



**ST. MARRY UNIVERSTY  
SCHOOL OF GRADUATE STUDIES FACILITY**

**THE EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL  
PERFORMANCE: THE CASE OF BANK OF ABYSSINIA**

**BY: TSIYON YEAKOB**

JUNE 2024

**ADDIS ABEBA, ETHIOPIA**

**THE EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL  
PERFORMANCE: THE CASE OF BANK OF ABYSSINIA**

**BY: TSIYON YEAKOB**

**ADVISOR: YIBELTAL NIGUSSE (ASS.PROF)**

**A THESIS SUBMITTED TO ST.MARRY UNIVERSITY,SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILMENT OF  
REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSSINESS  
ADMINSTRATION**

**JUNE 2024  
ADDIS ABABA, ETHIOPI**

**ST. MARRY UNIVERSTY  
SCHOOL OF GRADUATE STUDIES  
MASTERS OF BUSINESS ADMINISTRATION**

**THE EFFECT OF EMPLOYEE MOTIVATION ON ORGANIZATIONAL  
PERFORMANCE: THE CASE OF BANK OF ABYSSINIA**

**BY: TSIYON YEAKOB**

**APPROVED BY BOARD OF EXAMINERS**

---

**Dean, Graduate Studies**

**YIBELTAL NIGUSSE (PHD)**

---

**Advisor**

**ASFAW BEKELE (PHD)  
External Examiner**

---

**Internal Examiner**

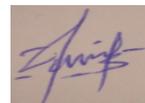
---

**Signature**



---

**Signature**



**Signature**

---

**Signature**

## **ACKNOWLEDGMENT**

First and foremost, I would like to express my gratitude to God, the Almighty, for providing me with the strength and guidance to overcome the challenges I faced during this study. The completion of this project would not have been possible without the support and blessings of God.

I would also like to extend my heartfelt thanks to my advisor, Yibeltal Nigusse (Ass.Prof.) for his invaluable guidance and advice throughout the entire process of writing this project. His expertise and support were instrumental in shaping the direction and content of this work.

Furthermore, I am deeply grateful to the research respondents and the staff members of Bank of Abyssinia for their valuable time and contribution in completing the questionnaires. Their participation and cooperation were essential in gathering the necessary data for this study

Lastly, I would like to acknowledge and thank my seniors, who generously shared their past experiences and skills with me. Their mentorship and insights played a significant role in sustaining my interest and motivation in writing this project.

## Table of Contents

<b>DECLARATION</b> .....	Error! Bookmark not defined.
<b>ACKNOWLEDGMENT</b> .....	<b>iv</b>
<b>LIST OF TABLES</b> .....	<b>viii</b>
<b>LIST OF FIGURES</b> .....	<b>ix</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	<b>ix</b>
<b>ABSTRACT</b> .....	<b>x</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.1 Background of the study .....	1
1.2 Background of the study organization .....	2
1.3 Statement of the problem .....	3
1.4 Research Questions .....	4
1.5 Objective of the study .....	5
1.5.1 General objective .....	5
1.5.2 Specific objective.....	5
1.6. Research hypotheses .....	5
1.7 Significance of the study.....	6
1.8 Scope/Delimitation of the study.....	7
1.9 Limitation of the study .....	7
1.10. Definition of Used Terms .....	7
1.11 Organization of the Study .....	9
<b>CHAPTER TWO: LITRATURE REVIEW</b> .....	<b>10</b>
2.1 Motivation.....	10
2.1.1 The concept of motivation .....	11
2.1.2 Theories of motivation .....	12
2.1.3. Employee Motivation.....	13
2.1.4. Intrinsic Motivation .....	15

2.2. Employee Motivation Factors .....	15
2.2.1. Employee Engagement.....	15
2.2.2. Leadership Style.....	16
2.2.3. Work Environment.....	17
2.2.4. Compensation and Benefit Packages .....	18
2.2.5. Career Development .....	20
2.2.6. Co-worker and Supervisor Relations .....	21
2.2.7. Recognition:.....	22
2.3. Organizational Performance .....	23
2.4 Employee Productivity.....	25
2.5. Empirical review .....	27
2.5.1. General Empirical Literature Review .....	27
2.5.2. Studies in African Countries .....	30
2.6. Conceptual Framework and research hypothesis.....	32
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>33</b>
3.1. Research Approach.....	33
3.2 Research Design.....	33
3.3. Target Population.....	34
3.4. Same Size and Sampling Technique.....	34
3.5 Sources of Data .....	35
3.6 Data Gathering Tools.....	35
3.7. Procedures of Data Collection .....	35
3.8. Reliability and Validity.....	36
3.9 Method of Data Analysis .....	36
3.10 Ethical Consideration.....	37
<b>CHAPTER FOUR: RESULT AND DISCUSSION .....</b>	<b>38</b>
4.1. Introduction.....	38

