of behavior with the exception of esteem and self-realization needs. (Ibid, 2003, p. 62) .Maslow (1943) broadly discussed the physiological, safety, belongingness, esteem, and self-realization needs and it is briefly revised as follows: (pp. 370-396).

**Figure 2. Maslow's hierarchy of needs**



#### ***2.2.2.5. Herzberg's Two Factor Theory***

In 1959 Herzberg and his co-workers had performed an in depth analysis of sources of satisfaction and dissatisfaction among 200 engineers and accountants in the Pittsburgh area. A conventional approach to the problem would call for the experimenter to measure over-all job satisfaction on a scale, and then relate these scores to various factors making up or surrounding the individuals' jobs. Herzberg took a slightly different "semi-structured" interview style, in which he and his coworkers asked a few general questions and then followed up on specific things as they saw fit, rather than trying to push responses into any preset scalar pattern. (1968, pp.99-108) Behling, Labovitz, and Kosmo Herzberg asked the respondents to identify any "key occurrences" that had contributed to job satisfaction or discontent, according to Behling, et al (1968). If the first incident recalled concerned a satisfying experience, the respondent was then asked to relate one which had led to dissatisfaction. If the first incident had been dissatisfying he was asked to recall a satisfying one. All of the incidents (a

number of the interviewees came up with three or four during the course of the interview) were discussed and the respondents were asked to rate how much each one had an impact on their feelings about their jobs. Following that, the numerous thoughts that appeared in the interview transcripts were subjected to a post hoc classification, from which 14 factors emerged: (1) Recognition, (2) Achievement, (3) Possibility of growth, (4) Advancement, (5) Salary, (6) Interpersonal relations, (7) Supervision-technical, (8) Responsibility, (9) Company policy and administration, (10) Working conditions, (11) Work itself, (12) Factors in personal life, (13) Status and (14) Job security.

Several evaluations of the replies were based on these elements, the most essential of which, for the development of Herzberg's theory, involved the relative frequency with which they appeared in occurrences leading to satisfaction versus incidents leading to displeasure. Achievement, recognition, the work itself, responsibility, chance for growth, and promotion - all aspects of the profession - were highlighted in a large percentage of the happy instances, but only in a few of the unhappy ones. Dissatisfying episodes were largely caused by variables outside of the work itself, such as company policy and administration, supervision quality, remuneration, interpersonal interactions with the supervisor, and working circumstances. (Behling, et al, 1968).

According to Herzberg (1967) as quoted in Ukaegbu (2000), intrinsic elements of the job are related to the actual content of work, such as recognition, achievement and responsibility. These are known as 'motivational' factors, and they play an important role in job satisfaction. By contrast, Herzberg described extrinsic factors as elements associated with the work environment, such as working conditions, salary, class size, staff assessment and supervisory practices, and benefits. These were referred to as 'Extrinsic' or 'hygiene' factors which are related to job dissatisfaction. According to Herzberg, satisfaction and discontent do not exist on the same scale. As a result, he is now claimed that motivating variables can lead to contentment or discontent, whereas hygienic aspects can lead to dissatisfaction when present but not when missing. (p. 299). Such theories are, of course, somewhat tenuously founded in Maslow's theory of a hierarchy of needs as applied to work situations, with lower order needs requiring satisfaction before higher-level needs emerge and determine motivation.

The principal causes of workplace discontent, according to Plunkett and Attner (1986), are hygiene considerations. They are extrinsic to the workplace, meaning they have nothing to do with the actual nature of a person's employment.

These are part of the job's context, not its content. When an employer fails to supply these factors to its employees in a satisfactory manner, job unhappiness will ensue. They will not necessarily work as motivators-stimuli for growth and more effort if they are not of sufficient quality.

Workers will only suffer no job dissatisfaction as a result of them. The following are some of the factors: (p.315.)

Salary- adequate wages, salaries and fringe benefits:

- Job security- company grievance procedures and seniority privileges.
- Working conditions - adequate heat, light, ventilation, and hours of work.
- Status – privilege, job titles, and other symbols of rank and position.
- Company policies – the policy of the organization and the fairness in administering those policies.
- Quality of technical supervision – whether or not the employee is able to receive answers for job related questions. Quality of interpersonal relationships among peers, supervisors, and subordinates –social opportunities as well as the development of comfortable operating relationships.

The fundamental causes of job happiness are motivational (intrinsic) variables. They are intrinsic to the job because they are directly related to the type (job content) of the work that employees do. Employees will have no job satisfaction if an employer fails to deliver these aspects in a satisfactory manner. They affect and give job satisfaction and excellent performance when they are provided in appropriate quality. Various types and degrees of motivation are required by different people. What excites one person may not excite another. Motivation factors of sufficient quality operate as stimulants for psychological and personal growth in those who seek them. These elements include: (Herzberg, 1975, pp. 16-17)

- Achievement – When faced with a problem, there is an opportunity for accomplishment and for providing something of value.
- Recognition – Acknowledgement that one's contributions were worthwhile and that one's efforts were noticed and appreciated.
- Responsibility – Activation of new responsibilities and duties, either through work expansion or delegation.

- Advancement – As a result of job performance, there is a potential to increase one's organizational standing.
- The work itself – Self-expression, personal happiness, and challenge are all possibilities.
- Possibility of growth – Through job experience, you will have the opportunity to expand your knowledge and enhance your skills.

Managers can utilize the Herzberg theory to focus their efforts on ensuring the presence of and quality in hygiene and motivation elements as a basis on which to create motivation. Employees may be exposed to a filthy environment in the lack of quality, which can lead to employee unhappiness. (Plunkett andAttner, p. 316, 1986)Stringer et al. (2011) investigate the relationship between front-line employees' motivation, job satisfaction, and pay satisfaction. Pay satisfaction, intrinsic motivation, extrinsic motivation, and work satisfaction are variables. Data is collected using surveys and open-ended questions from employees. For analysis, correlation is used. Extrinsic motivation has a negative link with job satisfaction, whereas intrinsic motivation has a positive relationship. Extrinsic motivation has little direct impact on job happiness, according to quantitative findings.

**Figure 2. Herzberg’s two factor theory**

| <b>Motivators</b>   |         | <b>Hygiene Factors</b>         |  |
|---------------------|---------|--------------------------------|--|
| Achievement         |         | Supervision                    |  |
| Recognition         |         | Company Policy                 |  |
| Work itself         |         | Relationship with Supervisor   |  |
| Responsibility      |         |                                |  |
| Advancement         |         | Working Conditions             |  |
| Growths             |         | Salary                         |  |
|                     |         | Relationship with Peers        |  |
|                     |         | Personal Life                  |  |
|                     |         | Relationship with Subordinates |  |
|                     |         | Security                       |  |
| Extremely Satisfied | Neutral | Extremely Dissatisfied         |  |

**Source:** Based on F. Herzberg, B. Mausner, and B. B. Snyder man, *the Motivation to Work* (New York: John Wiley, 1959).



### 2.2.3. *Motivational Factors*

Humans are driven by the satisfaction of a variety of needs. Many elements influence needs, including the person, scenario, organization, kind of work, risk, employees' educational backgrounds, experiences and talents, job position, and so on. As a result, each person has their unique motivating elements that drive them to do their best work (Lin., 2007). Financial variables (compensation), career growth and development, job security, working conditions, training and development, recognition, coworker and supervisor relations, workloads, and promotion are all aspects that influence motivation.

- a) **Financial rewards Money** has been pointed out as a motivational factor by a large number of researchers. It is often seen as a symbol of success and also associated with comfort and security, Engelberg and Sjöberg, (2006). It is considered as an advantage for the managers, because they can use money as a strategy since money can have a great impact on employees' performance. Some researchers have stated that motivation is the main instrument to be used. Knowing that it exists a direct correlation between salary and the 15 results obtained, Androniceanu, (2011). Some researchers suggest Murphy, (1981) that the employee should be motivated through a proportional salary according to the efforts done in the job. There are other important factors as well, but having a satisfactory salary is among the top factors.
- b) **Career growth and development Skills** development, training growth opportunity and promotion are considered to be powerful motivation factors for employees to satisfy their need for esteem and self-actualization Lai, (2009). According to the Herzberg two factor theory, personal growth and development are known to be intrinsic factor, which make employee satisfied when these are met, and they, thereafter, become motivated. However, criteria must be set correctly for the purpose of promotion and growth, so that employees become motivated by fulfilling those, Brewster et al., (2003). Promotion and growth policy should be matched to the need of employees, Hoag and Cooper (2006).
- c) **Co-worker and Supervisor Relations** Good relationship between supervisor and the worker is a convincing issue which causes work satisfaction. Employees' bad feeling to their immediate authority impact on their job performance which leads to dissatisfaction and lack of motivation. According to Tyilana (2005) unfavorable supervision, company policy and administration and interpersonal relationship with supervisor cause 60% job

dissatisfaction. There is a variety of ways to develop the relationship such as, through task (giving feedback, taking ideas from employee, giving consultation etc.) and non-task (showing respect, caring employees as individual etc.)

