

ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF MOTIVATION ON EMPLOYEE'S
PERFORMANCE IN THE CASE OF SAMMAKKA
STONE PRIVATE LIMITED COMPANY**

BY
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July, 2023
SMU, Addis Ababa, *Ethiopia*

**THE EFFECT OF MOTIVATION ON EMPLOYEE'S
PERFORMANCE IN THE CASE OF SAMMAKKA
STONE PRIVATE LIMITED COMPANY**

**THESIS SUBMITTED TO ST. MARRY'S UNIVERSITY
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DECLARATION

Elsabieth Birhanu, hereby declare The Effect of Motivation on Employee's Performance: The case of Sammakka Stone Private Limited Company is my own work, that it has not previously been submitted for any degree or examination to any other university, and that all the sources I have used or quoted have been indicated and acknowledged by complete references.

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As thesis research advisor, I hereby certify that I have read, evaluated, and recommended to the St.Mary's University to accept the thesis submitted by Elsabieth Birhanu, titled "**The Effect of Motivation on Employee's Performance: The case of Sammakka Stone Private Limited Company**" in partial fulfillment of the requirements for the award of a Master's Degree in Business Administration .

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ENDORSEMENT

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

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July, 2023

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ACRONYMS AND ABBREVIATIONS

HR	Human Resource
MoE	Ministry of Education
MBO	Management by Objectives
SPSS	Statistical Package for Social Sciences
SHRM	Strategic Human Resource Management USA United States of America
PLC	Private limited company
MLR	Multiple linear regression

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ABSTRACT

The Primary purpose of this study is to identify employee motivation factors and their effect on employee's performance. The design of the study was explanatory. A well-structured self-administered questionnaire was used as the main tool for data collection and was administered to 160 respondents, out of which 149(93%) were retrieved and appropriately filled. Reliability of the research instrument was calculated and found to be 0.826 which means all items are reliable and data has internal consistency and acceptable for further analysis. The data were analysed using inferential statistical approach.

Findings of the study shows that 97.4% of the variation in the dependent variable (employee performance) was explained by motivational factors group. Among motivational factors group career development has the most dominant effects on employee performance followed by recognition factors group. The study found that extrinsic factors were considered to have more significant effects on employee's performance than intrinsic factors. Therefore, the managers at Sammakka Stone Private Limited Company should exploit extrinsic factors such career development, recognition, modern leadership style, good working environment and attractive compensation and benefit packages in their human resource management practices particularly in strategic human resource management to ensure that the employees have a sense of security with their jobs and are well motivated to perform their tasks at their best.

Key Words :motivation; performance, Organization, employee performance, Intrinsic Motivation, Extrinsic Motivation, Alpha, Beta

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

According to Lee & Raschke (2016) defined motivation is defined as an individual's level of readiness to perform an action and it comprises all factors that influence, intensify and organize human behaviour.

Motivation in the work context is expressed as an individual's degree of willingness to exert and maintain an effort towards organizational goals. This indicates that motivation is concerned with why people do what they do. It answers such questions as why do managers or worker go to work and do a good job(Lee &Raschke,2016).In any organization, whether it is a public sector or any other business sector, its core is its employees; their presence and contribution are very important in such a way that they determine if the organization is going to be successful or not. An organization may have a good manager, a good vision and a good goal. However, if it neglects its employees, that company is practically in turmoil. Employee motivation is a key to the overall effectiveness of organizational performance. Motivation acts as a predictor of individuals' behaviours and performance, all of which in turn contribute to organizational performance (Ritz et al., 2016). The issue of employees' motivation, especially in the public sector, has continually posed a big challenge where high levels of a performance play a major role in determining growth, development, stability and future success of an organization. Few studies (Shega, 2018; Brewer et al., 2014; Brewer et al.,2016; Anderfuhren-Biget, 2012; Andersen et al., 2013; Bellé and Cantarelli, 2012; Muogbo, 2013) have been conducted and published on the contribution of employee's motivation on organizational performance in the public sector. Employee Performance fundamentally depends on many factors like high salary and fringe benefits, provision of allowances, leadership style, empowerment, recognition and award, autonomy and freedom of performing a job, training and career development, good working condition, and so on. However, there are two types of motivated behaviour in the organization which is intrinsically and extrinsically motivated behaviour (Kat, 2009). A lack of employee motivation leads to lower productivity, an inability to overcome challenges, apathy and poor customer service (Leonard, 2019). It also leads to absenteeism, late-coming, uncommitted employees' lower levels of engagement and higher employee turnover (Rutachururwa, 2013; Andritotis, 2017). Motivating employees is a valuable asset which delivers huge value to the organization in maintaining and strengthening its performance growth. The more employees

are motivated to tasks accomplishment, higher will be the organization performance and success (Suresh, 2013). Organizations, in desiring to improve their performance, need a system in place that consistently motivates employees. This study intends to shade more light on the effect of employee motivation on organizational performance, the case of the Federal Civil Service Commission

1.2. Statement of the Problem

One of the basic problems in any organization is how to have employees committed to their jobs and put their best efforts into meeting the goals of the organization. Most employees need the motivation to like their job and to perform the job optimally. Hence, according to the effect of motivation employees are considered as the most important resource, and how an organization manages the employee to remain motivated is known to be the main challenging task. The study result proposed to prove that work motivation positively and significantly influences employees' performance. To attain the desire goals and objectives from employee motivation, the organization must motivate employees by using main aspects such as achievement, recognition, challenge, responsibility, development, involvement, and opportunity. Employees have different ways to feel motivated in performing tasks and the work environment is one of the factors that affected their work motivation. Management believes that by paying employees more (increase of wages), employees will tend to perform better. Perhaps it might be true according to some researcher. However, there are also recent studies that have shown that employees' motivations are not solely affected by pay. Thus, this research is carried out to investigate the factors that affect employees' performance. The challenge at work is to create an environment in which people are motivated about work priorities. The lack of a general theory of motivation also seems to create a handicap for managers, not only in gaining an understanding of employee motivation but in finding an avenue to approach the problem of motivating employees. Too often organizations fail to pay attention to the employee relations, communication, recognition and involvement issues that are most important to people (Frank, 2013). According to Etefa (2006:4), the major challenges that face the Sammkka stones plc marble factory: inefficiency of the workforce, long and time-consuming organizational structures, shortage of resources, lack of capacity to give sufficient attention to service delivery improvement, the inconsistency of regulations and guidelines governing public institutions. Nowadays, organizations are facing challenge to motivate employees. In this regard, organizations that do not recognize talent and hard work through appropriate motivational reward are at the possibility of losing the hard-working employees. Most organizations seem to suffer high labour turnover and absenteeism, which

leads them to high cost of selection and training. This is sometimes because of ignoring the motivation system (Olanye and Eyela, 2017). An organization with unsatisfied employees creates social discrepancy, which results to low output and growth and employee's dissatisfaction with their work environment will create low work performance. Organizations often use extrinsic rewards to prevent employee dissatisfaction and to motivate employees, although it may not be the best motivator for the long term (Mossbarger and Eddington, 2003). According to Alexander and Andreas (2013), unmotivated employees value their own objectives more than those of the company; this discrepancy may lead to a conflict of aims. The management should design motivational systems that strengthen the connection between employees' goals and motivation factors. This dictates that motivational factors are the most known and acceptable since it plays a vital role to individual job performance in reaching and fulfilling the goals and objectives of the organization. In case of private limited company particularly in joint venture company that are engaged in mining activities in Ethiopian context very few studies have been carried out to establish the effect of employee motivation on organizational performance with interest to the country (Mesfin, 2013; Shewangizaw, 2017). This study, therefore, is motivated by the lack of up-to-date empirical evidence on the effect of motivation on the performance of employees in joint venture private company that are engaged in mining activities. Previous studies on this issue in the context of private organization are only few; and even the limited available ones provide mixed evidences which motivated this study for filling this gap in literature. Besides, the researcher has a rich experience in working in private organizations for about eight years with different responsibilities that assisted her to understand the challenges that top manager faces to motivates their employees to perform better due lack of research-based evidences in the majority of private sectors and often most private organizations are more interested in profit driving factors than any other factors that motives employees and hence enhance employee's performance. In short, this study aimed to bridge the gap in literature with the following general and specific objective.

1.3. Research Questions

Considering the research gap explained above, this study specifically addresses the following questions:

- ✓ What is the current level of employee motivation at the Sammaka Stone Plc
- ✓ Which motivational techniques are vital in improving employee performance at the Sammaka Stone Plc?
- ✓ What are the effects of employees' motivational factors on employees' performance at the Sammaka Stone Plc

1.4. Objectives of the Study

1.4.1. General Objective

The General objective of the study is to examine the effect of motivation on the performance of employees in private organizations of Sammaka Stone Plc.

1.4.2. Specific Objective

This study was based on the following specific objectives;

- ✓ To determine employee performance status at the Sammaka Stone Plc.
- ✓ To determine the major factors that influence employee motivation
- ✓ To examine the effect of employees' motivation on employees' performance in Sammaka Stone Plc.

1.5. Hypothesis

Usually, the research hypothesis contains, at least, one independent and one dependent variable. According to Geoffrey (2005), there are two types of hypotheses namely, the null hypothesis and the alternate hypothesis. The null hypothesis always predicts that there will be no differences between the groups being studied. By contrast, the alternate hypothesis predicts that there will be a difference between the groups.

The hypotheses of this study assume that employees' job performance is affected by and dependent on multiple motivational factors which includes financial rewards, compensation benefit package, promotion and growth, recognition and working condition, co-worker and supervision relationship and employee engagement. Therefore, this study aims to figure out the effect of the mentioned motivational variables on the performance of employee. Thus,

based on the problem and the research questions of the study, the following hypotheses is developed and tested.

1. Hypothesis 1

H₁: Financial rewards are positively related to employee's performance.

2. Hypothesis 2

H₁: compensation and benefit are positively related to employee's performance

3. Hypothesis 3

H₁: promotion and growth are positively related to employee performance.

4. Hypothesis 4

H₁: working condition is positively related to employee performance.

5. Hypothesis 5

H₁: recognition is positively related to employee's performance.

Hypothesis 6

H₁: Provision of training is positively related to employee performance

Hypothesis 7

H₁: Co-worker and supervision relationship is positively related to employee performance

Hypothesis 8

H₁: employee engagement is positively related to employee performance

1.6. Significance of the Study

This study aims to examine the effect motivation on the performance of employees. If a company's employees do not motivate to perform at their best, then the company will lose large amounts of money, customers or even go out of business. On the other hand, if company's employees are motivated and well trained, then the company can generate huge revenue, keep loyal customers and gain a lot of market share. So, conducting studies that are significant in providing recent findings with the right model specification and up-to-date data to improve the contribution of company's employee performance is paramount. The current study contributes to the limited available literature on the effect of motivation on employees' performance with the interest of a country in general and private institution in particular. This study will helpful to many managers and leaders in our society in general and at the Sammaka Stone Plc in particular to identify the right motivation approach that they need to do in order to successfully motivate their employees to perform at their best. In addition, the findings of this study will also be used as the basis for future research works by other students and researchers in similar areas of study and serve as reference source for further research works. Furthermore, this research will also give critical recommendations to

Sammakka Stone Private limited company and other stakeholders on approaches to motivate their employees to increase effectiveness and performance by identifying and suggesting areas for improvement. Moreover, the findings of this study can be used as initial scientific documents in the process of short-term and long-term institution's policies and strategies formulation and how they can be positively influenced through government policy inputs and regulations.

1.7. Scope and Limitations of the Study

Every study conducted may have certain shortcomings. When conducting this research, the target population is limited to current employees and exclude those who have already left the organization before the data collection date. The study was also limited to employees of Sammakka stones private limited company located in Addis Ababa. The study focused at employees and managers at this institution. Therefore, future researchers relating to this topic should assess in a wider and larger scope to include other private and public organizations and increase the generalizability of the study. The study was also delimited to examine possible employee motivational factors affecting organization performance. Even though, motivation is measured using various relevant variables, this study primarily focuses on the association between employee performance and motivational factors such as payment, Fringe Benefit, promotion, Co-worker relation, supervision, and Career development. If those limitations were addressed, the findings of this thesis could produce more accurate estimation results. It is important, however, to note that model specification and data used in this study are large enough for the validation of the findings and conclusion to be made.

1.8. Definition of key words or Terms

Motivation: The willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need (Robbins, 1998).

Intrinsic motivation: is derived from the content of the job. It can be described as the process of motivation by the work itself in so far as it satisfies people's needs (Herzberg, 1957).

Extrinsic motivation: arises when management provides such rewards as increased pay, praise, or promotion (Herzberg, 1957).

Performance: performance is defined as an individual outcome based on the size and behavioural standards for the related job, and which led to an outcome, especially behaviour that can change the environment in certain ways (Chaplin, 2005).

Productivity: Productivity is a ratio to calculate how well an organization or individual, industry, country converts input belongings, labour, and materials machines etc. (Annual journal of IJBTS, 2012) intended or expected result.

Co-worker relation: Co-worker's relationship contained in an organization is a type of interpersonal relationship based on two concepts: the leader-member relationship and co-workers' interactions (She & Jennifer, 2011).