4.2. Descriptive statistics Result .....	38
4.3. Demographic Profile .....	38
4.4 Descriptive Statistics for the main study variables .....	39
4.4.1. Descriptive Statistics of Work Content.....	40
4.4.2. Descriptive Statistics of Job Satisfaction.....	41
4.4.3. Descriptive Statistics of Working Conditions.....	41
4.4.4. Descriptive Statistics of Payment .....	41
4.4.5. Descriptive Statistics of Benefits .....	42
4.4.6. Descriptive Statistics of Career Advancement .....	42
4.4.7. Descriptive Statistics of Recognition.....	43
4.4.8. Descriptive Statistics of Supervision .....	43
4.4.9. Descriptive Statistics of Organization Performance .....	44
4.5. Test for Assumptions .....	44
4.6. Regression analysis results .....	47
4.6.1 Model Summary.....	47
4.6.2. ANOVA Test .....	48
4.6.3. Regression Coefficient.....	49
4.8. Discussion of the results .....	50
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>56</b>
5.1. Summary of major findings .....	56
5.2. Conclusion .....	57
5.3. Recommendations.....	59
<b>REFERENCE.....</b>	<b>62</b>
<b>APPENDIX.....</b>	<b>69</b>

## LIST OF TABLES

Table 3. 1. Test of Reliability .....	36
Table 4. 1. Response Rate.....	38
Table 4. 2. Gender of respondents .....	38
Table 4. 3. Academic qualification .....	39
Table 4. 4. Experience of respondents .....	39
Table 4. 5. Base for classification of mean .....	40
Table 4. 6. Descriptive Statistics of main variables .....	40
Table 4. 7. Test of Multi-collinearity.....	46
Table 4. 8. Model Summary .....	47
Table 4. 9: ANOVA MODEL FIT.....	48
Table 4. 10. Regression coefficient.....	49
Table 4. 11. Hypotheses testing Summary.....	55

## LIST OF FIGURES

Figure 2. 1. Basic perspective on motivation.....	13
Figure 2. 2 Conceptual Framework .....	32
Figure 4. 3. Normality test result .....	45
Figure 4. 4. Test of Linearity .....	45
Figure 4. 5. Test of Homoscedasticity .....	47

## LIST OF ABBREVIATIONS AND ACRONYMS

<b>Ben</b>	Benefits
<b>BOA</b>	bank of Abyssinia
<b>CA</b>	Career Advancement
<b>JS</b>	Job Satisfaction
<b>OP</b>	Organization Productivity
<b>Pay</b>	Payment
<b>Reco</b>	Recognition
<b>SU</b>	Supervision
<b>WC</b>	Work Content
<b>Woc</b>	Working Conditions

## ABSTRACT

*The main aim of this study was to examine the effect of employee motivation on organizational productivity of Bank of Abyssinia. The effect of employee motivation on organization productivity was examined in the study. Structured questionnaires were used as data gathering tools. Data were collected from bank of Abyssinia permanent employees. The explanatory research design with quantitative research approach was employed in the study. 262 respondent's response were utilized for data analysis. After the data collected, they were coded and edited properly. Then, they were analyzed through both inferential statistics. The results of the study revealed that from employee motivation factors recognition has the highest positive and significant effect on organization productivity followed by payment at Bank of Abyssinia. All factors identified as an employee motivation in this study have a statistically significance positive effect on organization Performance. Based on the study results, the managerial implications suggest that it is important to prioritize and enhance employee motivation by focusing on various factors, including work content, job satisfaction, working conditions, payment, benefits, career advancement, recognition, and supervision.*

**Keywords:** Employee Motivation, Bank of Abyssinia, Organization Productivity, Bank productivity

# CHAPTER ONE: INTRODUCTION

This chapter focus on background of the study, background of the company, statement of the problem, basic research questions, and objective of the study, significance of the study, scope or delimitation of the study, limitation of the study, operation definition of key terms and organization of the study.