- d) **Recognition Appreciation** is one of the most top desires of employees which motivate and keep them productive, Glanz, (2002) by enhancing the employees' morale, which "allows them to think better of themselves and their ability to contribute towards organization goals. Employees with high self-esteem are more intrinsically motivated, optimistic, willing to work harder, participating at work, work efficiently, and have lower absenteeism rate and are generally more satisfied with their jobs" Lai, (2009). 16 Herzberg two factor theory described the recognition as a motivating factor that makes employees satisfied. There are several ways to recognize employees including greeting for better jobs, attach thanks to their pay checks, acknowledge employee millstones, staff gathering outside the organization, highly appreciation for coming up with new ideas, holding celebration for success arranging frequent contests and other team building activities etc. However, few important matters should be kept in mind when recognizing employees such as equal recognition for all recognize immediate after they deserve it, exaggeration is unexpected McConnell, (2006).
- e) **Work condition Nature** of work and its surrounding environment is the factor that affects the level of motivation of employee significantly. Tyilana, (2005) suggests that three motivational factors such as achievement, recognition and work itself cause 88% job satisfaction. According to Maslow's hierarchy of needs theory safety and security needs come after fulfilling biological and physiological needs. Appropriate job security assurance, challenging work, work that yields a sense of personal accomplishment, increased responsibility are factors cause motivation, Daschler and Ninemeier (1989),in Petcharak,(2002). However, "good working conditions cannot motivate the employees in themselves, but can determine the employees' performance and productivity". Lin, (2007)

To come to the objectives of the study and with the reviews relevant to the thematic areas brief discussion is stated as follows.

### **2.3. The Impact of Employee Performance Recognition on Employee Motivation**

Employees, on the whole, want their accomplishments to be recognized and rewarded. Recognition of excellent performance is an essential factor in increasing job motivation and employee morale. Employees will always strive to do a good job if they are placed in positions that allow them to put their skills to good use and where goals are not only set but also reachable (Chuang, N.K. 2009). Managers are obliged to provide appropriate guidance, direction, and support on the objective route and performance requirements in this scenario. Individual workers on the workplace can be adequately challenged by defining performance standards and receiving timely feedback on their performance. Undefined goals, hazy objectives, and poor communication can all contribute to a lack of motivation and, as a result, poor work performance. According to a study on the impact of job intrinsic factors on job motivation among casino hotel chefs, the chefs are most motivated by the work itself and least content with the advancement and recognition they have received. Chefs rated supervision as the most important factor in their job satisfaction, while business policies were rated as the least important one (Okumbe, J.A. 2001). The study advised that employees be given more attention at work and that separate incentive schemes be created for specific kitchen types (McNeese, G. 1997). Similarly, nurses' job motivation was influenced the most when a boss provided them praise, acknowledgment, and appreciation (Pedalino, E. and Gamboa, B. 1974). Job motivation is shown to be a strategy that leads to a considerable reduction in absenteeism in condensed research on workers in a manufacturing organization Chapman, A. The authors found that absenteeism dropped by 18% almost immediately and stayed low as long as incentives were supplied.

Organizational rules and laws that support employee dignity, a good attitude, and morale may increase job motivation, resulting in a shift in workplace attitudes. Employees will be able to appreciate their responsibilities, work on projects that they prefer, and do well in their assignments as a result of this. Good organizational policies should be explicit and define what is expected of employees, as well as the circumstances in which any action made would be appropriate.

## **2.4. Staff Motivation and Working Conditions**

According to studies, the atmosphere in which individuals work has a significant impact on their degree of pride in themselves and the work they produce. Employees, understandably, desire to work in environments that they perceive to be safe and in which they may gain a greater sense of satisfaction from their work. (Nzuve, S.N. 2007) discovered that doctors were generally unsatisfied with their jobs. Doctors are significantly unsatisfied with practicing environmental demands and work setting, according to the study's findings. According to the findings, there are potential to improve doctors' job motivation if management collaborates with doctors to create the precise working circumstances that health professional's desire. Furthermore, most employees prefer to work in facilities that are close to their homes, are clean, and are somewhat modern.

Job motivation is significantly moderated by employee values and job expectations (Purcell, J., Kinnie, N 2009) When jobs are intrinsically motivating, for example, job content is a significant factor of whether employees believe that successful performance on the job leads to emotions of accomplishment, progress, and self-esteem. In 1943, a survey of enlisted white men in the continental US Army on job motivation and talent utilization found that good M. E. Odukah job assignment was a major factor in morale and efficiency. Men prefer their Army jobs, according to the survey, if they obtain them.

They demanded Men who are not given a choice of jobs or who apply for jobs but are not hired are frequently dissatisfied.

## **2.5. The impact of training and personal development on employee motivation.**

Training is a process that allows people to gain new abilities, absorb new knowledge, and perform activities in new and improved ways (Purcell, J., Kinnie, N 2009). Because trained personnel perform jobs confidently (Chapman, A. (2003)], the term is very pertinent to the current study. Training refers to the transfer of skills and knowledge that are unique to a narrow field of work, whereas development refers to personal growth and self-realization in a broad sense (Purcell, J., Kinnie, and N.2009).

Following that, training assists people in adapting to a role behavior that will benefit the organization. Traditionally, schools were responsible for training; however, this has changed, and now companies are responsible for both specific job training and general training. Some of the key

issues influencing motivation and job motivation in the Teachers Service Commission's staffing department include a lack of on-the-job training and induction, as well as limited access to career development. Because of the lack of a well-organized training program, employees may believe they are not growing quickly enough and that advancement is delayed, resulting in poor job motivation (Chapman, A. 2003) Other studies show that training has a positive impact on employee motivation and organizational success (Willis-Shattuck, M., Bidwell 2008). Organizational performance improves as a result of this link. With a correlation coefficient of 0.233, there is a direct association between training and organization and motivation, as well as a correlation coefficient of 0.297 between motivation and employee performance. As we can see, in order for a company to attain higher performance, employees must be more motivated. Personnel that are reliant on staff training As a result of these facts, we can deduce that It is impossible for a company to attain improved performance without highly engaged employees. Training can be used as a method of determining staff knowledge needs and subsequently filling competency gaps. gaps needed for them to improve their performance and fulfill their individual goals, and ultimately their corporate goals

Aims of the company (Mugenda, A.G. 2008). A study examining the influence of training on staff performance in the telecommunications sector found a coefficient of determination of 0.501 for performance and employee training, implying that employee training could explain 50.1 percent of variation in employee performance (Chapman, A. 2003). He also used a t test to determine the influence of training on employee motivation by comparing the motivation of employees who had been trained and those who had not been trained. It resulted in a T-value of 8.58, indicating that training had a considerable impact on motivation. Staff development through training has an impact on employee motivation by allowing them to attain their employment objectives (Cao, H., Jiang, J.2013). Staff who have received training and are knowledgeable are more productive.

Training is a method of bridging the knowledge gap by putting in place interventions to improve specific skills and abilities (Springer, G.J. 2011). He also says that trainings should help a firm figure out which employees aren't performing effectively and which need to be improved. In this case, In this situation, improved employee performance could be the result of a good training program. to job satisfaction and employee motivation These findings support the idea that employees should be rewarded for their efforts. Training helps to develop skills (Purcell, J., Kinnie, and N.2009).

## 2.6. Empirical review

From the much amount of literature available on employee motivation, it is clearly evident that a lot of surveys regarding employees and what motivates them have been undertaken. These employee motivation surveys have been conducted in many different job situations, among different categories of employees using different research methods and applications. One of the very first survey to be conducted was on industrial workers by (Hershey and Blanchard, 1969) over the years, similar or different survey employees have been carried out see (Kovach, 1987, 1993) (Wiley, 1995), (Lindner, 1998, 1999)

According to a research carried out by Kovach on industrial employees who were asked to rank ten “job rewards” factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. The results were as follows (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion and Growth (8) employees loyalty (9) Good working conditions (10) tactful discipline.

During the periods of (1946, 1981 and 1986) when employee surveys were carried out, supervisors were at the time asked to rank job rewards, as they thought employees would rank them. The rankings by the supervisors were relatively consistent for each of the years. These rankings were as follows: (1) Good wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal loyalty to employees (7) tactful discipline (8) full appreciation (9) sympathetic help with personal problems (10) recognition (Kovach 1987 p.49-54)

The results from the supervisor survey indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivate employees. This shows that they had a very inaccurate perception of what motivates employees but also that they did not realize the importance of the need theory.

In a survey by Wiley (1997, p.278) in which approximately 550 questionnaires were administered to person employed at different industries and divided into 5 subgroups, or categories namely: (occupation, gender, income levels, employment status and age) they were asked to rank 10 factors according to the level of importance each is in motivating them to perform best with the most important factor ranked 1 and the least important ranked 10th. The survey concluded with the following collective rank order by respondents: (1) Good wages (2) full appreciation of work done (3) job security (4) promotion (5) interesting work (6) company loyalty to employees (7) Good

working conditions (8) tactful discipline (9) recognition (10) sympathetic help with personal problems.