Supervisors: supervisors typically are responsible for their direct reports' progress and productivity in the organization. Supervision often includes conducting basic management skills (decision making, problem solving, planning, and delegation and meeting management) (Carter, 2011).

Payment: Payment, which encourages workers or groups by rewarding them according to their performance; personal or special allowances, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that employee satisfaction, in determining the pay structure of their organization has the power to attract, retain, and motivate individuals towards higher performance (Banjoko, 2010).

Fringe Benefit: Fringe benefits are forms of indirect compensation given to an employee or group of employees as a part of organizational membership (Mathis and Jackson, 2003).

Top Manager: in this study refers to heads of sections and departments within the organization.

Employee: refers to a person being hired at the Sammaka Stone Plc.

Incentive: in this study the term identified that an incentive is a tangible or intangible reward that is designed to motivate a person or group to behave in a certain way (Ojeleye, 2017)

1.9. Organization of the study

This research consists of five main chapters. The first chapter deals with the introduction which covers the background of the study, problem statement, research objectives, research questions, the scope and organisation of the study. Chapter two reviews both theoretical and empirical literature on the effect of motivation on employee performance while chapter three focuses on the methodologies adopted for this particular study, together with a brief description of the model specifications, study variables, and data sources. The model's estimation and a discussion of the results are given in Chapter four. Chapter five gives the conclusion and makes some recommendations based on the findings of the study.

Chapter Two

Review of Related Literature

This chapter presents the literature review on the study. It is concentrated on the definition of motivation, forms of motivation, theories on motivation, and factors that motivates employees. An attempt was made to discuss performance, the effects of motivation on employee's performance and monetary motivators versus non-monetary motivators, and was studied with the development of a conceptual framework.

2.1. Theoretical Literature Review

The theoretical framework aims at reviewing various topics of employee motivation so as to end up with the best idea to carry out this study.

2.1.1. Motivation and Employee Performance

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

2.1.2. Definition of Motivation

Many scholars had tried to define motivation and it's a well-studied field which has roots in many academic disciplines such as psychology, sociology, education, political science, and economics. Definition of motivation according to Society for Human Resource Management (2010), motivation is generally defined as the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles.

Bratton et al. (2007:248) defined it as a cognitive decision-making process that influences the persistence and direction of goal directed behaviour. Work motivation can also be defined as

the psychological forces within a person that determines the direction of that person's behaviour in an organisation (George and Jones, 2008:183). Elements in the above definitions are: effort a measure of intensity that maximises employee's potential capacity to work in a way that is appropriate to the job; persistence the application of effort work-related tasks employees display over a time period and direction emphasises that persistent high level of work-related effort should be channelled in a way that benefits the work environment. Bartol and Martin (1998) describe motivation as a power that strengthens behaviours, gives route to behaviour, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. Denhardt et al. (2008) also define motivation as an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. Whilst it is not possible to observe motivation itself, it's possible to observe the outward manifestations of motivation.

For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Denhardt et al. (2008) further stated that motivation is not the same as satisfaction. Satisfaction is past oriented, whereas motivation is future oriented. Igalens & Roussel (1999) on their part also stated that workers may be very satisfied by the compensation of their job; there are countless instances where these workers are not entirely motivated to continue doing what they would do. Motivation is central to management because it explains why people behave the way they do in organizations. Motivation may also be defined as the internal process leading to behaviour to satisfy needs. The process people go through to satisfy their needs is need - motive - behaviour -satisfaction or dissatisfaction (Lussier, 2005). Some of the authors who had worked on the principal concept behind motivation such as Kreitner (1995), Buford et al. (1995), Higgins (1994) were cited in Lindner (1998) defined motivation as "the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need and the will to achieve.

For the purpose of this study, the definition of the Society for Human Resource Management (SHRM) is adopted. Thus, following the Society for Human Resource Management (2010) definition, this study working definition of motivation is: The psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles.

The above definition incorporates the idea of the many possible actions that a person could engage in either to keep trying or give up when faced with roadblocks and obstacles. The adoption of this definition makes it possible to examine the factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. The next section discusses the various forms of motivation.

2.1.3. Forms of Motivation

Motivation, the drive to satisfy a need and to stimulate people and bring out that natural drive to do a good job ultimately comes from within an individual. People are motivated by a variety of things and the two types of motivation are intrinsic or extrinsic. Intrinsic motivated work behaviour stems from a person's „internal“ desire to do something, and is therefore usually self-applied, for example, pure interest in a project or a positive recognition from colleagues is examples of intrinsic motivation. According to Malone and Lepper (1987), intrinsic motivation is what people will do without external inducement such as hunger, a sense of duty, altruism, and a desire to feel appreciated. Deci (1975) believes intrinsically motivated behaviours are seen when there is no other apparent reward except the activity itself. InCsikszentmihalyi (1975) view, very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level that people experience some kind of psychological flow, a sense of merging with the activity they are doing. Extrinsically motivated behaviour on the other hand is behaviour that is performed to acquire material or social rewards or to avoid punishment. The source of motivation is the consequence of the behaviour not the behaviour itself. Deci (1975) stated that extrinsically motivated behaviours as those where the controlling mechanism is easily seen and Deciand Ryan (1985) stated in their work that extrinsically motivated behaviours are generally done as a consequence of pressure and result in low self-esteem and anxiety. Extrinsic motivated work behaviour stems from such tangible rewards such as pay, bonuses, and promotion among others. Regardless of whether people are intrinsically or extrinsically motivated, they join and are motivated to work in organizations to obtain certain outcomes. An outcome is anything a person gets from a job or organization. Some outcomes such as autonomy, responsibility, feeling of accomplishment and the pleasure of doing interesting or enjoyable work, result in intrinsically motivated behaviour. Other outcomes such as pay, job security, benefits and vacation time result in extrinsically motivated behaviour.

2.1.4. Theories of Motivation

Theories of motivation stress different factors that contribute to employee motivation performance. Both intrinsic and extrinsic motivated behaviour reflect the various theories that can be adopted in an attempt to understand motivation behaviour. Maslow (1946) and Herzberg (1968) are content theorists who stress on the satisfaction of needs. Maslow (1946) and Herzberg (1968) theory focuses on the question of what arouses, sustains and regulates goal directed behaviour that is what particular things motivate people. There is the assumption that everyone responds in much the same way to motivating pressures and that there is, therefore one best way to motivate everybody and it focuses on the needs of an individual. Vroom (1969), Porter and Lawler (1968) who are process theorists emphasize on the process of motivation and importance of rewards. The process theory on the other hand changes the emphasis from needs as in content theory to the goals and processes by which workers are motivated. They attempt to explain and describe how people start, sustain and direct behaviour aimed at the satisfaction of needs or the elimination or reduction of inner tension. It focuses on the rewards of the individual. Armstrong (2007) stated that Taylor's theory of motivation to work is related to rewards and penalties which are directly connected to performance.

2.1.5. Content Theories of Motivation

They are group of theories about work motivation that focuses on employees needs as the sources of motivation. A need is a requirement for survival and well-being and motivation of a person depends on the strength of their needs.

2.1.6. Process Theories of Motivation

They are group of theories about work motivation that attempt to identify the relationships among the dynamic variables which make up motivation and actions required to influence behaviour and actions. The three known theories are: equity, expectancy and goal-setting theory. Adams (1965) formulated the equity approach as an appropriate way to effective supervision and the equity approach is another important means of ensuring motivation of workers. Workers tend to believe in it if the organizational reward system is fair. This theory assumes that people want to be treated fairly and they tend to compare contributions and rewards to those received by others. The equity theory states that people need to perceive equal outcomes for perceived equal circumstances (Ott, 1989). The principles for this theory are that if workers discover that the company does not properly reward them, they will feel dissatisfied and their morale will be lower. The outcome is that they will not work hard anymore or they may choose to depart from the current company. If the workers believe that

they are adequately rewarded for what they do, they will maintain the same level of output and performance. On the other hand, if workers perceive the rewards as more than they consider fair, then they will most likely work even harder in the organization. Victor Vroom (1969) in Ott (1989) came out with expectancy theory, which states that an employee will be motivated to exert a high level of effort when he/she believes that effort will lead to a good performance appraisal, and followed by organization rewards such as, bonus, salary increment or promotion which later satisfy personal goals. Simply put, it means that people are motivated by calculating how much they can get from something, how likely their actions will cause them to get it and how much others in similar circumstances have received (Ott, 1989). The theory is based on three concepts and is also known as valence instrumentality expectancy theory (Huczynski and Buchanan, 2001). The expectancy approach focuses on three relationships. Effort-performance Linkage is the probability perceived by an individual that exerting a given amount of effort would lead to performance. Performance-reward linkage is the degree to which the individual believes that increase in performance will lead to a certain outcome. Valence is the importance that an individual places on the potential outcome or reward that can be achieved on the job. This considers the goals and needs of the individual, for example, people will always perceive that recognition and reward offered by bosses are more valuable and better.

Porter and Lawler (1968) in Huczynski and Buchanan (2001) have developed Vroom's expectancy theory into a more comprehensive theory of work motivation. According to their theory, the effort expended on task will depend on the value of rewards for performing the job well and the expectation that the rewards will follow. In this model, what Vroom called instrumentality is simply labelled the expectations that performance will lead to rewards abilities and traits and role perception. It also means the degree to which the individual feels that what they are required to do is consistent with the perception of their role. Thus, performance may suffer if one does something, which is not consistent with the job and expertise. The integrative approach of the theory takes into account motivation performance, which is based on perceptions of intrinsic and extrinsic rewards and also incorporates equity theory. Satisfaction, thus, influences the perceived value of rewards and has a feedback effect.

2.1.7. The Reinforcement Theory of Motivation

The reinforcement theories by Skinner (1953) are actually the antithesis of cognitive theories in the sense that the theories do not relate with human thought process. According to Skinner (1953) reinforcement theory, our behaviour can be explained by consequences in the environment, and therefore, it is not necessary to look for cognitive explanations. Instead, the

theory relies heavily on a concept called the law of effect that states behaviours having pleasant or positive consequences are more likely to be repeated and behaviours having unpleasant or negative consequences are less likely to be repeated. Cole (2003) argues that, under strict reinforcement theory, an individual's own understandings, emotions, needs and expectations do not enter into motivation, which is purely about the consequences of behaviour. However, modifications of the theory (e.g. social learning theory) do allow for the effect of individuals' perceptions of the rewards/ punishments obtained by others as a contributor to motivation.

2.1.8. Motivation Theories Content (needs)

Theory The theory focuses on the content of motivation in the shape of needs. Its basis is the belief that an unsatisfied need creates tension and a state of disequilibrium. To restore the balance, a goal is identified that will satisfy the need, and a behaviour pathway is selected that will lead to the achievement of the goal and the satisfaction of the need. All behaviour is therefore motivated by unsatisfied needs (Osabiya, 2015). Page | 25 OFFICIAL People have a multiplicity of needs depend on interest and situation in, to select all sorts of goals and action to satisfy needs and observed behaviour certain needs and goals that motivated can be consider as the three point to develop the Content theory models It is unwise to assume that anyone approaches to motivation will appeal to all affected by it. Motivation policies and practices must recognize that people are different. Needs theory has been developed by Maslow, Alderfer and McClelland, as described below (Armstrong & Stephen , 2014).

2.1.9. Maslow's Hierarchy of Needs

Theory Maslow (1943) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow's theory on motivation has attracted management theorists. The hierarchies of needs according to Maslow are the following: Physiological needs, Safety needs, Love needs, Esteem needs and Self-Actualization Needs. These needs are arranged from the lower needs to the higher needs (Nchorbuno, 2011). Maslow's full Name Abraham Maslow. He says that five universal needs motivate a person. He arranges them as (Hashim et al, 2014) I. Physiological or Basic needs According to (Anyim, 2012) physiological or basic needs are the basic need of a person. It includes as driving force. This is also called felt need. This need causes physiological tension which is shown by anyone's behaviour. This can be reduced by eating something (Chintaloo&Mahadeo, 2013). Also explain physiological needs. Physiological needs basically are satisfied the basic need of human is satisfied. Physiological needs or basic needs also called biological needs. (MichealP.Todros and Stephen C.Smith, 2015) refer to human basic needs of food, shelter, health and reproduction as life sustaining

basic human needs. Once a person fulfils the basic needs move to the next level. II. Safety needs Safety needs is the needs for shelter and protection. In this need a person needs security, stability and dependency. Human needs freedom from anxiety law and order and structure. This need is also called security needs. For examples the employee's or the workers in a private organization demand that the organization or company must provide their job security, health security and promoting safety. And nowadays private organizations also provide safety and health plan, and emergency funds and accident coverage benefits. (Ibid, 2015) III. Belongingness needs These needs are also known as social needs. It includes love and belongingness. Usually, people need love and care. These needs can be fulfilled by interaction with co-worker and colleagues. For examples, the feelings of friendship, feelings of love, caring of family or relative etc. Apparently, when people in varies communities feel secure and safe enough in an environment the tendency is that they feel the need to identify and belong to social organization of family, community, community-based organization among others in the society. (Mulwa, 2008) remarks that when once people feel reasonably safe, that is when they tend to worry about belonging the social group where they ca love and be loved in the society. IV. Esteem needs Esteem and prestige needs can equally be referred to as ego needs in human environment. (Onah, 2015) asserted that when people achieve their social needs that they focus attention on such matters as reputation, recognition, self-esteem and prestige or self-worth, self-respect, status, among others and give people strong confidence to participate in activities that will certainly improve their living condition in their various community in the society. In communities, self-esteem and prestige needs are demonstrated in the end for recognition, reputation, respect and admiration for higher status or position in the community in the society. V. Self-actualization needs This is the highest need. According Bernard et.al (2010), self-actualization involves the pursuit of excellence and enjoyment; whichever people choose to desire and emphasize. Self-actualization has also been described as the psychological process aimed at maximizing the use of a person's abilities and resources. This process may vary from one person to another (couture et al.2007.