## 1.1 Background of the study

An organization's employees are its most vital component, regardless of whether it is in the private or public sectors. Their presence and contributions play a critical role in determining the success of the business. A company may possess strong leadership, a clear vision, and a well-defined objective. But, the business is essentially in disarray if it disregards its workers. The general effectiveness of organizational productivity is largely dependent on employee motivation. The productivity of an organization is influenced by individual actions and productivity, which can be determined by motivation (Ritz et al., 2016). The problem of employee motivation has persisted, particularly in the banking industry, where an organization's capacity to execute at a high level is crucial to its expansion, stability, and long-term success.

According to Shega, 2018; Brewer et al., 2014; Brewer et al.,2016; Anderfuhren-Biget, 2012; Andersen et al., 2013; Bellé and Cantarelli, 2012 the effect of employee motivation on the productivity of organizations in the public and private sectors has not been extensively researched or documented. Employee productivity is mostly dependent on a wide range of elements, including competitive pay and benefits, allowances for personal use, leadership style, empowerment, awards and recognition, job autonomy and flexibility, professional growth opportunities, training, and comfortable working conditions. Extrinsically and intrinsically motivated conducts are the two different categories of motivated behavior that exist within the organization (Kat, 2009).

Employee demotivation results in less productivity, a lack of ability to overcome obstacles, indifference, and poor customer service (Leonard, 2019). Additionally, it causes employee turnover, tardiness, low levels of commitment, and absenteeism among staff members (Rutachururwa, 2013; Andritotis, 2017). The effectiveness and productivity of employees in accomplishing corporate goals can be referred to by the term employee productivity.

Organizational theorists generally agree that one of an organization's most valuable resources is its staff because employees are the ones who carry out tasks. Putting together, employee productivity has an enormous effect on an organization's ability to achieve its stated objectives. As such, it is critical to concentrate on the variables influencing employee productivity. For an organization, maintaining employee motivation is much more difficult than initially inspiring employees (Levy, 2013). Employee motivation is a crucial resource that helps the organization sustain and accelerate the growth of its productivity. The profitability and achievement of the organization will increase with the level of employee motivation towards task completion (Suresh, 2013). To enhance their productivity, organizations must have a mechanism in place that continuously inspires workers. Numerous companies in Ethiopia, such as Bank of Abyssinia, offer their staff member's motivational incentives and make investments in their ability to work effectively and efficiently.

## **1.2 Background of the study organization**

Abyssinia, one of the private banks in our country was established on February 15, 1996 according to the Ethiopian commercial code of 1960 and the licensing and supervision of banking business proclamation no. 84/1994. The bank started its operation with an authorized and paid-up capital of Birr 50 million, and Birr 17.8 million respectively with only 131 shareholders and 32 staffs. In about 20 years, since its establishment, the bank has registered significant growth in paid-up capital and total assets (Alemu, 2022). It also attracted many professional staff, valuable shareholders and larger number of customers. The most critical challenge facing most organizations today is coping up with today's game of business, dynamism. For a past few decades, organizations have been facing severe competition in their external environment in which they operate. In order to operate in a competitive environment organization needs strategic management. A strategy is an integrated and coordinated set of commitments and actions designed to exploit core competencies and gain a competitive advantage. According to Michael Porter, "Strategy is the big picture of how the organization is going to win in its environment, whatever that is. Indeed, there is no best company in any industry. Strategy is competing to be unique. "Current Situation of the Bank Over the last years the bank implement three strategy but left behind from peer competitor in its deposit, market share, and overall productivity, even if the bank start its operation by offering best innovative product such as gift saving account, safe deposit boxes and saving account linked with current account /SALCA/ to enable customers

to transfer funds from one's saving account to one's current account to write cheque when there is no sufficient balance in current account.