The results from a representative sample of the labor force in seven different countries by Harpaz (1991 p.75) showed that the two most dominant work goals were “interesting work” and Good wages”; He further concluded that these two factors were consistent across different organizational levels, between genders and age groups. Quinn (1997) also cited in Harpaz (1991 p.311) concluded, “When the ratings of twenty three job related factors (including the need factors) were carried out, the conclusion reached was that no single factor was pre-eminently important”. He further pointed out that, “The most aspect of the worker job was that of sufficient resources to perform a task. From the above studies presented so far, the rankings by different subgroups have shown semantic differences in the importance placed on different motivational factors. For example (Kovach, 1987, Wiley, 1997 and Harpaz, 1990) .The discrepancies in these research findings supports Nelsons (2001, p.2) positional view that “what motivates employees differs and may change for the same employee over time”.

It is appropriate at this level to give a brief summary of the previous researches in this thesis. Even though the original need hierarchy theory was presented some 50 years ago, some of its if not all factors remain of significant importance to employees today. The large number of earlier and recent studies investigating employee motivation using the original or modified version of Maslow’s theory, may continue the appreciation of this theory and the issue of employee motivation. Researchers have taken issues such as differences in gender, age, income, culture and countries etc and how these may affect or influence employee work motivation extensively. The commonality between these previous researches is the agreement that certain factors are more important as motivational factors than others and that these factors may change from one employee to another. These previous studies have also been taken using different methods, from surveys, questionnaires, face interviews, but their outcomes have not differed significantly. A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the motivator’s factors remain same. The literature used in this thesis covers a wide range of time period, highly relevant and useful for addressing the purpose of this thesis.

## 2.7. Framework for thought

The proposed model as a device in the light of literature review of past researchers conducted in different studies related to According to Workers Motivation and Work conditions, Co-workers and groups, Recognition and appreciation, financial factor and Carrier growth and development. Workers' motivation is a dependent variable, while elements influencing workers' motivation include work environment, coworkers and groups, recognition and appreciation, financial factors, and carrier advancement and development.

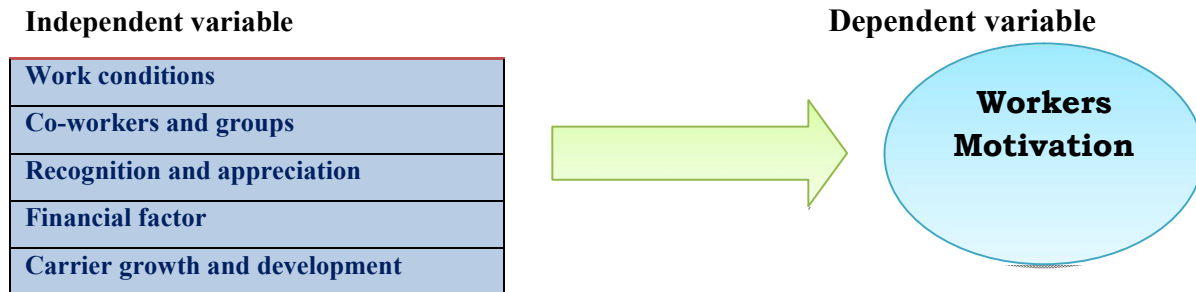


Fig 3. Research Model, **Source:** adapted from: Rashid Saeed, (2013).



## **CHAPTER THREE**

### **RESEARCH METHODS**

This chapter discussed how the research is designed, the methodology, population and sampling technique, sources of data, data gathering tools, method of the data analysis and ethical considerations has been taken in the process. Assessment of reliability and validity of data collection tools used is also prepared.

#### **3.1. Study Area**

The area where this study carried out is Addis Ababa labor enterprise and industry development bureau is one of the public service organizations in Addis Ababa. The bureau is located in Lideta sub-city. According to the data obtained from the Addis Ababa labor enterprise and industry development bureau HR department its population is estimated at 478 employees.

#### **3.2. Research Approach**

Quantitative research can be used to uncover trends in thinking and attitudes, as well as to go further into a subject. The data may take form of field notes written by the researcher in the course of observation, interviews, audio, or video the use of these data is informed by various methodological or philosophical assumptions, as part of various methods, and other phenomenological methods . Quantitative research was employed across many academic disciplines, particularly in the social sciences and applied fields like education, and health sciences. In Quantitative data collecting, unstructured and semi structured approaches are used. Individual interviews, focus groups (group conversations), and observations are all common methods.

#### **3.3. Research design**

The research approach applied for this study is explanatory research method. This study is designed to use the Quantitative data analysis methods. Quantitative approaches are used to provide an in-depth look at context, processes, and interactions and make precise measurement. In this method the presentation of the results can be convincing and powerful (Marguerit, Dean, and Katherine, 2006). The researcher designed to determination of employee's motivation a case of Addis Ababa labor enterprise and industry development bureau

### 3.4. Sample Size

The study was used sampling to select public service workers in Addis Ababa labor enterprise and industry development bureau which represent population of 218 workers .Once the sampling techniques and procedures identified the remaining task was determining the representative sample and size to be involved in the study in regard to the total population of the organization. The sample size computed using Yamane's (1967) sampling formula.

$$n = \frac{N}{1 + Ne^2}$$

*Where*

N= Total no of employees

n = the required sample size

e= the level of precision, and a 95% confidence level and p= 0.05 will be assumed.

$$\begin{aligned} n &= \frac{478}{1 + 478 * (0.05)^2} \\ n &= \frac{478}{1 + 478 * 0.0025} \\ n &= \frac{478}{1.1195} \\ n &= 218 \end{aligned}$$

### 3.5. Study variables

This study is dependent variable (initiated by our office staff) as independent variables that focus on identifying motivational relationships with financial situations, professional growth and development, relationships with co-workers and supervisors, recognition, working conditions employee motivation.

### 3.6. Data Analysis Method

The researcher employed descriptive data analysis method to analyses the data collected through a structured questionnaires has been analyzed by SPSS V20. The collected data were presented using tables in the form of frequency, percentage, mean and standard deviation.

To examine the relationship between employees' motivation and factors affecting it, the Pearson's Correlation coefficient will be used. Moreover, multiple regressions also used to identify the most important factors that contribute to employees' motivation or to find out which variables have the greatest influence on employee motivation.

### **3.7. Instruments and Procedures of Data Collection**

Research tools are means to an end therefore; Questionnaire and interview were used to collect available information to gather relevant data for this study; and the researcher was prepared both open and close ended questionnaires and interview were collected and triangulated accordingly.

#### ***3.7.1. Instruments of data Collection***

Both close and open-ended forms questionnaires were use as the principal instrument of data collection and 192 respondents were prepared and distribute. The Questionnaires had 4 sections. The first section dealt with personal information of the respondent's .the second section was concerned with the practices and it has various alternatives for the respondent's to respond freely. The third part is about the organizational capacity of the bureau under study in implementing workers motivation in the public sector. The fourth section is about hindering factors that affecting workers motivation in the public sector in Addis Ababa labor enterprise and industry development bureau. Here some causal factors were outlined against a five –point Likert scale as Strongly Agree=SA: Agree =A: Neutral =N: and Disagree =D: and Strongly Disagree =SD with values of 5, 4, 3, 2, and 1 respectively. Moreover, some open-ended items were also included to make the respondent's and collected in the presence of the investigator with the help of trained assistant data collectors.

#### ***3.7.2. Procedures of Data Collection***

Totally 192 questionnaires were prepared and distributed; hence enough time were given to complete the questionnaires and return back to the researcher. Along with the interview was planned to conduct with 26 participants and conducted as the stated schedule.

### **3.8. Validity and reliability**

The validity of research instrument can be considered how accurate the instrument measures what is supposed to measure (Joubertand Ehrlich 2005:156). The face validity and content validity of the instrument were assessed by the experts in the field and during pretest of the questionnaire.

The reliability of instrument refers to a precision of the test even if the test is done again and again (Joubertand Ehrlich 2005:155).The instruments of the study were adopted from previous work and used with some modification. The data collection tools were pretested among non-

participants of the study to see whether the questions are well understood and correctly interpreted and improved if there are any unclear enquiries. The reliability of the research instrument (Structured questionnaire) was also measured by the Cronbach's alpha.

### **3.9. Ethical considerations**

For all researchers, ethics is becoming increasingly important. Research as a scientific process and activity, has got its own basic an ethical conducts that shouldn't be compromised at all levels. The study was ethically cleared from St. Mary university school of Graduate studies department of MBA. Since the researcher used the data from employees which was collected through questionnaire, permission was obtained from the organization and respondents. During conducting data collection, both honesty and respect for the rights of the respondents would be in place. Again, the researcher respects the rights to anonymity, confidentiality and informs consent of the respondents the researcher should inform the participants about the purpose, methods used in the study, the risks involved, and the demands placed upon them as participants (Osuagwu, 2006). Brief description of the central objectives or purpose of the study and the potential benefit of the research outcome to respondents and the sub city were clearly given in the introduction section of the questionnaire to encourage people to take part in the study and provide relevant information about the company under investigation. Any source that is quoted and used as part of the study, for example, should be cited.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

The data after collection has been processed and analyzed in accordance with the outline and down for the purpose at the time of developing research plan. Technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis.