2.1.10. ERG theory (Alderfer)

Alderfer (1972) produced a more convincing and simpler theory, which postulated three primary categories of needs:

Existence needs such as hunger and thirst – pay, fringe benefits and working conditions are other types of existence needs.

Relatedness needs: which acknowledge that people are not self-contained units but must engage in transactions with their human environment – acceptance, understanding, confirmation and influence are elements of the relatedness process.

Growth needs: which involve people in finding the opportunities to be what they are most fully and to become what they can. This is the most significant need. (Armstrong & Stephen, 2014)

McClelland's Achievement–Affiliation–Power Needs

Theory is also known as the Three-Need Theory or Learned Need Theory. Contrary to theorists who believe that individuals have identical innate needs, (McClelland, 1988) argues that certain needs differ from individual to individual and that they are often learned needs; with some people having higher levels of one need than others. (Seniwoliba A & Nchorbono A, 2013) He identified three needs of which the need for achievement was the most important: (Armstrong & Stephen, 2014) A. The need for achievement: defined as the need for competitive success measured against a personal standard of excellence. Page | 28 OFFICIAL B. The need for affiliation: defined as the need for warm, friendly, compassionate relationships with others. C. The need for power: defined as the need to control or influence others. Needs theories are the basis of most workplaces' motivational theories. Here is an overview of the different workplaces' motivational theories that has been described so far. They show the similarities and differences between the workplaces' motivational theories based on needs. Indicating below some interesting motivational theories

2.1.11. Factors that Motivate Employees

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

Engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by

providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work. Extrinsic motivated behaviour includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them (Daniel & Metcalf, 2005 cited in SHRM, 2010). Perry (2006) did emphasise that employees who participate in their organization's decision-making processes and who feel that they have a voice in the company have a higher job motivation satisfaction.

Employees are often motivated differently and to develop a work environment that promotes motivation, organizations need to know what is important to their employees and then to emphasize these factors. In fact, some companies and researchers are beginning to look at work spirituality not in a religious sense, but in a sense that what an employee does aligns with his or her greater sense of life and purpose. Aside from monetary gain, work provides people with fulfilment on various levels, from earning a living and "doing good work" to aspiring to a vision and ultimately having an impact on the quality of life. Good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible (Brian, 2013). How employees are treated is a strong determinant of employee motivation and performance.

Lawler (2003) emphasizes that "treating people right is fundamental to creating organizational effectiveness and success. It is also easier said than done." According to Lawler (2003), this includes "a highly complex set of actions on the part of both organizations and employees. Organizations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high performing. This winning combination for performance requires a partnership between the organization and the employees. Lawler (2003) states: One can't succeed without the other. To provide people with meaningful work and rewards, organizations need to be successful. And to be successful, organizations need high-performing individuals. The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying." To describe this mutually beneficial relationship, he uses the term virtuous spiral, a relationship that occurs when the organization values its employees, and in return, workers are committed to high performance.

Perhaps the most important factor on this list is the ability to advance. Employees are extremely motivated to achieve if this means that advancement awaits them. This requires employees to be mindful of opportunities that lie around, beneath and beyond what they seek. As leaders, you will sustain high levels of motivation from your employees if you can open doors of opportunity and accelerate their chances for advancement. Remember, just because your employees may be relevant, it doesn't guarantee advancement. So, make it a point to help them get there. Llopis (2012) stated that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

2.1.12. Performance

According to Aguinis (2009), performance is about behaviour or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort along with the ability to put efforts supported with the organisational policies in order to achieve certain objectives. Campbell (1990) also defines performance as behaviour. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences. There are several variables that determine performance. These variables could be classified as general determinants of performance. For instance, one's qualification can go a long way to enhance his performance. When one goes through education, development and training to acquire a certain level of qualification, it will enhance his working ability all other things being equal. Also, experience is a great asset that can improve an employee's performance.

The longer the number of years' experience, the higher the level of performance all other things being equal. Again, quality and style of supervision is a key factor. The use of democratic and autocratic styles of supervision will have varying degree of results given different behaviours of employees; the working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees. The use of protective gadgets and clean working environment could reduce the hazards employees are exposed to at the workplace; the single most important determinant of performance is compensation package. In the absence of compensation, performance levels would be very low compensation could be financial or non-financial may have different levels of motivation and consequently its influence on performance; factors such as tools and equipment can enhance one's performance. Imagine the use of computers, combine harvesters, irrigation system and teaching aids in the production system. Technology has made it possible to have certain tools and equipment that enhance productive activities; and other determinants of performance

include support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment (Aguinis, 2009). Campbell (1990) and Aguinis (2009) have provided their version of performance determinants to complement the general determinants. They suggested that individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge, and motivation. Declarative knowledge refers to knowledge about facts, principles, and objects among others. It represents the knowledge of a given task's requirements. Procedural Knowledge is having certain skills in knowing what to do and how to do it. That is, the employee requires certain technical skills to be able to accomplish a task. Procedural knowledge also relates to one's intelligence level and physical ability.

Motivation, which refers to "a combined effect from three choice behaviours - choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort" (Campbell, 1990). All three determinants of performance must be present for performance to reach high levels.

2.1.13. The Effects of Motivation on Employees' Performance

The motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance. These authors (Koch, 1990; Stuart, 1992) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback. Positive feedback follows the principles advocated in Reinforcement Theory, which states that behaviour is contingent on reinforcement. Examples of positive reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying pay checks, and telephone calls by top executives to employees at home (Knippen and Green, 1990). Theories such as equity has some important implications for ways of motivating people by not underpay, overpay and presenting information about outcomes in a thorough and socially sensitive manner. It states that, companies that attempt to save money by reducing employees' salaries may find that employees respond in many different ways to even the score; those that overpay some employees as a useful motivational technique to increase performance may later realise that when you overpay one employee, you are underpaying all the others. When the majority of

the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and widespread dissatisfaction. This suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes). Osei (2011), also agrees with the equity theory that, one of the fundamental issues that is sensitive and critical which can make or unmake any organization is wage or salary determination. Justice, fairness and equity in salary determination, to a large extent, put to rest all the traumas any individual or any organization may experience, and that is highly motivational enough to assess the optimal usage of time and energy. Also, theory such expectancy has several important implications for ways of motivating employees by clarify people's expectancies that their effort will lead to performance that is by training employees to do their jobs more efficiently and so achieve higher levels of performance from their efforts and linking valued rewards and performance by specifying exactly what job behaviours will lead to what rewards. It is possible for employees to be paid in ways directly linked to their performance such as through piece-rate incentive systems, sales commission plans or bonuses.

Locke (1968), goal setting theory believes that you can achieve effective performance goals by assigning specific goals; difficult but acceptable performance goals; and providing feedback concerning goal attainment. He further indicated that giving praises, Management by Objectives (MBO), and job design increases employees' performance. Praise is a motivator (not hygiene) because it meets employees' needs for esteems, self-actualization, growth and achievement. It is most powerful, less expensive, and simplest, yet the most underused motivational technique. To motivate people to high-levels of performance, objectives should be difficult but achievable, observable and measurable, specific, with a target date, participative set when possible and accepted by employees. Employee who meets their objectives should be rewarded through recognition, praise, pay raises, promotion etc. Many organizations now link pay to meeting goals (Lussier, 2005) and the way the first step in organization design is job design - the process by which managers decide how to divide tasks into specific jobs, for example, McDonaldisation (Jones et al, 2000).

2.1.14. Monetary Motivators Versus Non-Monetary Motivators

According to Ballantine et al. (2009), managers are constantly searching for ways to create motivational environment where employees to work at their optimal levels to accomplish company objectives. Workplace motivators include both monetary and non-monetary incentives and the purpose of monetary incentives is to reward employees for excellent job performance through money. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for employees (Kepner, 2001).

The purpose of non-monetary incentives is to reward employees for excellent job performance through opportunities and non-monetary incentives include flexible work hours, training, pleasant work environment, and sabbaticals. Industrial and Commercial Training (1975) also in their review of money as a motivator wrote that hard cash as a motivational influence in the work situation took a nasty knock from the behavioural scientists in the 1960s. It was Herzberg (1968), who advanced the doctrine that money is not a motivational factor: increased wages could produce more commitment to production but their effect was declared to be short-lived but commitment and involvement were to come from other factors- the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process. SHRM also share the idea that different types of reward and incentive programs are effective at motivating employees. To them motivation may be promoted through monetary and non-monetary rewards. Incentive bonus plans can promote high performance because the bonus is usually tied directly to company and/or individual performance. In addition, some benefits programs include employee recognition. Seventy percent of HR professionals indicated that their organizations recognized milestones such as birthdays and service anniversaries. More than half of HR professionals said their organizations offered some type of non-cash, companywide performance awards such as gift certificates or an extra day off (Alexandria, 2009). Another research suggests that desired monetary incentives differ for employees based on career stage and generation. Surveys by the American Association of Retired Persons (AARP) have shown that most workers will work past retirement age if offered flexible schedules, part-time hours, and temporary employment (Nelson, 1999). Kohn (1993) argues that monetary incentives encourage compliance rather than risk-taking because most rewards are based only on performance. As a result, employees are discouraged from being creative in the workplace. Another argument Kohn (1993) presents is that monetary incentives may be used to circumvent problems in the workplace. For example, incentives to boost sales can be

used to compensate for poor management. Employers also may use monetary incentives as an extrinsic rather than an intrinsic motivator. In other words, employees are driven to do things just for the monetary reward versus doing something because it is the right thing to do the older the employees, the more the focus are placed on retirement or supplementing retirement income with part-time or temporary jobs. The younger the employees, the more the focus are placed on motivation employee's performance and the work environment.

2.2. Empirical Literature Review

It refers to practical studies already been done by other scholars on this nature of employee motivation on organization performance.

Gregory (2008) conducted a study on how does an employee motivation impact organizational performance. The study found that a motivated workforce has more productive employees and this translates into bottom line cost savings. Happy motivated employees are indeed better workers and will help to generate a positive work environment that both customers and employees will better appreciate. The motivated worker is more committed to the job and to the customer. The end result is effective organization performance and organization revenue increased.

Another study on an analysis of the employee motivation factors focuses on age and gender specific factors. This study results provide more similarities than differences. The employees from both genders and all age subgroups are mostly motivated by challenging job positions, advancement opportunities, good compensation packages for example money and well managed or good work environment. At the same time, benefits, job security, and location of the workplace are less of a motivator for all demographic subgroups. Still, this research study suggests that some statistically significant differences do exist. The two genders give significantly different importance to benefits as a motivator while the age of subgroups gives Page | 27 significantly different importance to security, work environment, and challenge. Based on the findings, recommendations were given to managers in terms of improvement of motivation policies and practices (Karaskakovavska, 2012).

Waheed (2013) conducted a study, which explains the effect of commitment and motivation on individual and how that contributes towards organizational performance. Found that if employees perceive that their efforts are recognized by the organization, they feel motivated and level of commitment will rise.

This study intends to explore how motivation contributes to the level of employee commitment. In a study of the impact of employees' motivation on organizational effectiveness in European, it was identifying the factors that affected employee motivation and examining the relationship between organizational effectiveness and employee motivation. Findings of the literature and various studies concluded that Empowerment and recognition have a positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. Also, there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success (Ruge, 2012).

Another study sought to describe the ranked importance of the ten motivating factors, job security, and sympathetic help with personal problems, and personal loyalty to employees interesting work, good working condition, tactful discipline, good wages, promotions and growth in the organization, feeling of being in on things, and full appreciation of work done (Linder, 2010). This study shows the employee motivating factors was a help to guide this study.

Farhanabanana (2013) conducted a study on the impact of employee motivation on work performance. Found that motivational factors play an important role in increasing employee job satisfaction. This will result in improving organizational performance. A motivated employee is a valuable asset who creates value for an organization in strengthening business and revenue growth. Motivation is going to work if the right person with suitable skills is made responsible for the job

In a study on the similarities and differences in employee motivation management between Korean and Japanese executives of Japanese affiliated companies in Korea. Based on Page | 28 questionnaire surveys the respondent's views of employee motivation factors were analysed by contrast with motivational factors and hygiene factors (maintenance factors) developed by Herzberg. The survey results reveal that both Korean and Japanese executives realize the importance of employee motivation management and that Japanese executives have a strong awareness of it than Korean executives. Both recognize it for the sake of high corporate performance, employee job satisfaction and customer satisfaction seeing motivation factors. The majority of Korean and Japanese executives regard wages and bonus increases as a strong motivational factor. Employment stability is recognized as a motivational factor by Korean executives and clarifying company policy and job objectives are the most important motivational factor to Japanese executives (Usungami, 2006).