It's over 884 branches in the country, BoA serves over 10.2 million customers with more than 20000 employees. BoA's well-structured financial service system is connected through the T-24 core banking system. This coupled with the 2700 ATM machines placed in different locations and also 8800 POS machines to afford customers to access their account from anywhere at any time. This also allowed BoA to increase its capital hundred-fold from ETB 50 million to ETB 18.59 billion. Currently, employing the state-of-art banking technology, the Bank provides excellence domestic, international and special banking services to its esteemed and valuable customers. It also strives to serve all economic and services sectors via its ever increasing branch networks throughout the country. The bank also offers digital banking transfer from one BoA customer to other type of bank using mobile or internet banking. A customer can transfer up to 500,000 ETB through internet banking per day. BoA is the first bank to introduce this system to Ethiopia which makes it the leading bank of Ethiopia.

### **1.3 Statement of the problem**

Abyssinia Bank is growing fast, opening new branches and hiring staff nationwide. This study examines two key problems: which factors, intrinsic or extrinsic, can boost employees' productivity. One challenge at Abyssinia Bank is the lack of awareness about managerial motivation. The organization's performance relies on the efforts of both employees and employers. If either fails to provide the right incentives, the bank's productivity will suffer. Employee under motivation is considered to be the main cause of subpar organizational productivity. Organizations far too frequently overlook the matters that matter most to people: employee relations, communication, recognition, and involvement (Frank, 2013). The banking industry faces several significant challenges concerning employee productivity, including workforce inefficiencies, labor-intensive and lengthy organizational structures, resource scarcity, inadequate attention to service delivery improvement, and inconsistent regulations and guidelines. Workplace diversity has also presented managers with a significant number of challenges, as there is no one optimum technique to handle the wide range of differences among employees in any given firm (Bernard et al., 2019).

Furthermore, even though an enormous amount of research has been done on the relationship between motivation and organizational productivity, its existence could differ from industry

to industry or even company to company. For this reason, organizations should evaluate whether or not to use it and how to use it effectively. Additionally, the researcher thinks that the concept of employee motivation is arbitrary, meaning that what inspires one worker to achieve outstanding results could demotivate another worker (Belete, 2021).

Humans constantly strive for new things in life in order to satisfy their insatiable demands and lead comfortable lives. Even with enormous salary and allowances for rent and transportation costs, motivation may still be lacking. Every individual has unique preferences, dislikes, passions, interests, and aspirations. As such, it presents a significant challenge to today's managers (Nduka, 2016).

Many studies on employee motivation have primarily focused on variables such as Engagement, Compensation, and Career Development (Belete, 2021; Riyanto et al., 2021; Susanto, 2022). While these factors are undoubtedly important, there seems to be a gap in research when it comes to exploring the influence of other variables. This study seeks to address this gap by investigating the impact of additional factors, including Work Content, Job Satisfaction, Working Conditions, Payment, Benefits, Career Advancement, Recognition, and Supervision, on employee motivation (Issa, 2021; Olaniran et al., 2022). By broadening the scope of investigation, this study aims to provide a more comprehensive understanding of the multifaceted nature of employee motivation, ultimately contributing to the development of more effective strategies for fostering a motivated and engaged workforce.

In the Ethiopian banking industry, Abyssinia Bank is a prominent name that recognizes the need for highly motivated staff to achieve optimal organizational performance (Fantu, 2020). This study aims to investigate the impact of employee motivation on the performance of Bank of Abyssinia, filling a gap in understanding. By examining this relationship, the study seeks to shed light on the importance of high employee motivation in driving organizational success. The findings can provide valuable insights for the banking industry in Ethiopia, guiding decision-making and strategies to enhance employee motivation and overall performance.

## **1.4 Research Questions**

This study investigates towards how employee motivation affects organizational productivity. to analysis this frame the following research questions were answered:

- How does Work Content effects organizational Performance of Bank of Abyssinia (BOA)?
- How does Job Satisfaction effects organizational Performance of BOA?
- How does Working Conditions effects organizational Performance of BOA?
- How does Working Conditions effects organizational Performance of BOA?
- How does Payment effects organizational Performance of BOA?
- How does Benefits effects organizational Performance of BOA?
- How does Career Advancement effects organizational Performance of BOA?
- How does Recognition effects organizational Performance of BOA?

## **1.5 Objective of the study**

### **1.5.1 General objective**

The overall objective of the study is to examine the effect of employee motivation on organizational productivity of Bank of Abyssinia.