#### 4.1. Demographic characterization of the respondents

In the following section, the researcher gave a general demographic characterization of the respondents that participated in this study. This chapter mainly focuses with the presentation and interpretation of the gathered data through questionnaires to assess factor affecting work motivation in public service workers in Addis Ababa labor enterprise and industry development bureau. Therefore, the researcher purposefully select 200 respondents as a sample size to make the data's more reliable and then the questioners were distributed for Employees, Case team leaders, Office managers, Officers, secretaries, Security, janitors, Co-workers, Stakeholders, and Service receivers; finally the gathered data were triangulated, classified, analyzed and carefully interpreted using Liker scale. The analysis is based on the information obtained from 200 employee's .in order to get a representative data, 200 questionnaires were developed and distributed to employees of Addis Ababa labor enterprise and industry development bureau .out of these 218 questionnaires distributed to the respondent's, 200 questionnaires were collected, thus, the analysis is based on the valid 200 questionnaires respond by them (employees).the rest (14) are not correctly filled and not returned (5).

**Table 1. Response rate of questionnaires' administered**

| Item | Employees of Addis Ababa labor enterprise and industry development bureau |                      |                        |
|------|---|----------------------|------------------------|
|      | Correctly filled and returned   | Not correctly filled | Not correctly returned |
| No   | 200   | 14                   | 5                      |
| %    | 91.7  | 7.0                  | 2.5                    |

Source: Own survey, (2022)

As clearly stated on the abovetable1, the response rate of the respondents is 200 (91.7%). This implies the response rate is large enough to analyse the data, the rest uncollected questionnaires not correctly filled and were not returned 14(7.0%) and 5(2.5%) respectively. Therefore, as indicated in the above statement, the response rate for this study was excellent and enough for data analysis and interpretation.

## 4.2. Demographics of the Respondents

Characteristic of Respondents by Gender, Age, Educational background, Field of study, Current position or occupation, and Years of service.

**Table 2. Demographics of the Respondents**

| No | Variables              |                        | Respondents |        |
|----|------------------------|------------------------|-------------|--------|
|    |                        |                        | No          | %      |
| 1  | Gender                 | M                      | 132         | 66%    |
|    |                        | F                      | 68          | 34%    |
|    |                        | Total                  | 200         | 100%   |
| 2  | AGE                    | Below 21               | 5           | 2.5%   |
|    |                        | 21-30                  | 113         | 56.5%  |
|    |                        | 31-40                  | 64          | 32 %   |
|    |                        | Above 40               | 18          | 9 %    |
|    |                        | Total                  | 200         | 100%   |
| 3  | Educational background | Certificate<br>Diploma | 38          | 19 %   |
|    |                        | 1st degree             | 122         | 61 %   |
|    |                        | MA/MSc. degree         | 40          | 20 %   |
|    |                        | Total                  | 200         | 100%   |
| 4  | Years of service       | 1-5                    | 89          | 44.5 % |
|    |                        | 6-10                   | 57          | 28.5%  |
|    |                        | 11-15                  | 18          | 9 %    |
|    |                        | 16-20                  | 20          | 10 %   |
|    |                        | > 20                   | 16          | 8 %    |
|    |                        | Total                  | 200         | 100%   |

Source: Own survey, (2022)

#### **4.2.1. Gender of the Respondents**

The study sought to find out the gender of the respondents with the presumption that variation in gender could influence opinions. Figure 4.3.1 indicates that as indicated in table (2) about 66 % of the respondents are male and the remaining 34 % of the respondents are female.

Shown above reveals that the mean value of The Gender of the Respondents Std. of Mean found to be lowest mean of (1.33) and Std. Deviation (.47377).

#### **4.2.2. Age Group**

The study further sought to find out the age groups of the respondents represented. Figure 2 indicates Regarding the age of the participants ,the largest group 21-30 years age group(56.5%).the second largest group 31-40 (32%), thirdly and finally Above 40 years age group (9%) and Below 21 years age group (2.5%) respectively.

Shown above reveals that the mean value of The Age of the Respondents Std. of Mean found to be lowest mean of (2.4797) and Std. Deviation (.69350).

#### **4.2.3. Education Level**

The study was also interested in finding out if the education level of the respondent influenced their opinions in any way. Indicates that the demographic characteristics also show educational background division of the respondents degree holder is dominant (61%) followed by masters holders (20%) and diploma (19%), respectively.

Shown above reveals that the mean value of The Education Level of the Respondents Std. of Mean found toe low mean of (2.0 ) and Std. Deviation (.62).

#### **4.2.4. Number of years**

The number of years of experience of an individual can contribute a lot towards the way he /she thinks, the method he /she performs his /her duty and the like. With this regard the data collected from the respondents, as we can observe from the largest group of the respondents 89 (44.5%) have a working experience of 1-5 years, and above on the current job whereas 57 (28.5) have 6-10 years of working experience, 20(10%) have a working experience of 16-20 years, and the rest 16 (8%) have a working experience of above 20 years. Shown above reveals that the mean value of The Number of years of the Respondents Std. of Mean found to be low mean of (2.11) and Std. Deviation (1.31).Influence of motivational factors for building employee's motivation. The researcher has explored employee's perception levels towards motivational factorsin Addis

Ababa labor enterprise and industry development bureau. The degree of motivation towards motivational factors is set from 1 to 5 (5 is the highest motivation whereas, 1 is the lowest motivation).

The translation of level ranking is analyzed based on the following criteria of employees' satisfaction designed by Best (1977: 174).

The score between 1.00-1.80 mean lowest motivation/satisfaction level (Lowest)

The score between 1.81-2.61 mean low motivation /satisfaction level (Low)

The score between 2.62-3.41 mean average motivation /satisfaction level (Average)

The score between 3.42-4.21 mean good motivation /satisfaction level (High)

The score between 4.22-5.00 mean very good motivation /satisfaction level (Highest)

The average perceptions (on the scale from 1 to 5) of the proposed 15 motivational factors were rated by the respondents. Presents the item statistics, which is sorted by occurrences in the questionnaire.

### 4.3. Assessment for determinants of employees' motivation

In this section, the researcher by applying descriptive statistics (specially mean and standard deviation) for the sake of better understanding and summarization, 15 items are grouped into 5 basic factors based on which construct every questionnaire item is measuring. And the analysis is made individually as well as in a grouped manner.

#### 4.3.1. Work conditions of employees

**Table 3:- mean and standard deviation of The Nature of work they do**

| the Nature of work they do |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|----------------------------|-------------------|-----------|---------|--------------|----------------|
| Valid                      | Strongly Agree    | 67        | 33.5    | 2.4628       | 1.38465        |
|                            | Agree             | 44        | 22.0    |              |                |
|                            | Neutral           | 44        | 22.0    |              |                |
|                            | Disagree          | 18        | 9.0     |              |                |
|                            | Strongly Disagree | 27        | 13.5    |              |                |
|                            | Total             | 200       | 100     |              |                |

Source: Own survey, (2022)

Respondents were asked about whether the Addis Ababa labors enterprise and industry development bureau according to table 5, the majorities which are 33.5. % strongly Agree level. And the second and the third major 65 (22.0%) of the total valid respondents were Agree and Neutral that the respectively. The remaining 9% and 13.5% of the total respondents are Disagree



and Strongly Disagree in the sub city respectively. From the above analysis we can point out that the nature of work they do is the main factor in organization.

Shown above reveals that the mean value of the Nature of work they do Std. of Mean found to be above low mean of (2.4628) and Std. Deviation (1.38465).

**Table 4: mean and standard deviation of the Addis Ababa labor enterprise and industry development bureau has Good Working Environment**

| The Addis Ababa labor enterprise and industry development bureau has good working environment |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|---|-------------------|-----------|---------|--------------|----------------|
| Valid   | Strongly Agree    | 26        | 13.0    | 2.6926       | 1.36173        |
|   | Agree             | 36        | 18.0    |              |                |
|   | Neutral           | 40        | 20.0    |              |                |
|   | Disagree          | 47        | 23.5    |              |                |
|   | Strongly Disagree | 51        | 25.5    |              |                |
|   | Total             | 200       | 100.0   |              |                |

Source: Own survey, (2022)

Table (4) above, moreover regarding the existence of the Addis Ababa labor enterprise and industry development bureau has good working environment 26 (13 %) Strongly Agree and 36 (18%) of the respondents Agree and 40 (20 %) partially Neutral; but 47 (23.5%) Disagree and 51 (25.5 %) Strongly Disagree and believe in Addis Ababa labor enterprise and industry development bureau has not working environment, is highly affect motivational strategies in the organization.

Shown above reveals that the mean value of the lack of Good Working Environment Std. of Mean found to be found to be above average mean of (2.6926) and Std. Deviation (1.36).

**Table 5: mean and standard deviation of sufficient variety of work to motivate at work**

| sufficient variety of work to motivate at work |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|--|-------------------|-----------|---------|--------------|----------------|
| Valid  | Strongly Agree    | 67        | 33.5    | 1.9561       | .89902         |
|  | Agree             | 88        | 44.0    |              |                |
|  | Neutral           | 34        | 17.0    |              |                |
|  | Disagree          | 7         | 3.5     |              |                |
|  | Strongly Disagree | 4         | 2.0     |              |                |
|  | Total             | 200       | 100.0   |              |                |

Source: Own survey, (2022)

It became clear from table (5) that the majority of the respondents asked to show if they thought that the sufficient variety of work to motivate at work influenced motivation. Representing lower proportion of the respondents. 3.5% and 2 % indicated that they disagree and strongly disagree that the sufficient variety of work to motivate at work influenced motivation respectively. 34(17%) of the respondents indicated Neutral level that the sufficient variety of work to motivate at work influenced motivation. On the other hand a higher proportion of the respondents 44 % indicated Agree level that the sufficient variety of work to motivate at work influenced motivation .the rest of the respondents 33.5% indicated that the Strongly Agree, Hence, these responses indicated that the sufficient variety of work to motivate at work influenced motivation.