Raghava (2009) conducted a study on the motivating hospitality industry employees. The findings of this study show that job security and opportunity are not relevant because of the seasonality of employment. The study confirmed good wages as an important motivating factor followed by interesting work and appreciation. Differences were observed in the subgroups of the age and occupation. Respondents also considered trust, responsibility, feedback appraisal, the flexibility of working hours to be motivating factors.

Another study was conducted by Manzoor (2012) on the impact of employee motivation on organization effectiveness. The study found that two central factors empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness. The organization should design their rules, policies and organizations structures that give space to the employee to work well and appreciate them on the fulfilment and achievements of their tasks. This will surely lead to organizational growth. Additionally, in 2014, the employee engagement firm TINY pulse carried out a survey “The seven key Trends Impacting Today’s Workplace” which involved over 200,000 employees in more than 500 organizations (Lipman 2014). The aim of the survey was to discover the factors that motivate employees to excel and go for an extra mile in the organization.).

The aim of the survey was to discover the factors that motivate employees to excel and go for an extra mile in the organization. The results came out were surprising. Money, which often seems to be the major contributor to motivation, was the seventh on the list. On the contrary, peer motivation/camaraderie was ranked first (20%), followed by the intrinsic desire to a good job (17%) and feeling encouraged and recognized (13%). This result had pointed out the paramount importance and huge influence of intrinsic motivation towards a person’s viewpoint and accordingly made concrete the perspective of intrinsic motivator has surpassed extrinsic motivator.

Remi et al (2011) In the developed industrialized countries where majority of these researches are conducted, satisfaction of the basic needs of life such as food, shelter, etc, are taken for granted by a large majority, hence emphasis has shifted from the extrinsic factors such as pay, incentives, promotion and so on, to intrinsic factors such as interesting work, achievement, recognition, challenge, and self-actualization. The same, however, cannot be said for the less developed and developing the world, such as Nigeria. As Croxton (2009) has studied An Analysis of Employee Motivation within the Public Sector, for some, increased salary or incentives may be the highest motivator. Others may find that simply being part of an organization that promotes social good is their greatest motivator. Motivation, as it relates to employees working in the public sector, is analyzed below. Further, the implications of this

motivational research as it relates to the library setting will be considered. In attempting to understand motivational factors influencing public sector employees, one must first review research regarding those who are currently working in the public arena. Overall, research findings suggest that public service employees are more greatly influenced by intrinsic rewards than extrinsic rewards such as salary. They found that public sector workers were more strongly motivated by the desire to work in a supportive working environment than their private sector counterparts. Further, they concluded that public sector employees make fundamental choices and prefer to lead a more balanced life.

Matsie (2008) conducted a study on the impact of motivation on employee performance at level one district hospitals. Found that for any company to survive and stay competitive it is very important their employees are motivated because motivated employees in a motivating environment will easily be driven to believe that if they put more effort in performance. When employee feel their personal needs are met at their workplace. They find fulfilment through the performance of their duties they become productive and the company can achieve it is production needs and reach it is the desired level of service delivery. In a study on the health worker motivation in Africa, the study design entailed semi-structured qualitative interviews with doctors and nurses from the public, private and NGOs facilities in rural areas. The findings confirm the starting hypothesis that non-financial incentives and human resources management tools play an important role with respect to increasing motivation of health professionals. This entails acknowledging their professional goals such as recognition, career development, and further qualification. It must be the aim of human resources management to develop the work environment so that health workers are enabled to meet their personal and organizational goals (Mathauer, 2006). In a study of the contribution of employee motivation to organizational effectiveness of private enterprises in Uganda, the study involved 48 respondents of whom 19 were from the operation and production department, 18 from sales and marketing department, 6 were from human resources and accounts each department contributing 3 respondents and 5 were from the general administration. Data were collected mainly through the use of self-administered questionnaires and interviews. The study found those employees are vital in the running of an organization efficiently and effectively. Also concluded that there is a relationship between motivation and organization effectiveness, the efficiency and effectiveness of multiple industries limited was low because the motivation of employees was low (Seguya, 2009). This study intends to explore the contribution of an employee on organization performance.

Nduro (2012) presented that human resources are very essential for the organization because they are the key to performance and productivity. The purpose of his study is to find out the effect of motivation on the performance of Guaranty trust workers. The study adopted the mixed approach research design, thus both quantitative and qualitative. Data is collected by the survey and questionnaire. The data were analyzed using SPSS. The sample size is 150 workers of guaranty trust bank from the population. The findings show that indeed there is a relationship between motivation and performance at the workplace. The way employees were treated by management has an impact over their output. The research recommends that management should give importance to the employee motivation to survive amongst its competitors.

Muogbo (2013) presented the problem that how employee motivation has an impact on organizational performance of selected manufacturing firms in an embryo state. The study used descriptive statistics to answer three research questions posed in the study. The Correlation Coefficient was used to test the three hypotheses. The study reveals that there is a significant relationship between employee motivation and workers' performance. Extrinsic motivation has a major influence on the employee's performance. The researcher recommends that every organization should implement extrinsic rewards to increase productivity. The company should continually develop pay policies to motivate retain their employees.

Dobre, O.I (2013) presented the problem that examines the drivers of employee motivation to get to attain a high level of organizational performance. The two factors that are empowerment and recognition is increased the employee will be motivated and they will work with a dedication which leads to organizational accomplishments and performance. It depends on the employee that how they will be motivated either by recognition or empowerment. Organizations should provide a better environment for their employees, value their employees. And fulfils their needs through which they can be motivated. In Ethiopia, an employee's motivation is the key to success. To do this the Manager should be able to motivate employees. Employee's Motivation practice and theory is a difficult subject, touching on several disciplines. To understanding employees' motivation, one must understand human nature itself and there lies the problem. Strategies for employees' motivation is treating people fairly, satisfying employee's needs, setting work-related goals, restricting jobs and base rewards on job performance. When employees' feel successful, they naturally motivated to accomplish more. Proper employees' motivation can save a company time, money and resources (MLA, 2010).

2.3. Factors Affecting Employee Motivation

Human beings are motivated by satisfying their different kind of needs. Needs depend on many factors and vary by the person, situation, organization, nature of works, risk, educational background of employees, experiences and skills, the position of work, etc. All employees, therefore, have their own motivational factors to motivate them to perform their bests (Lin P.Y., 2007). According to Manzoor (2012), factors that enhance employee motivation are fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfilment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform actions. Chung (2013) revealed that a good incentive system, good environmental condition, good welfare schemes, and job enlargement are the factors influencing employee motivation. In seeking to understand the motivational factors at large, it is perhaps necessary to distinguish the two types of motivation namely: intrinsic and extrinsic motivations (Armstrong, 2007 and Armstrong and Murlis, 2004).

2.3.1. Intrinsic Motivation

Intrinsic motivation is the self-desire to seek out new things and new challenges, to analyze one's capacity, to observe and to gain knowledge. Intrinsic motivation is related to 'psychological' rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can usually be determined by the actions and behavior of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life, are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside (Armstrong, 2006). It is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on external pressures or a desire for reward. The psychological rewards are those that can usually be determined by the actions and behavior of individual managers. Intrinsic motivation is a natural motivational tendency and is a critical element in cognitive, social, and physical development. Among all intrinsic motivational factors, the researcher used employee engagement to look on responsibility, freedom of act, challenging work and scope to develop skills.

A) Employee Engagement

The concept of employee's engagement or well-being in most organizations has become a thing of great interest in recent years. Employee Engagement is about passion, commitment, and the willingness to invest oneself and expand one's discretionary effort to help the employer succeed. Engagement is defined by scholars as high level of commitment and involvement an employee has towards the organization (Saks, 2006), emotional and intellectual commitment to the organization (Truss, Soane, Edwards, Wisdom, Croll and Burnett, 2006), discretionary effort exhibited by employees on their job (Frank, Finnegan and Taylor, 2004), positive attitude held by the employee towards the organization and its values (Robinson, Perryman and Hayday, 2004), positive fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption (Schaufeli, Salanova, Gonzalez-Roma and Bakker, 2002). Most organizations even allow staff to take several days off due to illness without being deprived of their pay. Some even compensate members of their workforce for not taking sick leave by giving them additional pay (Mathis, 2003). Shellengarger (2001) also agreed that managers give their workers paid time off, free lunch and relaxation times, vacations, leave, etc. Evidence abounds to the effect that a suitable workplace environment boosts employees' engagement to the job and the organization (Hammeed and Amjad, 2009; Carnevale, 1992). A number of studies have focused on how a variety of job aspects affect employee engagement (Shirom, Schaufeli, and Salanova, 2007; Bakker and Demerouti, 2008; Schaufeli and Bakker, 2004). Similarly, satisfaction, productivity, performance, motivation, and the work environment have all been shown to play a major role in the arousal of employee engagement (Chandrasekhar, 2011; Hakanen, Bakker and Schaufeli, 2006).

2.3.2. Extrinsic Motivation

Extrinsic motivation is a motivation 'derived from outside the person or from those things that are external to the work or activity itself, positively influences behaviour, performance, and productivity (Ryan & Deci, 2000). It is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005; Armstrong, 2006). Essentially, those who are extrinsically motivated do things primarily to receive a reward. According to this logic, employees don't perform well because they enjoy a certain sense of satisfaction or they want

to help the business thrive. Rather, they perform well in order to earn material compensation for their efforts.

Common extrinsic motivations are rewards for showing the desired behaviour and the threat of punishment following misbehaviour. Competition is an extrinsic motivator because it encourages the performer to win and to beat others, not simply to enjoy the intrinsic rewards of the activity. A cheering crowd and the desire to win a trophy are also extrinsic incentives. Among various forms of extrinsic motivation, this study focuses on leadership style, work environment, compensation as well as career development as factors that may influence an employee's performance levels in an organization. The above-mentioned factors are discussed below:

A) Leadership Style

Leadership is one of the key determinants associated with the success and failure of any organization. Leadership style is the manner in which people are directed and motivated by a leader to achieve organizational goals. Leadership style is viewed as a combination of different characteristics, traits, and behaviours that are used by leaders for interacting with their subordinates. Mitonga-Monga, Coetzee, and Cilliers (2012) consider leadership as the pattern associated with managerial behaviour, which is designed to integrate the organizational or personal interest and effects for achieving particular objectives. Harris et al. (2007) also postulated that leadership style can be defined as the kind of relationship that is used by an individual so as to make people work together for a common goal or objective. According to modern leadership styles, leadership styles can be categorized as follows: (1) transformational leadership style, (2) transactional leadership style, (3) culture-based leadership, (4) charismatic leadership, and (5) visionary leadership (Harris et al. 2007). There is a considerable impact on the leadership styles on organizational performance. The leadership style influences the culture of the organization which, in turn, influences the organizational performance. Klien et al. (2013) proved this fact by using the four-factor theory of leadership along with the data collected from 2,662 employees working in 311 organizations. The organizational culture and performance are related to the type of leadership style (Klein et al. 2013). As per the previous studies were done by the renowned researchers and scholars, the employees are generally motivated by the democratic style of leadership, where their voices also are empowered in the decision-making policy for a company (Goleman, 2017).

B) Work Environment

Most organizations limit the rate at which they enhance the performance levels of their workforce to skill acquisition. The kind of workplace or surroundings where a worker operates also affects the level at which such an organization may flourish. Akinyele (2010) suggested that about 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations. Nature of work and its surrounding environment is the factor that affects the level of motivation of employee significantly. A favourable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007). Tyilana, (2005) suggests that three motivational factors such as achievement, recognition and work itself cause 88% job satisfaction. Job security is one of the major concerns of employees in this sector now a day since huge retrenchment has been seen recently. It is a safety factor, according to Maslow. In the age of downsizing, employees are always in fear about their job security. Any minor changes in the working environment would make them worried about their security. Organizations have to ensure proper communication if any crucial change occurs in the organization. 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 employee's performance and productivity". Lin, (2007) Brenner (2004) affirmed that the capability of an organization's workforce to share information throughout the system is subject to the state of their work environment. Workers are likely to be more productive in a well-structured work environment. Furthermore, the quality of the comfort which varies in terms of the work environment also predicts the degree of contentment as well as the productivity level of workforces. This is because the productivity levels of the workforce would not be optimal if the state of their work environments is not conducive. A better work environment augments the worker's productivity. Kohun (1992) described an organization's work environment as an entirety. That is, it encompasses all forces, activities including other significant elements that are presently or potentially challenging the worker's productivity and performance levels. It is the summation of the interrelationship existing between workers and the surroundings in which they operate. However, in toxic environments, responsible and talented workers can be transformed into irrational and unreliable workers as a coping strategy (Kyko, 2005). He

cited several elements that constitute a toxic work environment, therefore, causing a decrease in productivity of employees and the organization as a whole. These elements are a lack of transparency in management, biased managers, administrative policies, work conditions, interpersonal affiliations, and compensation. Yesufu(2000) claimed that the kind of conditions workers are subjected to physically in the workplace is significant to output. Managing and sustaining a work environment effectively demands to make sure the surroundings are conducive, attractive, acceptable, resourceful, and motivating to the workforce thereby giving workers a sense of pride and purpose in the jobs they perform (Brenner, 2004).