### **1.5.2 Specific objective**

To achieve the general objective of this study the following specific objectives were formulated:

- To examine the effect of Work Content on the organizational Performance of BOA.
- To examine the effect of Job Satisfaction on the organizational Performance of BOA.
- To investigate the effect of Working Conditions on organization Performance of BOA
- To investigate the effect of Payment on the Performance of Bank of Abyssinia.
- To examine the effect of Benefits on the organizational Performance of BOA.
- To examine the effect of Career Advancement on organizational Performance of BOA.
- To investigate the effect of Recognition on organization Performance of BOA
- To investigate the effect of Supervision on the Performance of BOA.

## **1.6. Research hypotheses**

H1: Work Content has a positive effect on the organizational Performance of BOA.

H2: Job Satisfaction has a positive effect on the organizational Performance of BOA.

H3: Working Conditions has a positive effect on the organizational Performance of BOA.

H4: Payment has a positive effect on the organizational Performance of BOA.

H5: Benefits has a positive effect on the organizational Performance of BOA.

H6: Career Advancement has a positive effect on the organizational Performance of BOA.

H7: Recognition has a positive effect on the organizational Performance of BOA.

H8: Supervision has a positive effect on the organizational Performance of BOA.

## **1.7 Significance of the study**

Several factors that contribute to an employee's physically and spiritual demands also have an impact on their motivation and productivity. Motivation among employees is correlated with organizational commitment and success, which in turn leads to higher work output and more effectiveness within the firm. Consequently, it is critical to evaluate the impact of employee motivation for achieving optimal levels of productive work. The study also aimed to determine what drives personnel within the firm and whether these drives differed between divisions.

Consequently, this thesis has two basic objectives. Initially, the goal of the research is to prioritize employee motivation since motivation is what drives an employee's work ethic and is a major factor in absenteeism, turnover, and excellent productivity. Benefits like rewards, promotions, insurance, allowances, recognition, representations, bonuses, and effective communication within hierarchies are some examples of characteristics that contribute to employee motivation. In any organization, communication is crucial; without it, activities can operate very poorly.

The researcher's second goal in examining the motivation determinant as a whole is to raise awareness of the employee motivation mechanisms that serve as a source of passion and a grin on employees' faces as they walk to work. Employee motivation has a significant influence on how employees behave. For example, if an employee is performing well but receiving no recognition from their boss (other than financial compensation), this could demotivate them. Instead, positive reinforcement from higher ups in the hierarchy, such as a "good job" comment, could also have the opposite effect. In the end, the study's findings will be useful in assessing how work satisfaction and motivation are currently and how they have affected productivity and efficiency at the bank.

Additionally, the findings would help managers in other firms that struggle to comprehend how closely employee productivity and motivation are related. Future researchers and academics who may wish to undertake relevant research studies on the issues at stake will benefit from the theoretical study and research-based data, which will be utilized as a supporting factor for the analysis of results and serve as a resource for them.

## **1.8 Scope/Delimitation of the study**

The scope of the study titled "The Effect of Employee Motivation on Organizational Performance: The Case of Bank of Abyssinia" is primarily focused on understanding the relationship between employee motivation and organizational performance within the context of Bank of Abyssinia (BOA). The study employs an explanatory and descriptive research design, utilizing a quantitative approach with survey measurement instruments. Geographically, the study is limited to the case of BOA, examining the specific dynamics and factors at play within this particular bank. The findings and conclusions drawn from this study will therefore provide insights specific to BOA and contribute to the existing body of knowledge on the effect of employee motivation on organizational performance within this specific context.

## **1.9 Limitation of the study**

The study on the effect of employee motivation on organizational performance, focusing on the case of Bank of Abyssinia (BOA), has several limitations that should be considered. Firstly, the findings may not be generalizable to other banks or organizations due to the specific context of BOA. Secondly, the reliance on self-reported surveys and a cross-sectional design introduces potential bias and limits the ability to capture longitudinal effects. External factors and contextual influences may also impact organizational performance, which the study may not fully account for. The measurement and operationalization of variables could be improved, and the establishment of causality and directionality is challenging. By acknowledging these limitations, researchers and readers can better interpret the findings and identify areas for future research to address these limitations and expand our knowledge on the topic.