Shown above reveals that the mean value of the sufficient variety of work to motivate at work Std. of Mean found to be above low mean of (1.95) and Std. Deviation (.89902).

Therefore, research suggests that among the strategies for managing staff engagement and motivating your staff are: setting goals to create meaning, honoring big and small events, solving problems and encouraging learning, experimenting and learning through commitments (Indeed Editorial Team January 9, 2022)

#### 4.3.2. Co –worker of employees

**Table 6: mean and standard deviation of the effect of team spirit and cooperation among groups**

| The effect of team spirit and cooperation among groups |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|--|-------------------|-----------|---------|--------------|----------------|
| Valid  | Strongly Agree    | 64        | 32.0    | 2.2365       | 1.12513        |
|  | Agree             | 58        | 29.0    |              |                |
|  | Neutral           | 54        | 27.0    |              |                |
|  | Disagree          | 13        | 6.5     |              |                |
|  | Strongly Disagree | 11        | 5.5     |              |                |
|  | Total             | 200       | 100.0   |              |                |

Source:-Own survey, (2022)

In addition to the above response, the researcher also proved that how much the effect of team spirit and cooperation among groups to affect workers motivation. 32 % and 29 % Strongly Agree and Agree, respectively, that the strategy does affect motivation positively, however, 5.5% and 6.5% of employees have replied that the effect of team spirit and cooperation among groups does not have any effect on employee motivation indicated Strongly Disagree and Disagree levels. The remaining level indicated 27.0% Neutral .therefore it can be generalized from the response that Addis Ababa labor enterprise and industry development bureau can work on

building team spirit by permitting employee to work with group and coworkers. Shown above reveals that the mean value of the effect of team spirit and cooperation among groups Std. of Mean found to be above low mean of (2.23) and Std. Deviation (1.12).

**Table 7: mean and standard deviation of Team work adds more on motivation**

| Team work adds more on motivation |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|-----------------------------------|-------------------|-----------|---------|--------------|----------------|
| Valid                             | Strongly Agree    | 66        | 33.0%   | 2.2264       | 1.13172        |
|                                   | Agree             | 56        | 28.0%   |              |                |
|                                   | Neutral           | 54        | 27.0%   |              |                |
|                                   | Disagree          | 13        | 6.5%    |              |                |
|                                   | Strongly Disagree | 11        | 5.5%    |              |                |
|                                   | Total             | 200       | 100.0%  |              |                |

Source: Own survey, (2022)

On the question that the researcher is interested to acquire the reaction of targets that working a work by team adds more on employee motivation, only 5.5% and 6.5% strongly disagreed and disagreed, respectively, unlike the majority (33.0%) that believed on the point. In the middle 27.0% of the respondents preferred to take indifferent position. At the end, the researcher has got an evidence to conclude that Addis Ababa labor enterprise and industry development bureau needs to allow and expose employees to form a team. Shown above reveals that the mean value of the Relationships with peers Std. of Mean found to be above low mean of (2.22) and Std. Deviation (1.13).

Thus, although there is no simple measure of team effectiveness, and no group is the same, there seems to be a common understanding of what makes an effective team work. Studies suggest that high-performance work teams should generally be composed of goals and objectives, talents, abilities, performance ethics, incentives and motivation, effectiveness, leadership, conflict, communication, power and empowerment, and rules and standards (Katzenbach, J.R.). Smith (2006).

**4.3.3. Recognition and appreciation of employees**

**Table 8: mean and standard deviation of Success of employees should be appreciated at all times**

| Success of employees should be appreciated at all times |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|---|-------------------|-----------|---------|--------------|----------------|
| Valid   | Strongly Agree    | 13        | 6.5%    | 3.7736       | 1.18441        |
|   | Agree             | 14        | 7.0%    |              |                |
|   | Neutral           | 44        | 22.0%   |              |                |
|   | Disagree          | 61        | 30.5%   |              |                |
|   | Strongly Disagree | 68        | 34%     |              |                |
|   | Total             | 200       | 100.0%  |              |                |

Source: Own survey, (2022)

Table 8 below shows that the majority of the respondent representing 68 or 34% and 61 or 30.5 % of the total strongly disagree and disagreed and only 14 or 7.0% and 13 or 6.5 % of the total are agreed and strongly agreed that employees should be appreciated at all times. And 44 or 22.0% of the total are neutrals. From the result which it implies that they are employees shouldn't be appreciated at all times. Shown above reveals that the mean value of the Success of employees should be appreciated at all times .Std. of Mean found to be above high mean of (3.77) and Std. Deviation (1.18).

*Thus, when employees feel valued, they're more engaged, motivated, and likely to go the extra mile for their company. Organizations with formal recognition programs have 31% less voluntary turnover than organizations that don't have any program at all. And they're 12 xs more likely to have strong business outcomes. If leaders want to drive employee, team, and business success, they need to prioritize employee recognition. (Natalie Wickhamn April 20, 2022)*

**Table 9: mean and standard deviation of the recognition and appreciation for your contribution will impact your motivation**

| The recognition and appreciation for contribution will impact motivation. |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|---|-------------------|-----------|---------|--------------|----------------|
| Valid   | Strongly Agree    | 98        | 49.0%   | 2.5405       | 1.71090        |
|   | Agree             | 11        | 5.5%    |              |                |
|   | Neutral           | 30        | 15.0%   |              |                |
|   | Disagree          | 7         | 3.5%    |              |                |
|   | Strongly Disagree | 54        | 27.0%   |              |                |
|   | Total             | 200       | 100.0%  |              |                |

Source: Own survey, (2022)

As it can be seen from table (9) 49.0% of the respondents have Strongly Agree with the Addis Ababa labor enterprise and industry development bureau gives to the recognition and appreciation for contribution will impact motivation. While 3.5% of them are Disagree. However the employees who are Agree represent 5.5% and Neutral 15.0%.finally, the employees who are Strongly Disagree constitute 27.0%. As a result:-it is possible to conclude that Addis Ababa labor enterprise and industry development bureau should improve the recognition and appreciation for contribution will impact motivation on the base of performance in order to overcome the perception of employees who least serious.

Shown above reveals that the mean value of the Employee gives importance to moral incentives (appreciation, respect) as well as physical incentives.Std. of Mean found to be above low mean of (2.54) and Std. Deviation (1.71).

#### 4.3.4. Financial factors of employees

**Table 10: mean and standard deviation of Fair payments is very crucial for employees**

| Fair payments is very crucial for employees |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|---|-------------------|-----------|---------|--------------|----------------|
| Valid                                       | Strongly Agree    | 0         | 0       | 3.7669       | 1.12734        |
|   | Agree             | 14        | 7%      |              |                |
|   | Neutral           | 54        | 27.0%   |              |                |
|   | Disagree          | 57        | 28.5%   |              |                |
|   | Strongly Disagree | 75        | 34.5%   |              |                |
|   | Total             | 200       | 100.0%  |              |                |

Source: Own survey, (2022)

According to their response the majority's 75 or 34.5% respondents strongly disagree and 57 or 28.5% disagreed. The other 14 or 7% respondents agreed and 54 or 27.0% respondents are neutral. And there is no strongly agreed response. According to the financial factors in Addis Ababa labor enterprise and industry development bureau Fair payments is not very crucial for employees. Shown above reveals that the mean value of the Fair payments is very crucial for employees Std. of Mean found to be above high mean of (3.76) and Std. Deviation (1.12).

**Table 11: mean and standard deviation of an attractive incentive plan (like, commission, overtime work. etc.) motivated employees**

| An attractive incentive plan (like, commission, overtime work. etc.) motivated employees |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|--|-------------------|-----------|---------|--------------|----------------|
| Valid  | Strongly Agree    | 11        | 5.5     | 3.7669       | 1.12734        |
|  | Agree             | 13        | 6.5     |              |                |
|  | Neutral           | 56        | 28.0    |              |                |
|  | Disagree          | 57        | 28.5    |              |                |
|  | Strongly Disagree | 65        | 32.5    |              |                |
|  | Total             | 200       | 100.0   |              |                |

Source: Own survey, (2022)

The majority of the employees (32.5%) are strongly Disagree with the attractive incentive plan (like, commission, overtime work. etc.), which they haven't. The number of respondents who disagreed is 57 (28.5%) employees. Nevertheless, 11 employees (5.5%) strongly agreed with the attractive incentive plan (like, commission, overtime work. etc.) programs while there are more people who Neutral 56 (28.0%) with the incentive plan. Moreover, a small portion of 11 (5.5%) respondents remain Strongly Agree. From this table conclude that at Addis Ababa labor enterprise and industry development bureau there is no an attractive incentive plan (like, commission, overtime work. etc.) motivated employees.