C) Compensation and Benefit Packages

Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi, Saberi& Safari, 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz, Cakiroglu& Cop, 2012). Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley et al., 2011). No one works for free, nor should they. Employees want to earn a reasonable salary and payment, and employers desire their workers to feel that is what they are getting. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al. 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating individual workers to attain greater productivity (Adeyinka et al., 2007). 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 results obtained, Androniceanu, (2011). Some researchers like Murphy (1981) suggest 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. Employees receive different kinds of benefits in the form of wages, salaries and pay. Mostly individuals with good education, relevant skills, and experience are unsatisfied with their job and salary packages resulting in high rates of turnover and low productivity. As such organizations make compensation plans for them in a bid to minimize the turnover and to motivate them. In other words, you can say

that compensation motivates employee for better performance and higher productivity levels. Compensation may also come in the form of Fringe benefits which focuses on maintaining the quality in terms of lifestyle as workers, provide them with a certain level of safety and financial security taking into consideration their family relations. Some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off. Fringe benefits are forms of indirect compensation provided for a worker or group of workers as a result of their status as members of the organization (Matthias and Jackson, 2003). Also, overtime is the payment over and above the normal salary and wage rates where the workers are paid extra for working additional hours (Tyson, 1999). Furthermore, Company housing or house rent allowances is offered by organizations who feel obliged to help an individual meet one of the basic needs a roof over one's head in order to enable them to have access to reasonable accommodation while on official duty. Senior employees are provided with accommodation which may be owned by the organization while other organizations reimburse rent payments (Andrews, 2009). In order to avoid a decline in employee productivity levels, workers also require health and safety packages, job security and adequate working conditions (Hamidi et al., 2014). According to Allis and Ryan (2008), the cost of compensating workers that is in form of payments, wages, and other benefits - is a huge and increasing part of operational expenditures; yet, productivity may decrease amongst employees if such payments and benefits are not made available to them. Simply put employees are more industrious and productive when reasonable pay is attached to performance.

Although compensating workers may have an effect on productivity, other factors can also increase output with little or no costs to the organization. While pay can be seen as an example, workers also appreciate being validated if they are to be productive in the workplace. The need to feel that their jobs are of value and contributes significantly to the success of the organizations important to the workers. While adequately compensating them may help, validation does not necessarily have to be financial. This is because simply thanking them can also make an employee feel appreciated. As regards validation, workers may also be extremely productive when they can envision where they fit in the big picture. Workers want to be seen as an integral part of the organization as such strives to be indispensable. They want to have a grip on every aspect of operations, which could also be favourable to their hopes and aspirations as this may present them with the opportunity to showcase their capabilities and skills in other areas excluding their areas of specialization. They also need to know that they have a voice and that their managers are willing to give

listening ears to their opinions as well as involve them in decision-making processes (Lake, 2000).

D) Career Development

In the aspect of management, career development is the area responsible for structural activities intended at enhancing the performance as well as productivity levels of members of the workforce in an organization. It can also be viewed as the act of acquiring knowledge including the relevant skills and qualifications by members of a workforce necessary for organizational growth and success (Bassanini, 2004). Mathis (2003) implied clearly that for a worker or group of workers to effectively carry out their responsibilities, there is a need to constantly train and develop workers. Skills development, training growth opportunity and promotion are considered to be powerful motivating factors for employees to satisfy their need for esteem and self-actualization (Lai, C. (2009)). According to the Herzberg two factor theory, personal growth and development are known to be an intrinsic factor, which makes 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). The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the growth and future success of most organizations while promoting the right kind of workplace culture that sustains constant learning. (Bartram & Gibson, 2000) suggested that training and career development aids businesses in attracting a pool of competent potential replacements for workers who may wish to leave or retire from active duty or be asked to assume a position with greater responsibilities. It also aids an organization in ensuring that it has the human capital required to sustain growth and expansion. In addition, training can facilitate the utilization of progressive technologies even in smaller businesses thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment. Training can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's productivity on the job (Bassanini, 2004).

An organization can also minimize the rate of unwanted worker turnover cut costs associated with staffing and training by utilizing the funds planned for the development of fresh inexperienced workers in retaining skilled and more experienced workers. Workers can be motivated to increase their level of productivity when opportunities are provided for career advancement whether through formal education or skill acquisition programs. This creates an

avenue to improve the skills and talents of the workforce while showing appreciation for their ambitions and the quality they bring to the firm. Therefore, it is important to note that sometimes a well-tailored training program can mean as much to a worker as an increase in pay. Such benefits are considered to be practical since it gratifies the workers and leads to an increase in productivity and is probably not expensive when compared to a possible increase in pay (Harris, 2001). Finally, via adequate training workers are able to assess and benefit from those opportunities available for advancement in the hierarchy of the organization. This dimension is one that satisfies the psychological needs of the employee. These are opportunities for individual growth, greater and advanced roles, and responsibilities as well as higher societal status. Promotion opportunities, when perceived as fair is more likely to result in job satisfaction (Altinoz et al., 2012; Hamidi et al., 2014; Lumley et al., 2011; Spector, 1997).

E) Co-worker and Supervisor Relations

A good relationship between an employee and its supervisor the worker is a convincing issue which causes work satisfaction. Employees' bad feelings to their immediate authority have impact on their job performance, which leads to dissatisfaction and lack of motivation. According to Tyilana (2005) unfavourable 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 the task (i.e. giving feedback, taking ideas from the employee, giving consultation, etc.) and non-task (i.e. showing respect, caring employees as an individual, etc.).

F) Recognition

Appreciation is one of the most top desires of employees which motivate and keep them productive, by enhancing the employee's morale, which "allows them to think better of themselves and their ability to contribute towards organizational 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). 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 a 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).

G) Promotion

Promotion is one of the most efficient ways to keep employees motivated by offering them opportunities along with their careers, giving them more responsibilities or even more authority. It may be applied by giving the opportunity to increase salary compensation. This commodity can also cover a part of security needs by increasing the buying power of the employee. Promotions help to assign workers to jobs that better suit their abilities and are a way to move up quickly the talented workers, Gibbons (1997)

2.3.3. The effect of Extrinsic Motivation on Intrinsic Motivation

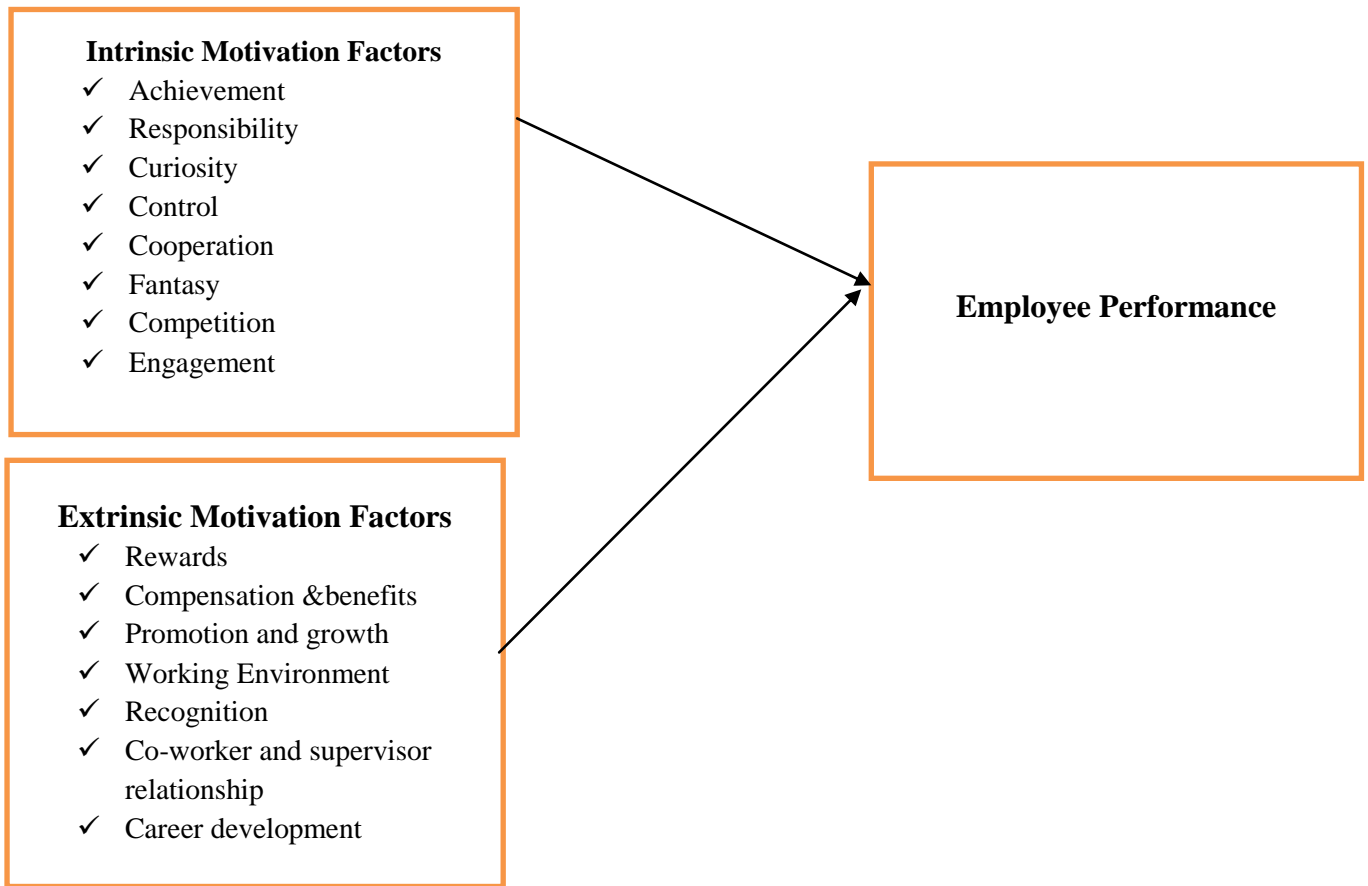
Through the exploration of motivational characteristics, it is shown that people are either intrinsically or extrinsically motivated. Upon further research, two theories explain how intrinsic motivation can be increased or decreased by extrinsic or external motivation techniques. In Theory I, external motivators (incentives, praise, rewards, or punishment) increase intrinsic motivation, while In Theory II, extrinsic motivators decrease intrinsic motivation. Intrinsic motivation inspires individuals to participate in an activity because of the internal enjoyment that activity brings. People who are intrinsically motivated have a need for achievement and aspire to be self-determined and competent, without any perceived external motivator (Akin-Little et al., 2004). Extrinsic motivation encourages individuals, who do not necessarily enjoy an activity, to perform well in order to receive some kind of reward or to avoid negative consequences, Aamodt M.G. (2007). Autonomy, or self-determination, is experienced when an individual feels they have a choice in performing the activity and feels personally responsible for the outcome, Edward L. et al. (2001).

2.3.4. Conceptual framework

For the phenomenon of motivation and its effects on performance to be studied empirically, there is the need for a conceptual framework that pulls together the concepts of motivation and organisational performance. Motivation either intrinsic or extrinsic leads to performance and is influenced by factors such as salaries, fringe benefits, responsibility, promotion in the organisation nature of work, recognition of work done, opportunity for advancement, working conditions, and relationships with superior and peers. The conceptual framework provides a foundation for focussing specific variables for the study. These variables are based on the literature reviewed on motivation and its effect on employee performance. Therefore, the conceptual framework portrayed the relationship between motivational factors and employee performance. The conceptual framework of the study is:

Independent Variables

Dependent Variable



Source: Developed by researcher from reviewed literature

CHAPTER THREE

RESEARCH METHODOLOGY

This part describes the research methods and procedures in the whole process of data collection. It also shows the techniques used and the reasons for using them. In particular, this chapter consists of the research design and approach, population of the study, unit of analysis, data source and type, method of data collection and analysis and model specification used in this particular study.

3.1. Background of the Organization

Sammakka Stones PLC is an Ethio - Indian based company engaged in the mining industry established with an investment of 60 million Birr. Sammakka Stones PLC is a sister company of Designer Rocks Plc. It operates three granite quarries in India and exports granite to countries like Italy, China, the United States and Europe (Sammakka stones plc, 2020). The company came to Ethiopia in 2009 and acquired an exploration license for two blocks mining quarries in the Benishangul Gumuz region. The quarry is the biggest, and most scientifically developed in Ethiopia. It has Marble processing factory in BenishangulGumz, region, SirbaAbaywereda, Tulu Berkata locality and in Oromia region, Burayu city Tateke industrial Zone (Sammakka stones PLC, 2020). It has a production capacity of 10,000 cubic meter blocks and 60,000 m² slabs annually. The company's turnover (in birr) for the fiscal year ended on Dec 2020 is over 34, 681,165.00. The company employs over 130 employees (Sammakka stones PLC, 2020). The company is currently using credit sales, price discount, after sales delivery and free samples as sales promotion tools to boost its sales (Sammakka stones PLC, 2020).