## **1.10. Definition of Used Terms**

**Work Content:** Work content refers to the specific tasks, responsibilities, challenges, and opportunities for growth and advancement that make up an employee's job. It includes the essential functions and duties assigned to the job, as well as the level of decision-making authority and budgetary responsibilities (Hornung et al., 2010).

**Job Satisfaction:** Job satisfaction, as part of employee motivation, refers to the level of contentment and fulfillment an employee experiences in their job. It encompasses various factors such as job security, work-life balance, relationships with colleagues, opportunities

for growth and development, and alignment with personal values and goals. When employees are satisfied with their job, they are more likely to be motivated, engaged, and committed to their work (Varma, 2017).

**Working Conditions:** Working conditions refer to the physical, social, and environmental factors in the workplace that can impact employee motivation. These conditions include factors such as the safety and comfort of the work environment, the availability of necessary resources and equipment (Sadewo et al., 2021)

**Payment:** Payment or salary is a fixed amount of compensation that an employee receives from their employer in exchange for their work. It is an important factor in employee motivation as it satisfies the basic need for financial security and stability (Sudiardhita et al., 2018).

**Benefits:** Benefits, as part of employee motivation, refer to the additional perks and advantages that employees receive from their employer alongside their salary. These benefits can include health insurance, retirement plans, paid time off, flexible work arrangements, professional development opportunities, and other incentives (Boella & Goss-Turner, 2019).

**Career Advancement:** Career advancement, as part of employee motivation, refers to the progression and growth opportunities that employees have within their organization. It involves the ability to take on new responsibilities, gain new skills, and move up the hierarchical ladder (Faizah & Widnyana, 2020).

**Recognition:** Recognition, as part of employee motivation, refers to acknowledging and appreciating the efforts, achievements, and contributions of employees in the workplace. It plays a crucial role in shaping the employee experience and fostering a positive work culture (Ali & Anwar, 2021).

**Supervision:** Supervision, as part of employee motivation, refers to the guidance, support, and oversight provided by a supervisor to their employees. Effective supervision plays a crucial role in motivating employees and fostering a positive work environment. Supervisors who provide clear expectations, regular feedback, and opportunities for growth and development can enhance employee motivation and engagement (Susmadiana et al., 2021).

**Employee performance:** Employee performance refers to the level of productivity, effectiveness, and achievement demonstrated by an individual in their role within an organization. It encompasses the quality and quantity of work performed, as well as the ability to meet goals and objectives (Nguyen et al., 2020).

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

There are five chapters in the study. The background of the study, problem statement, research objectives, research questions, significance of the study, scope of the investigation, and organizational structure are all included in the first chapter. The conceptual framework, research gap, empirical and theoretical literature reviews are all covered in chapter two. The study methodology was the main topic of chapter three, and data analysis and interpretation were covered in chapter four. The summary, conclusions, and recommendations were conducted in Chapter 5.

## CHAPTER TWO: LITRATURE REVIEW

This section examines relevant material authored by various authors and researchers with the goal of demonstrating how various academics present their perspectives in connection to the research. This chapter will concentrate on fundamental ideas and topics that have been covered, particularly the connection between productivity and motivation. The theoretical, empirical, and conceptual frameworks are reviewed in this section.

### 2.1 Motivation

"A motive is something a need or desire that causes a person to act," Robert (2012). In turn, the word "motivate" means "to provide with a motive," and the definition of motivation is "the act or process of motivating." The forces within or outside of an individual that compel and maintain their commitment to a course of action are referred to as motivation (Boddy, 2008: 486). Employers base their expectations for an individual's success on their aptitude, drive, and level of support. But motivation is frequently the one that's lacking. A person's motivation is what drives them to take action. Typically, people take action with a single objective in mind. Motivation, then, is a drive that is goal-directed and rarely happens in a vacuum. Need, want, desire, and drive are synonyms for motive, which is the word from which motivation is derived. Motivation is significant because it influences productivity in response to pay and other issues pertaining to human resources. Motivation plays a significant role in nearly every facet of human behavior. It is challenging to develop an integrative perspective on motivation because empirical research on motivation has been divided for a long time into distinct fields, despite its evident significance. From Taylor et al. (1911) to Maslow (1943) to Nevid (2013), the definition of it has changed over time. Nevertheless, all of the definitions agree that human behavior is driven by a variety of factors, including stimuli, push, and drive. Persistent effort towards achieving a goal and a continuous interest in and commitment to a professional role or subject are driven by both internal and external influences known as motivations (Robert, 2012). According to Valencia (2011), motivation is the process of raising staff morale so they will voluntarily give their all to complete tasks allocated to them and produce exceptional results. The concept of motivation is significant because it sheds light on the reasons behind human behavior and actions. It therefore clarifies the motivation behind the invention of the light bulb by Thomas Edison, the writings of Maya Angelou, and the election of Nelson Mandela to the presidency of South Africa (Grant & Shin, 2011). According to Guay (2010), behavior is driven by