Shown above reveals that the mean value of the Fair payments is very crucial for employees Std. of Mean found to be above high mean of (3.76) and Std. Deviation (1.12).

**Table 12: mean and standard deviation of the financial rewards in your organization motivate employees in at a higher level.**

| the financial rewards in your organization motivate employees in at a higher level |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|--|-------------------|-----------|---------|--------------|----------------|
| Valid  | Strongly Agree    | 31        | 15.5    | 3.3818       | 1.44488        |
|  | Agree             | 35        | 17.5    |              |                |
|  | Neutral           | 20        | 10.0    |              |                |
|  | Disagree          | 57        | 28.5    |              |                |
|  | Strongly Disagree | 57        | 28.5    |              |                |
|  | Total             | 200       | 100.0   |              |                |

Source: Own survey, (2022)

Table (12) shows the results that were obtained when the respondents were asked to indicate their level of the financial rewards in organization motivate employees in at a higher level, influenced employee motivations levels. 28.5% (57) of the respondents indicated that they Disagree and Strongly Disagree level that monetary compensations or the financial rewards in organization motivate employees in at a higher level. 15.5% of the respondents indicated that they Strongly Agree level while and 17.5% indicated that Agree that .The remaining respondents indicated 10.0% of the respondents indicated Neutral. This implied that the employees not satisfied by the the financial rewards in your organization motivate employees in at a higher level.

Shown above reveals that the mean value of the Salary /monetary compensation Std. of Mean found to be above average mean of (3.38) and Std. Deviation (1.44).

Rewards too play an important role in determining employee motivation. Therefore, it is necessary for a manager to understand how important financial rewards are to inspire employees and motivate them. Financial rewards are identified as the most functional tool for managers to motivate employees in order to influence their behavior positively to attain organizational goals (Danish, 2010). The significance of financial and non-financial rewards varies with the age of an employee. The nonfinancial rewards influence on work motivation to a greater extent after the pay exceeds a certain level. According to Herzberg's [Two factor theory], there are two kinds of factors that have a strong impact on employee motivation. The hygiene factors such as pay, policies and working environment, and the motivational factors such as appreciation, recognition, caring attitude from employer and opportunities for achievements. An effective reward system can motivate the employees and enhance their productivity (Fuhrmann, 2006). Financial rewards play a critical role in enticing talented employees; however, there is only a short-term impact on their work motivation (Samodien, 2004). In the last few decades, business organizations have focused on skills-based pay plans, by which the financial rewards of employees are paid on their new skills and knowledge acquired, and levels of performance rather than for holding the position in the organization.

**4.3.5. Carrier growth and development of employees**

**Table 13: mean and standard deviation of the organization provides opportunities for employee’s carrier growth and development.**

| The organization provides opportunities for employee’s carrier growth and development. |                   | Frequency | Percent | Std. of Mean | Std. Deviation |
|--|-------------------|-----------|---------|--------------|----------------|
| Valid  | Strongly Agree    | 51        | 25.5    | 3.2128       | 1.56832        |
|  | Agree             | 17        | 8.5     |              |                |
|  | Neutral           | 27        | 13.5    |              |                |
|  | Disagree          | 47        | 23.5    |              |                |
|  | Strongly Disagree | 58        | 29.0    |              |                |
|  | Total             | 200       | 100.0   |              |                |

Source: -Own survey, (2022)

For the statement that seeks the level of agreement about to what extent it is possible to get employees opportunities 25.5% and 8.5% employees Strongly Agree and Agree, respectively. But the majority of respondents 29.0% (58) employees strongly disagree with this particular item. While 23.5 %(47) employees Disagree idea about opportunities for carrier growth and development. And the remaining 27 (13.5%) reply Neutral idea. From the statement conclude that the Addis Ababa labor enterprise and industry development bureau cannot provide opportunities for employee’s carrier growth and development.

Shown above reveals that the mean value of the sub city provides opportunities for employee’s carrier growth and development Std. of Mean found to be above average mean of (3.21) and Std. Deviation (1.56).

Thus, Leading employers know how important it is to place employees’ professional development at the heart of company policy. Why? Their workers expect it. Talented professionals want to work for a company that will help them to build skills and knowledge and further their careers.

Managers shouldn’t minimize the importance of supporting their employees’ career advancement. If they do, they risk undermining morale and productivity by leaving talented



workers feeling like they aren't valued. And in the longer term, the company could face the loss of these dispirited employees to competitors.

So, with a new year upon us, show your workers that they have both company and manager support in their desire to grow professionally by applying the following strategies to promote the development of employees: Take a personal interest in employee career goals, Promote training and development of employees, Encourage mentoring and job shadowing, Rotate employee roles, Support work-life balance, Paint the big picture, Create a succession planning program. (By Robert Half on February 4, 2022.

**Table 14: mean and standard deviation I believe the level of employee motivation in the organization has an impact on the employee retention practices**

| I believe the level of employee motivation in the organization has an impact on the employee retention practices |                   | Frequency | Percent | Std. Mean | of | Std. Deviation |
|--|-------------------|-----------|---------|-----------|----|----------------|
| Valid  | Strongly Agree    | 10        | 5.0     | 3.7669    |    | 1.12734        |
|  | Agree             | 14        | 7.0     |           |    |                |
|  | Neutral           | 54        | 27.0    |           |    |                |
|  | Disagree          | 57        | 28.5    |           |    |                |
|  | Strongly Disagree | 65        | 32.5    |           |    |                |
|  | Total             | 200       | 100.0   |           |    |                |

Source: Own survey, (2022)

In terms of the agreement level with regard to whether the Addis Ababa labor enterprise and industry development bureau provides the level of employee motivation in the organization has an impact on the employee retention practices to the job, 7.0% of the employees Agree, and 27.0% of the respondents Neutral and 28.5% remains Disagree. Representing the smallest percentage, 5.0% of the employees are Strongly Agree. Representing higher proportion of the respondents 32.5% strongly Disagree. It indicates that the Addis Ababa labor enterprise and industry development bureau doesn't gives value to the level of employee motivation in the organization has an impact on the employee retention practices. Furthermore, as the respondent, the level of employee motivation in the organization has an impact on the employee retention practices were among motivational factors in the organization but they were not given adequately.

Shown above reveals that the mean value of the Addis Ababa labor enterprise and industry development bureau provides you appropriate the level of employee motivation in the organization has an impact on the employee retention practices to your jobs. Std. of Mean found to be above high mean of (3.7669) and Std. Deviation (1.12).

#### 4.4. The Relationship between financial factors to motivation of staffs

The third objective of this study was to analyze the relationship between financial factor and motivation of staff at the Addis Ababa labor enterprise and industry development bureau. The study analyzed three major financial factors Fair payment, An attractive incentive plan, the financial rewards . The null hypothesis that was tested was that there is no relationship between financial factors and motivation of staff. The correlation analysis results are presented in Table below.

**Table 15. Correlation between financial factors and motivation of staff**

|  |                   | Fair payment | An attractive incentive plan | The financial rewards | Financial Factor |
|--|-------------------|--------------|------------------------------|-----------------------|------------------|
| <b>Motivation</b>  | <b>Pearson cc</b> | .432**       | .219**                       | .297**                | .358**           |
|  | Sig. (2-tailed)   | .000         | .000                         | .000                  | .000             |
|  | N                 | 149          | 149                          | 149                   | 149              |
| **. Correlation is significant at the 0.01 level (2-tailed). |                   |              |                              |                       |                  |

Source Own survey, 2022

Analysis of the sub financial factors in isolation Fair payment with .432, An attractive incentive plan with .219, The financial rewards.297 correlation coefficients and P value of less than 0.05 showed significant level association with motivation. The correlation analysis between financial factors and motivation was found to have correlation coefficient of 0.358 with a P value of 0.0000. The P value was less than 0.05, meaning that we reject the null hypothesis and conclude that there was a significant positive association between the overall financial factors and motivation of Addis Ababa labor enterprise and industry development bureau staff.

#### 4.5. The Relationship between Non -financial factors to motivation of staffs

Table 16. Correlation between Non- financial factors and motivation of staff

|  |                    | CGandD | CWRS   | Recogniti<br>on | Working<br>condition | Overall<br>non-financial<br>factors |
|--|--------------------|--------|--------|-----------------|----------------------|-------------------------------------|
| <b>Motivatio<br/>n</b>                                       | <b>Pearson cc</b>  | .199** | .343** | .310**          | .387**               | .444**                              |
|  | Sig.<br>(2-tailed) | .015   | .000   | .000            | .000                 | .000                                |
|  | N                  | 149    | 149    | 149             | 149                  | 149                                 |
| **. Correlation is significant at the 0.01 level (2-tailed). |                    |        |        |                 |                      |                                     |

Source Own survey, 2022

Analysis of the sub non-financial factors in isolation career growth and development (CDG) with .199, coworker relations and supervisors ( CWRS) with .343, staff recognition with .310 ,working condition with .387 correlation coefficients and P value of less than 0.05 showed significant level association with motivation.

The correlation analysis between non-financial factors and motivation was found to have correlation coefficient of 0.444 and P value of .000. The P value was less than 0.05, meaning that we reject the null hypothesis and conclude that there was a significant positive association between the overall non -financial factors and motivation of Addis Ababa labor enterprise and industry development bureau staff.