3.2. Research Design and Approach

Research design constitutes the blueprint for the collection, measurement, and analysis of data. This study used exploratory research designs. Both quantitative and qualitative approaches were used. The purpose of using exploratory research used to investigate a problem which is not clearly defined. It is conducted to have a better understanding of the existing research problem, but not provide conclusive results. For such research, a researcher starts with a general idea and uses this research as a medium to identify issues, that can be the focus for future research. It also helps to collect detailed and information that describe an existing phenomenon. Secondly, an explanatory method was selected since it seeks to determine the relationship between motivational factors with organizational performance, and how employee motivation affects organizational performance. A quantitative approach was used because it is relatively economical, easier to render and quicker for respondents to

answer. The other reason is that the data gathered can be numerically measured using statistical tools, resulting in sharp, clear findings. The study has also used an unstructured interview to get data from human resource expert.

Qualitative approach also used in this particular research. Qualitative approach usually emphasizes words rather than quantification in the collection analysis of data (Bryman and Bell, 2011). It predominantly emphasizes an inductive approach to the relationship between theory and research, in which the emphasis is placed on the generation of theories; has rejected the practices and norms of the natural scientific model and positivism in particular in preference for an emphasis on the ways in which individuals interpret their social world; and embodies a view of social reality as a constantly shifting emergent property of individuals' creation. Mixed methods approach is the type of research approach in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g., use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration (Burke et al., 2007). To this end the mixed research approach is chosen to obtain information on the effect of motivation on employees' performance: empirical evidence from the Sammakka Stones plc human resource directorate for the following reasons: triangulation, complementarily, and expansion. Triangulation involves reviewing and analysing evidence from multiple sources such that a study's findings are based on the convergence of that information.

3.3. Unit of Analysis

The unit of analysis is the major entity that is being analysed in a study. It is the 'what' or 'who' that is being studied. In terms of unit of analysis, this research focuses only employees from Sammakka Stone Private Limited Company.

3.4. Target Population

The target population of this study is employees working at the Sammakka Stone Private Limited Company in Addis Ababa. The respondents of the study include the lower and middle working group of employees as well as the top managers of the company. The Sammakka Stone private Limited Companies selected purposely due to its convenient for data collection and analysis. The study was conducted on all employees working in the company and consists of 160 employees. It expected that all respondents have ample experience and level of education implying that the respondents have enough knowledge about the company and issues relating to the effect of motivation on employees' performance.

3.5. Data Source and Type

Both primary and secondary data sources were used in this research. According to Leed&Ormrod (2005) data is said to be primary if it is collected first hand by researcher for a determined purpose. The primary data was collected by use of questionnaires that was administered to 120 employees who expected to possess the requisite knowledge of the subject matter. According to Saunders et al., (2007) secondary data are data that originally collected for some other purpose. The secondary data was obtained from up-to-date information from articles, websites, publications, books and presentations among others. These secondary sources did help the researcher to identify how others have defined and measured key concepts; how this research works is related to the work of others. It also helps the researcher to interpret, analyse and draw conclusions about events described in primary sources

3.6. Method of Data Collection

Before embarking on the data collection, the researcher made preliminary contacts with the respondents to explain the rationale for the exercise. The respondents were be informed the exercise is for academic purposes and confidentially assured and no one will fall a victim because of any adverse findings in connection with their professional duties. This is done in order to motivate them to give their responses without reservation. Proper data for the study were collected via the use of data collection instruments such as questionnaire and interviews guide.

3.6.1. Data Collection Instruments

According to Ahmed (2014), questionnaire is a powerful evaluation tool in behavioural sciences. If well designed, it can be a very reliable and veritable tool. The questionnaire forms will be structured to facilitate easy and short answering of questions by the respondents and respondents were given enough time to give their feedback. Employees of the company were approached for their views on the effect of motivation their performance by using semi-structured questionnaire. The open-ended section of the questionnaire served to explore any additional factors that they thought were important, but not included in the questionnaire. Besides that, the respondents were also asked to highlight their recommendations and comments on factors that that motivates their work performance through an open-ended question.

3.6.2. Validity and Reliability of the Research Instruments

The questionnaire was subjected to a validity and reliability test. Reliability and validity are tools of an essentially positivist epistemology (Watling, as cited in Winter, 2000). The relevant literature indicates divergence in the definitions of reliability and validity on the grounds that reliability tests show whether the result is replicable while validity tests show how accurate the means of measurement is and whether they are actually measuring what they are intended to measure. A validity test shows the extent to which a measure or a set of measures correctly represents the concept of the study (Buttle, 1995). Golafshani (2003) points out that validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research Instrument allow you to hit "the bull's eye" of your research object? The data collected was subjected to a reliability test. Field (2005) interprets a Cronbach's α greater than or equal to 0.7 as implying the instrument provides a relatively good measurement tool hence reliable. In this research the most popular test of interterm consistency reliability that is the Cronbach's coefficient alpha was used as part of the reliability test to assess how valid the results were and should produce similar generalized results if the sample size were increase. The Alpha value ranges from a maximum of 1.0 for a perfect score to minimum of zero. According to William and Barry (2010) scales exhibiting a coefficient alpha between 0.80 and 0.96 are considered to have very good reliability, between 0.70 and 0.80 are considered to have good reliability, and alpha value between 0.60 and 0.70 indicates fair reliability and when the coefficient alpha is below 0.60, the scale has poor reliability.

Two validity tests were assessed; face validity test and internal construct validity. Keeping in mind that respondents have ample knowledge about the subject matter under consideration, questionnaire was developed based on past model and literature review to ensure the validity of the result. A pilot survey was conducted to test the face validity of the study instrument. To this end, first draft questionnaire will be administered to 15 employees and they were asked to make any comments on questions or terms which were unclear or ambiguous. Then The questionnaire was adjusted and administered to research advisor and an expert in research to ascertain the items suitability in obtaining the required information as per the objective of the study. This process was assisted in eliminating any potential problems of the research instrument. their feedback will be used to remove vague questions, double barrelled questions and to improve the research instrument that was then adopted in the survey. Finally, a pre-tested translated questionnaire will be available to make sure that respondents who use

local language are involved without any problem. The data was collected in a short period of time to guarantee of no big change happened on the related topic under close supervision of researcher.

A pilot survey was conducted to test the face validity of the study instrument. The questionnaire was administered to 10 university students and they were asked to make any comments on questions or terms which were unclear or ambiguous. The questionnaire was adjusted and administered to 6 experts (university scholars, researchers and industry experts in marketing). Their feedback was used to remove vague questions, double barreled questions and to improve the research instrument that was then adopted in the survey

For pilot purpose, the questionnaire will be administered to 15 respondents. Finally, a pre-tested translated questionnaire will be available to make sure that respondents who use local language are involved without any problem. The data will be collected in a short period of time to guarantee of no big change happened on the related topic under close supervision of researcher.

3.7. Method and Data Analysis

Upon completion of the data collection exercise, all completed research instruments were assembled, coded, summarized, entered into the computer and analysed using the Statistical Package for Social Science (SPSS version 27) and STATA 16. As part of its aim, this study analyses the effect of motivation on employees' performance. To achieve this aim descriptive and inferential statistical techniques were used. Descriptive statistics such as frequency, percentage, figures and tabulations were used to analyse the data. The data gathered are also presented using tables and figures. The analysis of data is followed by descriptive interpretation of findings. Additionally, the data which has been collected through the key informant interview is summarized and presented with descriptive report. Inferential statistical analysis such as correlation and multiple linear regression analysis were also use to determine the relationship between the independent variable and dependent variable.

3.8. Operationalization of Variables

As per conceptual framework in figure 1 above, motivation and the factors influencing motivation can be considered as the independent variables while improved organizational performance as the depend invariable. The independent variables influence the dependent variables which is organizational performance. The assumption is that when there is good leadership, conducive working environment, opportunity for career development, attractive

compensation and benefit packages, there will be enhanced employee performance and Improved organizational performance due to reduced work stoppages, improved service delivery, reduced absenteeism, reduced employee turnover.

3.8.1. Independent Variables (factors affecting employee motivation)

The independent variables include opportunity for career development leadership style, work environment, compensation and benefit packages, co-worker and supervisor relations, recognition and promotion. for brief explanation each independent variable seen section 2.3

3.9. Model Specification

Multiple Regression analysis is a statistical approach used to estimate the relationship between one or more independent variables and a single dependent variable. To determine significant factors from possible explanatory variables, a Multiple Linear Regression (MLR) model was adopted. The variables were regressed using a model and all coefficients were interpreted. The MLR model for this specific research is given by:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + \beta_8X_8 + \epsilon$$

Where: Y = Dependent Variable (Employee performance) , and X = Employee Motivation (Intrinsic and Extrinsic); Intrinsic (X₁= Employee Engagement) extrinsic (X₂ = Rewards; X₃= Compensation; X₄ = Promotion; X₅ = Work Environment; X₆= Recognition ; X₇= Co Worker and supervisor relationship X₈= Career Development); In the model, β_0 = Constant, β_1 to β_8 = Regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other independent variables in the model constant and ϵ = Error term which captures the unexplained variation in the model.

For Multiple linear regression model to valid the following assumptions should be fulfilled

- The regression model is linear in the coefficients and the error term
- The random error term ϵ is normally distributed and has an expected value of zero and a constant variance σ^2 .
- Observations of the error term are uncorrelated with each other
- No independent variable is a perfect linear function of other explanatory variables (there is no multicollinearity problems)

3.10. Ethical Considerations

During the data collection, the researcher requested an official letter from the university to obtain important information from Sammkka Stone Private Limited Company's employees, and the researcher assures the company that the data shall be used only for academic purposes. In order to secure the participants' consent, the researcher described all important details of the study, including its aim and purpose, methods and uses of the research. Respondent's was assured that the information they give will not be used for any other purpose except academic work.

Moreover, in this particular study, the ethical considerations of confidentiality, privacy, and plagiarism was properly addressed. Moreover, the researcher guaranteed that this study is our original work and free from plagiarism. Whenever the researcher used important information from other studies, the researcher properly acknowledged their contribution in the reference of the study.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. Introduction

This chapter presents a detailed analysis of data collected from a field survey via the administration of the questionnaire. It aims to present the findings from the data collected in align with the research objectives, questions, and hypothesis. The collected data were classified, organized and analysed using MS-Excel and SPSS software²⁷ version.

4.2. General Response

A total of 160 questionnaires were distributed to employees of the Sammakka Stones PLC, out of which 149, representing 93.12% of the respondents were returned properly and adequately completed. It was clearly supported within literature that response rate 50% is adequate, 60% response rate is good and 70% rate or higher is very good (Crimp and Wright, 1995). Therefore, the analysis is done on the 93.12% of response rate is considering sufficient to conduct the study.

4.3. Validity and Reliability

The Cronbach's alpha value of each dimension of intrinsic and extrinsic variables is listed in table 4.1. As indicated in table 4.1 the Cronbach's alpha value for each variable and overall **Cronbach's Alpha Value** is greater than 0.7, which means all items are reliable and data has internal consistency and able to be accepted for further analysis.

Table 4.1 Cronbach's Alpha Value Summary

Variables	Cronbach's Alpha Value	Items Cronbach's Alpha
Leadership style	0.897	6
Working environment	0.723	6
Compensation	0.79	5
Career Development	0.993	5
Coworker relationship	0.995	5
Promotion	0.692	5
Employee performance	0.864	5

Employee engagement	0.652	5
Overall Cronbach's Alpha Value	0.826	8

Source: Survey result 2023

4.4. Demographic Analysis of Respondents

This section provides a brief review of respondents' profile to give a summarized picture of the respondents. The respondents' profiles are aggregated by sex, age, level of education, experience and basic salary of workers. The output obtained from the analysis is indicated in table 4.2 below.

Table 4.2: Summary of Respondents' Profile

Variables	Category	Frequency	Percentage
Sex of Respondents	Male	96	64.43
	Female	53	35.57
Age of Respondents	20-30	12	8.05
	31-40	34	22.82
	41-50	40	26.85
	51-60	47	31.54
	Above 61	16	10.74
Educational Status of Respondents	Grade 12 and below	6	4.03
	Diploma	12	8.05
	BA/BSC	89	59.73
	MA/MSC	42	28.19
	PhD and above	0	0.00
Work Experience of Respondents	Below one year	9	6.04
	1-5 years	21	14.09
	6-10 years	70	46.98
	11 and above years	49	32.89
Basic salary of workers	840-4933	21	14.09
	4934-7400	43	28.86
	7401-15000	62	41.61
	15001-30000	19	12.75
	above 30001	4	2.68

Source: Survey result 2023

As it is shown in table 4.2, among 149 respondents on which data is collected, the highest percentage of participants in this particular study are males 96 (64.43%) of the total respondents while 53 (35.57%) of the respondents are females which implies the majority of our respondents are males. They formed the majority because it is perceived that men are more appropriated in mining work and hence more engaged. In the case of age classification, 12(8.05%) of the respondents fall under 20-30. And 22.82 % are of age 31-40 years, 26.85% are of age 41-50 years 31.54% are in 51-60 age category while 10.74% of respondents in age categories of 61 years and above implying that the majority of the respondents are well matured and hence, they are the one who gained more life experience. Moreover, the majority of the respondents (46.98%) have work experience between 6 to 10 years. This is very good factor for getting more authentic information from such experienced respondents about the motivation approach used by the company used to motivates its employees. As cab be seen from table 4.2 the about nine in ten (92%) of the respondents have BA/BSC and above educational level. This indicates that the majority of company's employees are more experienced and have an appropriate educational level implying the respondents are in the right position to understand the company's motivation approach and to answer the research questions administered by the researcher. Moreover, experienced and skilled workforces are more productive and contributing to organizational performance in the organization. If Experienced and skilled employees are motivated by the management, it will result in effective organizational performance.