motivation. Additionally, the goal or psychological reason behind an activity can be characterized as motivation (Schater, 2011). According to Slocum et al. (2011), motivation is the sum of the forces operating on or within an individual that lead them to act in a particular way that is goal-directed. Motivation in the workplace is defined by Psychology Today writer Ray Williams as "the inner force that drives individuals to accomplish personal organizational goals and the predisposition to behave in a purposeful manner to achieve specific, unmet needs." To accomplish both the corporate and personal goals, a person must become motivated. An employee is more likely to identify with the company and have an organizational commitment if they are highly driven. "Work motivation is a set of energetic forces that originate both within and beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration," according to Pinder (2008). The study adopted the operational definition from the numerous definitions given by the researcher above, which will be used consistently throughout the report. Accordingly, motivation is the result of a combination of factors, such as an employee's capacity, desire, and energy focused on achieving an organizational objective or driving a course of action.

### **2.1.1 The concept of motivation**

A goal that compels someone to take action in order to attain it is called a direction. An individual chooses a goal either consciously or unintentionally. A person's choice of goal is influenced by a variety of internal and external circumstances, and the ultimate aim is the best option amongst available options. The intensity refers to the amount of willpower or effort a person has used to reach a goal; it includes the amount of time, money, energy, or other resources—both material and immaterial—that have been expended in the process. The capacity to stay motivated over time in the face of adversity is known as persistence (Robbins and Judge 2013).

Motivation is defined by Bardson and Stainer (2004) as the process that guides behavior toward predetermined objectives. According to Welch (2001), motivation is any action or behavioral example that results in a person's attitudes or behavior changing. It is difficult to inspire an individual since the effectiveness of any motivational strategy relies on how well the motivators satisfy the demands of the industrial workers for whom it is meant.

Motivating others is one approach to make them like putting in a lot of effort at work. People nowadays need to know why they are putting in so much effort. Every person within a

company has a unique motivation (Pitino, 2013). Employers must get to know their staff members intimately and apply a variety of strategies to inspire each one according to their unique requirements and desires (Valencia, 2011). Every worker finds motivation in a different way. Employee motivation was a successful concept because it encouraged innovative ideas from a variety of staff members without limiting the opinions of any one individual or making any one employee feel bad about themselves (Swanson, 2011).

Motivation, according to Bartol and Martin (1998), is a force that fortifies conduct, provides direction for activity, and ignites the propensity to persist (Farhad et al., 2011). This argument shows that people need to be sufficiently motivated and have a clear understanding of their goals in order to achieve their targets. According to Bedeian (1993), it is an internal desire to fulfill an unmet need and a will to succeed. An action that is meant to achieve a goal is called motivation, and it starts with a physiological or psychological desire. It is the final result of the interaction between organizational distinctiveness and personality behavior (IRCO). It represents the mental processes that provide as the basis for the motivation, planning, and execution of intentional, goal-oriented behaviors (Farhad et al., 2011). Additionally, motivation is a process that advances and encourages conduct that is goal-directed (Chowdhury, M. S., 2007). Individuals are motivated to achieve their personal and organizational goals by an innate strength (Reena et al, 2009).