Both financial factors and non-financial factors was tested using the hypothesis the investigator set to test the relationship between factors and motivation .Analysis showed positive association with p value <0.05 and null hypothesis showing no relationship with financial and non-financial factor was rejected .Both financial and non-financial factor have significant positive association with motivation of Addis Ababa labor enterprise and industry development bureau staffs.

**4.5.1. Inter component correlation**

**Table 17. Correlation between independent variables (Financial and Non-financial)**

|       |  | MFF                | MCDG           | MCWR<br>S      | MRecog         | MWC                |
|-------|--|--------------------|----------------|----------------|----------------|--------------------|
| FF    | Pearson Correlation<br>Sig. (2-tailed) | 1                  | .417**<br>.000 | .356**<br>.000 | .387**<br>.000 | .497*<br>*<br>.000 |
| CDG   | Pearson Correlation<br>Sig. (2-tailed) | .417*<br>*<br>.000 | 1              | .355**<br>.000 | .402**<br>.000 | .352*<br>*<br>.000 |
| CWRS  | Pearson Correlation<br>Sig. (2-tailed) | .356*<br>*<br>.000 | .355**<br>.000 | 1              | .550**<br>.000 | .583*<br>*<br>.000 |
| Recog | Pearson Correlation<br>Sig. (2-tailed) | .387*<br>*<br>.000 | .402**<br>.000 | .550**<br>.000 | 1              | .624*<br>*<br>.000 |
| WC    | Pearson Correlation<br>Sig. (2-tailed) | .497*<br>*<br>.000 | .352**<br>.000 | .583**<br>.000 | .624**<br>.000 | 1                  |

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

Source Own survey, 2022

Significant relationship is found among all variables financial and non-financial factors. Financial factors have significant relationship with employee motivation at the value .00 which is less than 0.05. Among the non-financial factors all the 5 factors has been found to have significant correlation with motivation .Opportunities for growth and development, Team spirit among co-worker, recognition of staffs and Working condition. Opportunities for growth and development with (.000), team spirit among staffs (.000), recognition (.000) and working condition (.000) have been found to have significant relationship with employee overall motivation at the value less than 0.05.

According to Ho (2006), when the predictor variables are correlated among themselves, the unique contribution of each predictor variable is difficult to assess. As per statisticians' suggestion cited by Negi (2009), if a correlation coefficient matrix demonstrates the degree of association between variables about 0.75 or higher, there may be multicollinearity and should be rectified before using such variables as predictors in regression analysis. Hence specific to this study, as long as all correlation coefficients are below 0.75, there is no problem of multicollinearity being assumed thus, allow using the data in regression analysis.

Regression is a method of estimating or predicting a value on some dependent variable given the values of one or more independent variables. Like correlations, statistical regression examines the association or relationship between variables. Unlike with correlations, however, the primary purpose of regression is prediction (Marczyk, DeMatteo and Festinger, 2005). Since we have five independent variables, multiple regression models were used as a measure for their relationship.

**Table 18. Model summary**

| Model Summary  |       |          |                   |                            |                   |       |     |     |               |
|--|-------|----------|-------------------|----------------------------|-------------------|-------|-----|-----|---------------|
| Model  | R     | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |       |     |     |               |
|  |       |          |                   |                            | R Square Change   | F     | df1 | df2 | Sig. F Change |
| 1  | .481a | .231     | .204              | 1.04826                    | .231              | 8.596 | 5   | 143 | .000          |
| a. Predictors: (Constant), MWC, MCDG, MFF, MCWRS, MRecog |       |          |                   |                            |                   |       |     |     |               |
| b. Dependent Variable: the level of motivation           |       |          |                   |                            |                   |       |     |     |               |

Source Own survey, 2022

Regression table measures the amount of total variation in dependent variable due to the independent variable. Table above, shows the value of Adjusted R2 is 0.204. This value indicates that there is almost 20.4% variation in dependent variable (overall employees' motivation) due to a one unit change in independent variables. The value of F must be greater than 5. In this study, the value of F is 8.59 at 0.000 significant level which is greater than 5, this shows that the model is good as its value is less than 0.05.

**A. Dependent Variable: Addis Ababa labor enterprise and industry development bureau employee motivation**

**B. Predictors: (Constant),**

**Financial factors** (Fair payment, An attractive incentive plan, The financial rewards )

**Non-financial factors** (Career growth and development, team work, Recognition, and Work condition)

**Table 19: Regression analysis with Dependent variable-level of motivation**

| Model      | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.       |
|------------|-----------------------------|------------|---------------------------|-------|------------|
|            | B                           | Std. Error | Beta                      |       |            |
| (Constant) | -.158                       | .589       | -.268                     | .789  | (Constant) |
| MFF        | .284                        | .163       | .154                      | 1.739 | .084       |
| MCDG       | .130                        | .114       | .097                      | 1.140 | .256       |
| MCWRS      | .216                        | .139       | .148                      | 1.552 | .123       |
| MRecog     | .001                        | .130       | .001                      | .010  | .992       |
| MWC        | .354                        | .169       | .222                      | 2.089 | .038       |

a. Dependent Variable: the level of motivation

Source Own survey, 2022

#### **4.6. Predicting the level of motivation from the independent components**

The relative importance of the significant predictors is determined by looking at the standardized coefficients. In this study, working condition, have the highest standardize coefficient (.222) and the lowest significance (0.000) followed by financial factor .154 with boarder line significance. Thus work condition was found out to be the best predictor. With further analysis of the table with the order the order of significance for predictors of overall employee motivation is work condition, financial factor, co-worker, career growth and development, and recognition. Work condition and financial factor and have the highest beta coefficient which implies that work condition and financial factor have significant impact on employees' motivation.

#### **4.7. Evaluating the strength of prediction**

In regression analysis, apart from prediction, strength or magnitude of the relationship requires further attention. According to Ho, (2006), a measure of the strength of the computed prediction equation is R-square, sometimes called the coefficient of determination. In the regression model, R-square is the square of the correlation coefficient between the observed and predicted value of dependent variable. If R- square is 1, there exists a perfect linear relationship between the predictors and dependent variable. An R-square of 0 indicates no linear relationship. In this research, since adjusted R square of all the three components is 0.204 from table , we can say that the strength of relationship between work condition as predictors and overall employee motivation as dependent variable is significant and financial factor as borderline significance.

#### **4.8. Predictor of employee motivation**

Furthermore, the beta value indicates the amount of change in the dependent variable (overall employee motivation) due to changes in independent variables (financial factor, Career growth and development, co-worker and supervisor relation, recognition and work condition). This means if there is 1% change in the value of work condition then employee motivation increases by 22.2 % if other factors remain constant. If there is a 1% change in the value of financial factor then employee motivation increased by 15.4%. In this study, work condition and financial factor have significant impact on employee motivation.

# **CHAPTER FIVE**

## **FINDING, CONCLUSION AND RECOMMENDATION**

### **5.1. Introduction**

This chapter addresses the results and findings on factor affecting work motivation in the public sector Case of Public Service Workers in Addis Ababa labor enterprise and industry development bureau .The findings are outlined according to specific objectives of the study. The data was collected by means of questionnaires and was then edited and entered into the Statistical Package for Social Sciences (SPSS) software to enable the final analysis of the data. The explanatory statistics used in the study made use of statistical indexes such as frequencies and percentages. The findings are based on the responses from the questionnaires filled and information gathered on the research questions. The researcher provides 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 of Findings**

The discussion of the current research findings with respect to the past research findings helps in concluding that, affecting work motivation in the public sector is very strong.

- From the sample 34% were female and 66% of respondents are male. The sample group those who are holders of first-degree accounts 61 % and 19% respondents were college diploma holders. From the total sample 20% of the respondents hold a masters' degree. This implies that most of the respondents were first degree accounts holder.
- Comparison of the mean value of all motivational factors indicates that the mean score of perception towards Addis Ababa labor enterprise and industry development bureau provide you the level of employee motivation in the organization has an impact on the employee retention practices, Success of employees should be appreciated at all times, The recognition and appreciation for your contribution will impact your motivation. And Fair payments is very crucial for employees (m=3.76) is the highest among others.
- As clearly stated on the above table1, the response rate of the respondents is 200 (91.7%).This implies the response rate is large enough to analyses the data, the rest uncollected questionnaires not correctly filled and were not returned 14(7%) and 5 (2.5%)



respectively. Therefore, as indicated in the above statement, the response rate for this study was excellent and enough for data analysis and interpretation.