4.5. Analysis and Interpretation of Data

In this section, the data collected from respondents are discussed and interpreted to identify the prevailing problems and forward possible recommendations based on the findings of the study. Below are statements, tables and showing frequency, percentage, correlation and regression analysis output with their explanation.

4.5.1. Employee Motivation and Performance Status

This sub-section highlights the relationship between intrinsic (i.e., employee engagement) and extrinsic (i.e., leadership style, work environment, compensation, and career development) motivational factors with that of employee performance. The output obtained from the analysis regarding Employeesengagement is indicated in table 4.3.

The respondents were asked to indicate whether employee performance is influenced by the working environment and the results indicated in table 4.3 more than one-fourth of respondents (42.8% - 12% agree and 30.8% strongly agreed) indicated that working environment affects employee performance. In our study, the majority of the respondents (37.4%) disagree and to some extent agree (20 %) that the compensation for worker made by

the Sammka is a crucial determinant in employees' performance. The analysis result the response obtained from the respondents regarding career development also indicated in table 4.3. It is essential to consider the effect of career development on employee performance. As shown in table 25% (5.1 % agree, 18.9 % strongly agree) of the respondents believed career development enhance employee performance. In addition to of career development, the coworker is the major factors that affects employee performance. In our study the coworker has an impact on employee performance. In this regard 26.6% respondents agreed that the coworker affect employee performance. Moreover, as shown in table 4.3, 45.6% respondents agreed that the employee performance are affected by recognition; meanwhile, 16.1 % and 20.8% of the respondent are disagreed and are neutral about the effect of recognition on employee performance

Table 4.3: Responses regarding employee engagement, leadership style, Promotion, career development working environment, co-worker relationship, recognition and compensation

Variables	Level of Agreement	Frequency	Percentage
Working environment	Strongly Agree	107	12.0%
	Agree	275	30.8%
	Neutral	129	14.4%
	Disagree	261	29.2%
	Strongly Disagree	122	13.6%
Compensation	Strongly Agree	112	15.0%
	Agree	149	20.0%
	Neutral	72	9.7%
	Disagree	279	37.4%
	Strongly Disagree	133	17.9%
CareerDev't	Strongly Agree	38	5.1%
	Agree	141	18.9%
	Neutral	114	15.3%
	Disagree	270	36.2%
	Strongly Disagree	182	24.4%
coworker	Strongly Agree	91	12.2%
	Agree	198	26.6%
	Neutral	112	15.0%
	Disagree	188	25.2%
	Strongly Disagree	156	20.9%
promotion	Strongly Agree	49	6.6%
	Agree	154	20.7%
	Neutral	68	9.1%
	Disagree	341	45.8%
	Strongly Disagree	133	17.9%
Engagement	Strongly Agree	39	5.2%

	Agree	353	47.4%
	Neutral	144	19.3%
	Disagree	136	18.3%
	Strongly Disagree	73	9.8%
leadership	Strongly Agree	69	7.7%
	Agree	214	23.9%
	Neutral	123	13.8%
	Disagree	368	41.2%
	Strongly Disagree	120	13.4%
Rec	Strongly Agree	19	12.8
	Agree	68	45.6
	Neutral	31	20.8
	Disagree	24	16.1
	Strongly Disagree	7	4.7

Source: Survey esult2023

4.5.2. Rank of factors group (explanatory variables)

In this study, 36 employee motivational factors were identified and categorized under eight major factor groups (employee engagement, leadership style, Promotion, career development working environment, co-worker relationship, recognition and compensation). Table 4.4 shows the ranking of motivation factors (groups) of employee performance by all respondents (combined) with their corresponding average and standard deviation. Employee engagement group was ranked highest by all respondents with an average of 2.80 and standard deviation = 0.56. This is followed by leadership style factor group, which is ranked second with an average 2.73 and standard deviation = 0.56. promotion, career development, co-worker relationship, and working environment were ranked third, fourth, fifth and sixth with an average of 2.71, 2.69, 2.69, 2.69 and 2.66 respectively. The last group ranked was compensation factors group with an average 2.66 and standard deviation = 0.51

Table 4.4: Ranking the factors group

	N	Mean	Std. Deviation
EE	149	2.80	0.56
LS	149	2.73	0.56
EP	149	2.71	0.55
PRO	149	2.69	0.56
CD	149	2.69	0.57
COR	149	2.69	0.57
WE	149	2.69	0.55
REC	149	2.66	0.57
COMP	149	2.66	0.51

4.6. Inferential statistics

The inferential analysis section includes correlation and regression analysis to assess the relationship between motivational factors and employee performance.

4.6.1. Correlation between motivational factors and employee performance

Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel and a negative correlation indicates the extent to which one variable increases as the other decreases. The values of the correlation coefficients range from -1 (negatively correlated), to 0 (uncorrelated) to 1 (positively correlated). The sign of the correlation coefficient defines the direction of the relationship. The absolute value indicates the strength of the correlation (Field, 2009). Dancy and Reidy (2004) stated that a correlation result which is 0 indicates zero correlation, a result between 0.1 and 0.3 indicates a weak correlation among variables, a result which is between 0.4 and 0.6 shows a moderate correlation, a result between 0.7 and 0.9 indicates a strong correlation among variables while a result which is equal to 1 indicates a perfect correlation. To this end correlation between motivational factors and employee performance were performed using Pearson correlation analysis to see if there is the association between motivational factors and employee performance. And the result is indicated in table 4.12

Table 4.12: Pearson Correlation Matrix between motivational factors and employee performance

		LS	WE	COMP	CD	COR	REC	PRO	EE	EP
LS	Pearson Correlation	1	.911**	.869**	.885**	.858**	.851**	.877**	.494**	.925**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	149	149	149	149	149	149	149	149	149
WE	Pearson Correlation	.911**	1	.905**	.930**	.911**	.932**	.901**	.512**	.974**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	149	149	149	149	149	149	149	149	149
COMP	Pearson Correlation	.869**	.905**	1	.903**	.887**	.857**	.868**	.435**	.932**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000
	N	149	149	149	149	149	149	149	149	149
CD	Pearson Correlation	.885**	.930**	.903**	1	.881**	.885**	.867**	.491**	.950**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.000	0.000	0.000
	N	149	149	149	149	149	149	149	149	149
COR	Pearson Correlation	.858**	.911**	.887**	.881**	1	.868**	.836**	.437**	.931**

	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	149	149	149	149	149	149	149	149	149
REC	Pearson Correlation	.851**	.932**	.857**	.885**	.868**	1	.843**	.527**	.931**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	149	149	149	149	149	149	149	149	149
PRO	Pearson Correlation	.877**	.901**	.868**	.867**	.836**	.843**	1	.495**	.908**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000		0.000	0.000
	N	149	149	149	149	149	149	149	149	149
EE	Pearson Correlation	.494**	.512**	.435**	.491**	.437**	.527**	.495**	1	.508**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		0.000
	N	149	149	149	149	149	149	149	149	149
EP	Pearson Correlation	.925**	.974**	.932**	.950**	.931**	.931**	.908**	.508**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	149	149	149	149	149	149	149	149	149
**. Correlation is significant at the 0.01 level (2-tailed).										

Source: Survey result 2023

As shown in Table 4.12, all of the motivational factors have a positive and significant relationship with employee performance at 1% level significance. Although the strength of the relationship varies across the six motivational factors. Six of the seven motivational factors have strong correlation with dependent variable (Employee performance (EP) the strongest correlation being between Career development and employee performance (0.9497); followed by Co-worker Relation (0.9314), recognition, (0.9312), leadership style (0.9248) promotion (0.9083). The remaining two factors namely employee engagement working environment have a moderate and weak relationship with employee performance respectively. Thus, it is possible to conclude that motivational factors and employee performance are positively related, which indicates that motivated employees will perform better.

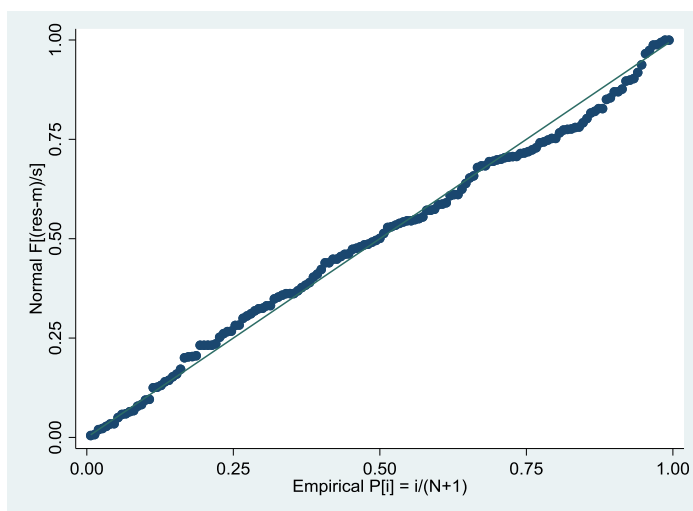
4.6.2. Diagnostics tests

Based on previous models, literature reviews and experts' opinion in research we identified 42 motivational factor and categorized them into seven motivational factors group. To confirm our assumptions (hypothesis) that those factors group have impact on employee performance in group (jointly) and individually we carried out regression analysis. Regression analysis is a statistical approach used to estimate the relationship between one or more independent variables and a single dependent variable. To determine significant factors from possible explanatory variables, a multiple linear regression analysis was adopted. To

determine the validity of the regression model, a residual analysis need to be performed (Field 2005). It is, therefore, necessary to examine the validity and reliability of all model-based inference procedures before the regression model is used to determine the impact of independent variables on the dependent variable. The following tests were conducted so as to ensure the appropriateness of data to assumptions regression analysis.

4.6.2.1. Linearity test

Linearity defines the dependent variable as a linear function of the predictor (independent) variables (Darlington, 1968). Multiple regressions can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002). Some researchers argue that this assumption is the most important, as it directly relates to the bias of the results of the whole analysis (Keith, 2006). If linearity is violated, all the estimates of the regression including regression coefficients, standard errors, and tests of statistical significance may be biased (Keith, 2006). If the relationship between the dependent and independent variables is not linear, the results of the regression analysis will under- or over- estimate the true relationship and increase the risk of errors (Osborne & Waters, 2002). For this purpose, use of theory method can be adopted, considering sufficient empirical evidences (in the literature) that link between motivational factors and employee performance. In addition, residual plots showing the standardized residuals versus the predicted values are very useful in detecting violations in linearity (Stevens, 2009). The linearity assumption can best be tested using quantile- quantile and percentile- percentile plot. Figure 2 visually demonstrates linear relationships since there is a random scatter about the line implying that the relationship, we are attempting to predict is linear.



4.6.2.2. Normality

According to the central limit theorem, if the sample size is 30 or more; the sampling distribution would tend to be normal irrespective of the population distribution (Field, 2009). Primarily, the large enough sample size (149) of respondents used in this study satisfies the requirement of normality. However, in order to examine the suitability of data for further analysis, graphical methods, such as histograms and normality plots and Jarque normality test can be conducted to test whether the current data follows normal distribution or not. Tabachnick&Fidell(2007) indicated that normality test need to be conducted prior to further interpretation of the regression analysis. To this end P-P plot of the residual shown in figure 2 above, and Jarque-Bera normality test: test. A visual inspection of the normal probability plot suggested that the residual plots were almost close to the normal straight diagonal line, indicating that the residuals roughly followed a normal distribution (figure 2). However, since visual inspection in most cases are subjective, it is important to conduct formal test. The Jarque-Bera normality test: test confirms that residuals were normally distributed ($\chi^2 = 5.53$, $P\text{-value} = 0.063$ $P = 0.200 > 0.05$). Therefore, no violations of the normally distributed error term assumptions.

4.6.2.3. Multicollinearity

Multicollinearity refers to situation in which two or more explanatory variables in a multiple regression model are highly linearly related, meaning one can be linearly predicated from the others with a substantial degree of accuracy. While it is good to have a relationship between dependent and independent variables, it is not recommended to have relationship between independent variables (Asthana & Bhushan, 2016).

Table 4.13:Multicollinearity Test Coefficient

Variable	VIF	1/VIF
Career Development	8.41	0.119
Compensation	7.3	0.137
Co-Worker relationship	6.46	0.155
Recognition	6.1	0.164
Leadership Style	5.82	0.172
Employee engagement	1.44	0.693
working environment	1.09	0.917
Mean VIF	5.23	

Source: Survey result 2023

VIFs exceeding 10 are a sign of serious multicollinearity requiring correction and VIF results exceeding 4 needs further investigation for further multicollinearity (Asthana & Bhushan, 2016). The Multicollinearity tests in Table 4.13 above shows the variables with their

respective Variance Inflation Factors (VIF) values ranging from 8.41 to 1.09. Therefore, regression results were assumed to be free from the problem of multicollinearity.