- Respondents were asked about whether the Addis Ababa labor enterprise and industry development bureau According to table 5, the majorities which are 33.5. % strongly Agree level. And the second and the third major 65 (22.0%) of the total valid respondents were Agree and Neutral that the respectively. The remaining 9% and 13.5% of the total respondents are Disagree and Strongly Disagree in the Addis Ababa labor enterprise and industry development bureau respectively.
- Moreover regarding the existence of the Addis Ababa labor enterprise and industry development bureau has good working environment 26 (13.0. %) Strongly Agree and 36 (18%) of the respondents Agree and 40 (20.0 %) partially Neutral; but 47 (23.5 %) Disagree and 51 (25.5 %) Strongly Disagree.
- That the majority of the respondents asked to show if they thought that the sufficient variety of work to motivate me at work influenced motivation. Representing lower proportion of the respondents. 3.5% and 2.0% indicated that they disagree and strongly disagree that the sufficient variety of work to motivate me at work influenced motivation respectively. 34(17%) of the respondents indicated Neutral level that the sufficient variety of work to motivate me at work influenced motivation. On the other hand a higher proportion of the respondents 44 % indicated Agree level that the sufficient variety of work to motivate me at work influenced motivation .the rest of the respondents 33.5% indicated that the Strongly Agree.
- In addition to the above response, the researcher also proved that how much the effect of team spirit and cooperation among groups to affect workers motivation. 33.0% and 28.0% Strongly Agree and Agree, respectively, that the strategy does affect motivation positively, however, 5.5% and 6.5% of employees have replied that the effect of team spirit and cooperation among groups does not have any effect on employee motivation indicated Strongly Disagree and Disagree levels. The remaining level indicated 27.0% Neutral level.
- In terms of the agreement level with regard to whether the Addis Ababa labor enterprise and industry development bureau provides the level of employee motivation in the organization has an impact on the employee retention practices, 7% of the employees Agree, and 27.0% of the respondents Neutral and 28.5% remains Disagree. Representing the smallest percentage,

5.0% of the employees are Strongly Agree. Representing higher proportion of the respondents 32.5 % strongly Disagree.

- Comparison of the mean value of all motivational factors indicates that the mean score of nature of work they do , sufficient variety of work to motivate me at work, The effect of team spirit and cooperation among groups, team work adds more on motivation, The recognition and appreciation for your contribution will impact your motivation, (The score between 1.81-2.61 mean low motivation /satisfaction level (Low) mean value are found for the variable
- Shown above reveals that the mean value of The financial rewards in your organization motivate employees in at a higher level, Addis Ababa labor enterprise and industry development bureau has good environment and the organization provides opportunities for employee's carrier growth and development found to be above average mean of (The score between 2.62-3.41 mean average motivation and satisfaction level )

### **5.3. CONCLUSION**

The main objective of this study was to investigate the determinants that influence employee motivation working at Addis Ababa labor enterprise and industry development bureau.

The proposed four specific objectives of the study was to identify level of motivation, major determinants affecting employees motivation, identifying the relationship between motivation and attitude of employee towards financial and non-financial factors.

The study identified the level of motivation of Addis Ababa labor enterprise and industry development bureau staffs and identified key factors that affect motivation of employees working at Addis Ababa labor enterprise and industry development bureau and assess their motivational level. The Survey explored factors attributing to staff motivation and the highest ranking factor was identified as financial factors followed by coworker relation team spirit and career development and growth. The least ranking was found out to be working condition and recognition of staffs and feeling of team spirit and cooperation among co-workers and supervisors.

The effect of independent variables namely, (financial factors, career growth and development, co-worker relation, recognition and work condition) on the overall employee motivation was tested using correlation and regression analysis.

Accordingly, all the five factors for the study financial and non-financial have significant relationship with motivation. However, only two factors namely work condition and financial factors with highest standardized coefficients been identified as predictive of employees motivation.

Financial factor play an important role in the employees' motivation. Working conditions has also proven to be a strong influence on employees' motivation. On the components of employees' attitude towards motivational factors, five major factors namely: (financial factors, career growth and development, co-worker , recognition, and work condition ) were identified from many sources of literature. And the empirical study showed that non-financial factors such as recognition, career growth and development and co-worker and supervisor relation have found to be a strong and positive effect on employee motivation since the mean score are above average. This is also supported by research undertaken by Kovach (1987) suggested that, as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, the comparison of overall mean value of motivation level of employees is 3.61 which indicate that the motivation level of employee working at Addis Ababa labor enterprise and industry development bureau lies between moderate and high level.

#### **5.4. RECOMMEDATIONS**

Looking into the findings of the survey and based on the respondents recommendations, the investigator has developed recommendations to Addis Ababa labor enterprise and industry development bureau which will help to improve employees' motivation.

- Addis Ababa labor enterprise and industry development bureau should focus its attention on top of the financial factors to non-financial factors in improving work condition, recognition of staffs on regular, improving staff supervisor relationship and team work which will help to improve motivation.
- Addis Ababa labor enterprise and industry development bureau management need to conduct periodical assessments on factors affecting motivation of its employees to address the need of employees to maximize their productivity.
- Addis Ababa labor enterprise and industry development bureau management should maintain financial motivation scheme but may need to look forward on the competitiveness of salary on regular bases looking into the market.

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**APPENDEX**  
**St. Mary's University**  
**School of graduate studies**  
**MBA Department**

**Determination of employee's motivation a case of Addis Ababa labor  
enterprise and industry development bureau**  
**Questionnaire**

Dear participant:

This questionnaire is developed for academic purpose to collect information for a study entitled **"Determination of employee's motivation a case of Addis Ababa labor enterprise and industry development bureau"** for the partial fulfillment of the Masters of Business Administration (MBA) Program at St. Mary University. I kindly request you to provide reliable information. The information gathered through this questionnaire will be used by the researcher decisively for academic purpose. Please take your time and complete the questionnaire completely and honestly. Your responses will be kept confidential. Please read the instructions and each item in the questionnaire carefully and give the right response you think.

**Instruction:**

1. Please don't write your name.
- 2 Make no stray marks
- 3 Please mark only one response to a question, unless other direction are given
4. Put (√) inside the box or table for an alternatively you thinks right.

Tel:-09 35 71 40 45

E-mail:- Hailish2003@gmail.com

*Thank you in advance for your cooperation!!*

## **PART I- Demographic Information**

1.1. Sex:

M.  F.

1.2. AGE:

Below 21     21-30     31-40     above 41

1.3. Educational Background:

Certificate Diploma     First degree     Second degree and above

1.4. Number of years of experience on the job?

1-5     6-10     11-15     16-20     21 and above

## **PART II: Questionnaire**

### ***Questionnaire for Employees, Office Managers and Others workers***

Factors affecting employees work motivation in the Public Sector: The Case of Public Service Workers in Addis Ababa labor enterprise and industry development bureau. The following are assumed to be major factors that may hinder employees work motivation in the Public Sector:

**Rating:** Strongly Agree=SA:

Agree =A:

Neutral = N:

Disagree =D: and

Strongly disagree =SD:

with values of 5, 4, 3, 2, and 1 respectively.



**Directions:** I. Read each item carefully. ii. Decide whether Strongly Agree=SA Agree =A: Neutral = N: Disagree =D: and Strongly disagree =SD with values of 5, 4, 3, 2, and 1 respectively Please rate each factor to what extent from **very high to very low** and tick (√) the number which closely represents your opinion around one of the five digits, 1, 2, 3, 4, and 5.

| No. | Items  | SA | A | N | D | SD |
|-----|--|----|---|---|---|----|
| 1.  | <b>Work conditions</b>   |    |   |   |   |    |
| 1.1 | the Nature of work they do   |    |   |   |   |    |
| 1.2 | The Addis Ababa labor enterprise and industry development bureau has good working environment  |    |   |   |   |    |
| 1.3 | There is sufficient variety of work to motivate me at work   |    |   |   |   |    |
| 2.  | <b>Co –worker</b>  | SA | A | N | D | SD |
| 2.1 | The effect of team spirit and cooperation among groups   |    |   |   |   |    |
| 2.2 | Team work adds more on motivation  |    |   |   |   |    |
| 2.3 | The constant job feedback attained by your immediate supervisor will affect your level of performance and influences how much you are motivated to perform your job. |    |   |   |   |    |
| 3.  | <b>Recognition and appreciation</b>  | SA | A | N | D | SD |
| 3.1 | Success of employees should be appreciated at all times  |    |   |   |   |    |
| 3.2 | The recognition and appreciation for your contribution will impact your motivation.  |    |   |   |   |    |
| 4.  | <b>Financial factors</b>   | SA | A | N | D | SD |
| 4.1 | Fair payments is very crucial for employees  |    |   |   |   |    |
| 4.2 | An attractive incentive plan (like, allowance, overtime work. etc.) motivated employees  |    |   |   |   |    |
| 4.3 | The financial rewards in your organization motivate employees in at a higher level.  |    |   |   |   |    |
| 5.  | <b>Carrier growth and development</b>  | SA | A | N | D | SD |
| 5.1 | The organization provides opportunities for employees carrier growth and development   |    |   |   |   |    |
| 5.2 | I believe the level of employee motivation in the organization has an impact on the employee retention practices   |    |   |   |   |    |

**PART III. Interviews**

Interview Questions:

1. How much is the management role to make the employee motive? -----  
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-----

2. In your opinion, what are the main factors affecting employee motivation? Can you classify these factors from most important to least important? -----  
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-----

3. Do you think there are some problems hindering to increase motivation for employees in your Addis Ababa labor enterprise and industry development bureau?

- a) Yes there are some problems
- b) No problems faced

4. If your answer for question number 4 is “yes” please explain some of them ----  
-----  
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5. What were the major challenges during workers motivation in your office? If so, how did you overcome the challenge?-----  
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**“Thank you for the time spent in completing this questionnaire!”**