4.6.2.4. Autocorrelation test

The Durbin-Watson d -statistic(8, 149) = 1.948792 is between the two critical values of $1.5 < d < 2.5$, so we can conclude that our data does not have a linear first-order autocorrelation. However, this test has a limitation in testing autocorrelation since it only considers the first order autocorrelation between residuals. Hence to make generalization we conducted the Breusch-Godfrey LM test. The LM test result indicated that there is no autocorrelation problem within our data.

Table 4.14. Breusch-Godfrey LM test for autocorrelation

lags(p)	chi2	df	Prob > chi2
1	0.067	1	0.7956

Source: Survey result 2023

4.6.2.5. Heteroscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). When the variance of errors differs at different values of the independent variables, heteroscedasticity is detected. According to Berry and Feldman (1985) and Tabachnick and Fidell (2007) slight heteroscedasticity has little effect on significance tests; however, when heteroscedasticity is marked, it can lead to serious distortion of findings and seriously weaken the analysis, thus, increasing the possibility of error. The homoscedasticity assumption can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). Specifically, statistical software scatterplots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Ideally, residuals are randomly scattered around zero (the horizontal line) providing even distribution (Osborne & Waters, 2002). However, visual inspection is subjective, it is advisable to conduct formal test using Breusch-Pagan test of heteroskedasticity. The Breusch-Pagan test failed to reject the null hypothesis that states constant variance implying that there is homoscedasticity - equal variance of errors across all levels of the independent variables which is an indication that the assumption of homoscedasticity for the variables has been met (Hair et al., 2010). Therefore, based on tests carried out above it can be safely concluded that there are no major data problems that would lead to a violation of the assumptions of classical multiple regressions. So, for further study, we can use our regression model.

4.7. Regression Analysis Results

4.7.1. Model summary and ANOVA

In Table 4.15, the model summary and overall fit statistics were presented. As shown in this table, the explanatory power of the regression model as indicated by R^2 was 0.974, which shows that 97.4% of the variation in the dependent variable (employee performance) was explained by independent variables.

Table 4.15: Model Summary

Source	SS	df	MS	Number of obs.	= 149
Model	43.7754	7	6.254	F(7, 141)	= 740.01
Residual	1.19155	141	0.008	Prob > F	= 0.000
				R-squared	= 0.974
				Adj R-squared	= 0.972
Total	44.967	148	0.304	Root MSE	= 0.092

Source: Survey result 2023

Moreover, the overall test (F-test) was shown in Table 4.15. The linear regression's F-test has the null hypothesis that there is no linear relationship between the dependent and independent variables (in other words $R^2 = 0$). As indicated in Table 4.15, the overall F statistics value of the model (740.01) proved that the model is significant at $\text{Prob} > F < 0.001$, indicating there is strong relationship between independent and dependent variables, that is, motivational factors jointly affect employee's performance.

4.7.2. Individual regression coefficient (Beta)

Furthermore, seven employees' motivational factors group were entered into the regression equation, with employee's performance as the dependent variable to test whether an individual effect of motivational factors group is significant or not. Accordingly, the multiple linear regression coefficient estimates, including intercept and significance levels, are shown in Table 4.16. The results show that in the final regression model, all variables except employees 'engagement (EE) factors group were statistically significant ($P < 0.05$). the finding of the study shows motivational factors group (leadership style, working environment, compensation, career development, co-worker relationship and recognition positively affects the employees' at Sammaka stone private limited company which further indicate that null hypotheses stated from H_1 - H_7 accepted. However, H_8 is not accepted since employee engagement has not significant effect on employee at Sammaka plc. Parameters must differ significantly from zero (Shumway et al., 010), and all significant parameters have to be included in the model. Having this reality in mind, our regression model would be:

$$\text{Employee performance (Y)} = -0.167 + 0.186*LS + 0.059*WE + 0.16*COMP + 0.213*CD + 0.192*COR + 0.214*REC$$

Table 4.16 Regression result of motivational Factors and Employee Performance

EP	Coef.	Std. Err.	t	P>t	[95% Conf. Interval]
LS	0.186	0.032	5.75	0.00	0.122 0.250
WE	0.059	0.014	4.18	0.00	0.031 0.086
COMP	0.160	0.040	4.01	0.00	0.081 0.239
CD	0.243	0.038	6.35	0.00	0.167 0.319
COR	0.192	0.034	5.66	0.00	0.125 0.258
REC	0.214	0.032	6.57	0.00	0.149 0.278
EE	0.018	0.016	1.14	0.256	-0.013 0.050
_cons	-0.167	0.055	-3.06	0.003	-0.275 -0.059

Source: Survey result 2023

The most dominant variable affecting the employee's performance is career development motivational factor group whose effect is significant and has the largest standardized β coefficient value (0.243). Based on table-4.13 career development factors group is a variable that has the most dominant effects on employee performance. A unit increase in career development factors group would lead to a 0.243 increase in employees' performance of a company, if all other variables kept constant. Similarly, a unit increase in recognition factors group would lead to a 0.214 increase in employees' performance of a company, if all other variables kept constant.

CHAPTER FIVE

5.1. SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

This chapter comprises discussions associated with the findings of the entire research. This includes a summary of the findings, conclusions, recommendations, and suggestions for further study and contribution to knowledge.

5.1.2. Summary of Findings

This section comprises a summary associated with findings related to theoretical and empirical findings based on the objectives of this study. The primary objective of this study is to identify employee motivation factors and their effect on employee's performance in the Sammakka Stone Private Limited Company. Based on the analysis and interpretation made in the previous chapter, the major findings are summarized as follows:

- Regarding demographic findings of respondents, the majority of the respondents are male, degree holders and had been in the organization for about 6 to 10 years.
- In determining motivation and performance status of employees at Sammakka Stone Private Limited Company, majority of the respondents are happy with their current job, feel safe and energetic at work, willing to accept challenges at work, they have clear goals and priorities in their work and they doing their job by self-interest. It shows that the organization did make its homework a little bit on the engagement of the employees.
- With regard to regards the leadership style, majority of respondents think that their boss didn't treat them respectfully and are not flexible. They are unsatisfied with their boss's managing style because their efforts at work are not supported by their boss and their boss is not supportive in getting the job done. Their boss does not involve them in the decision making the process.
- On the other hand, regarding the work environment, most of the respondents get adequate materials for work, enjoy working with their co-workers and their organization organizes social gathering programs. But, they feel that their organization is not attractive to work and the working culture is not satisfactory. The organization doesn't improve the work environment.

- In terms of compensation, a great number of respondents are not satisfied with their current salary. Even if they get allowances for special duties and overtime job and the top management rewards their effort, they are not satisfied with the organizational rewarding system.
- Regarding career development, most of the respondents believe that, even if training is applicable to all employees and employees get educational opportunities, the organization do not provide skill improving program. Due to this, they are not satisfied with their job security and they are getting to believe that they don't have real opportunities for career development.
- Regarding the effect of employee motivational factors on organizational performance, most of the respondents agree with the statements that are expressing work environment, employee motivation, leadership style, and compensation have a very large effect on organizational performance.
- Moreover, regression analysis was conducted to identify significant factors group among the motivational factors that affect the employee's performance. To this end, before running regression analysis diagnostics test were conducted to ensure the appropriateness of our regression model. The results indicated that all assumptions of the model were fulfilled implying that there are no major data problems that would lead to a violation of the assumptions of classical multiple regressions.
- The output from regression analysis showed that the motivational factors group jointly affect the dependent variable (employee's performance).
- All motivational factors group except employees 'engagement (EE) factors group were statistically significant at 1 percent level of significance.
- 97.4% of variation in dependent variable explained by independent variables. Among the motivational factors that affects the dependent variable career development is the most dominant and significant factor affecting employee performance at Sammakka Stone Private Limited Company.

5.2.2. Conclusion

Employees are and should be considered the most vital above other factors of production, the most valuable resource available to an organization. They are an integral part of the organization, in pursuit of a modest edge, to ensure that the employees' motivation is made a top priority. This is to ensure that employees display a positive attitude to work through improved performance and productivity levels. Also, it is important to note that a lack of adequate motivation results in low performance and vice versa. The overall result showed that employee motivational factors group have a positive and significant effect on employee

performance. This study concludes that employee motivation particularly that of extrinsic in nature has a significant effect on employee performance.

5.2.3. Recommendations

The following recommendations are made based on the findings of the study;

- Managers must ensure employees are adequately motivated. Employee engagement should be given due consideration and should be improved so as to increase employee engagement to work.
- The organization must create an atmosphere where employees feel satisfied and cooperative at work. And managers should ensure employees are involved in decision making processes and given a chance to air their views.
- Management should make sure that career development opportunities are clearly communicated to employees. Employees who offer the same level of inputs with respect to skills, efforts, qualifications, experience, should be entitled to equitable outcomes in terms of pay, promotion, job security, and opportunity for advancement. Additional inputs and outstanding performance should entitle an employee to additional rewards.
- Finally, this study recommends that management should make a strategy that aids in ensuring that employees are adequately extrinsically motivated to remain intrinsically motivated on the job. This will, in turn, enhance or boost employee morale resulting in a competitive edge through higher commitment levels, employee engagement, lower turnover and improved performance and productivity levels.

5.2.4. Suggestions for Further Studies

This study was concerned with workers in the Sammakka Stone Private Limited Company. Research similar to it can be carried out in other organizations so as to ascertain the applicability of the research findings in other contexts. In addition, further research can be carried out using organizations in other geopolitical zones and more than one organization as a study.

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	Supervision (leadership	Strongly agree	agree	Neutral	disagree	Strongly disagree
SUPER	Get clear instruction to accomplish my tasks.					
SUPER	I feel that my supervisor treats me fairly					
SUPER	Receive adequate support from my supervisor					
SUPER	My supervisor encourages me to suggest new ways of doing things.					
SUPER	I have confidence in the leadership of my supervisor					

	Career Development	Strongly agree	agree	Neutral	disagree	Strongly disagree
CD	I feel employees are provided with equal opportunities to fulfill their career potential					
CD	My supervisor encourages me to seek new educational/Training opportunities					
CD	I have opportunities to use my skills and knowledge					
CD	Advancement opportunities are adequately distributed					
CD	My employer gives me the opportunity to gain wider experience					

	Employee Performance	Strongly agree	agree	Neutral	disagree	Strongly disagree
EP	I am satisfied with my performance at workplace					
EP	Specific knowhow of tasks enables me to perform the job assigned adequately.					
EP	I am committed to have continuous quality improvement in my work					
EP	I have good support from my supervisor in handling my tasks.					
EP	I have good knowledge of my company's products, services and policy					

	Promotion	Strongly agree	agree	Neutral	disagree	Strongly disagree
PR	My company provides fair promotion opportunities to the employees.					
PR	My company/supervisor always encourage me to perform well so to achieve promotion opportunities.					
PR	Job promotion is based on job performance.					
PR	Organization policies on promotion are acceptable					
PR	I am satisfied with my chances for promotion					
PR						

Pay	Payment	Strongly agree	agree	Neutral	disagree	Strongly disagree
Pay	Yearly salary increments are reasonable in comparison with the task allotted.					
Pay	I am satisfied with the salary I currently earn.					
Pay	There is similar salary scale for similar position.					
Pay	I am satisfied with the process used to determine annual raises.					
Pay	I feel payment is adequate enough to motivate employees to give their best effort at the workplace.					
Pay						
	Employee Engagement	Strongly agree	agree	Neutral	disagree	Strongly disagree
EE	I am happy with my current job					
EE	I feel safe and energetic at work					
EE	I am doing my job by self-interest					
EE	I have clear goals and priorities in my work					
EE	I'm willing to accept challenges at work					
EE						

	Work Environment	Strongly agree	agree	Neutral	disagree	Strongly disagree
WE	I enjoy working with my co-workers					
WE	I get adequate materials/equipment for work					
WE	My organization improves the work environment					
WE	My organization organizes social gatherings					
WE	My organization is attractive to work					
WE	My organization's working culture is satisfactory					

	Compensation/ benefits	Strongly agree	agree	Neutral	disagree	Strongly disagree
Comp	I am not satisfied with my current salary					
Comp	Incentives motivate employees to perform well					
Comp	I get allowances for special duties and overtime job					
Comp	The top management rewards employee effort					
Comp	I'm satisfied with organizational rewarding system					
Comp						

	Leadership style	Strongly agree	agree	Neutral	disagree	Strongly disagree
LS	My boss is flexible about how I accomplish my job					
LS	My boss treats employees with respect					
LS	My boss is supportive in getting the job done					
LS	My boss involves me in decision making processes					
LS	I'm satisfied with my boss's managing style					
	My efforts at work are supported by my boss					

	recognition	Strongly agree	agree	Neutral	disagree	Strongly disagree
REC1	receive appropriate recognition for my contribution					