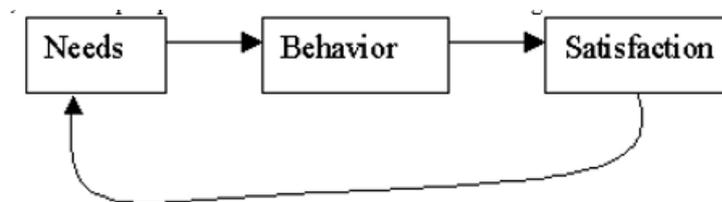
Greenberg and Baron (2000, p. 190) propose that motivation is comprised of three primary components. The first portion looks at arousal that deals with the drive or energy behind individual(s) activity. Individuals are typically driven by their desire to succeed in their endeavors and leave a positive impact on others. The decisions people make and the paths their conduct follows are discussed in the second section. The final section addresses behavior maintenance, explicitly stating the duration of time individuals have continued to strive towards their objectives.

### **2.1.2 Theories of motivation**

Numerous ideas exist on motivation. To explain the phenomenon of motivation in the workplace, numerous theories of motivation have been proposed by various academics. They give us a sense of the idea and how it applies to their activity by presenting many points of view. Furthermore, it appears that a common set of rules for managers is produced by all of the theories. On a basic level, it appears clear that people take certain actions, like going to

work, in order to obtain some things and avoid certain things. It is still unclear why precisely they desire what they do and do not want what they do not want. It is an incompletely pierced black box.

Overall, the basic perspective on motivation looks something like this:



**Figure 2. 1. basic perspective on motivation**

To put it another way, you have needs and wants (which will be used interchangeably), and as a result, you act in certain ways (behavior), which satisfies those needs and wants, and this can change which needs and wants are most important (either making some more intense or enabling you to move on to others). From the perspective of an experimenter or manager, adding a box called "reward" between "behavior" and "satisfaction" would be a suitable variant on this paradigm. In this way, subjects (or employees) with specific demands act in certain ways (behavior), which satisfies those needs and leads to rewards (like bonuses or increases) that the management or experimenter has set up.

### **2.1.3. Employee Motivation**

For many managers and leaders, employee motivation has always been a major issue—or even a mystery. It is an indication of the amount of vigor, dedication, and originality that employees of a company bring to their work (Wilks, 2012). It is focused on what drives employees to perform in ways that collectively advance the profitable success of the organizations where they are employed (Puplampu, 2013). Effective work management among employees in firms is enhanced by employee motivation (Shadare et al., 2009). Motivating others is one approach to make them like putting in a lot of effort at work. People nowadays need to know why they are putting in so much effort. Each person within a company is driven by a distinct motivation (Pitino, 2013). Employers must get to know their staff members intimately and apply a variety of strategies to inspire each one according to their unique requirements and goals (Valencia, 2011). Every worker finds motivation in a different way. Employee motivation was a successful concept since it encouraged innovative ideas from a variety of staff members without limiting their opinions or making them feel bad

about themselves (Swanson, 2011). Employees that lack motivation are likely to put forth little to no effort at work. They try to stay away from the office as much as possible, leave the company if given the chance, and turn in subpar work. Observe how demotivation affects people's ability to be creative, productive, and valuable to your business. Employees who are motivated to work, on the other hand, are probably going to be tenacious, inventive, prolific, and producing high-quality work that they voluntarily do. An organization's purpose and vision must be in line with each employee's workplace goals, values, and motivation in order to sustain high levels of motivation that can boost output, enhance the caliber of work produced, and generate revenue for all departments. Because motivated workers are productive workers and lucrative workers are productive workers. Employee stimulation and desire in embracing the aim increase with motivation. More than ever, we require motivated staff members (Jones, 2011).

#### **2.1.4 Factors Affecting Employee Motivation**

Meeting their various demands is what drives human behavior. Needs are dependent on a multitude of elements and differ depending on the individual, circumstance, company, type of work, risk, employees' educational backgrounds, experiences, and skill sets, as well as the job held. Thus, each employee has unique motivators that drive them to give their best work (Lin, 2007).

Fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, trust, respect, collaborative decision-making, high-quality supervision, appropriate working relationships, appreciation, opportunities for growth, organizational loyalty, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training, availability of information, and communication to carry out actions are some of the factors that, according to Manzoor (2012), enhance employee motivation.

According to Chung (2013), employment expansion, welfare programs, environmental conditions, and incentive systems all have an impact on how motivated employees are. It could be important to distinguish between intrinsic and extrinsic incentives in order to comprehend motivational elements in general (Armstrong, 2007 and Armstrong and Murlis, 2004).

#### **2.1.4. Intrinsic Motivation**

The self-desire to explore new areas and problems, assess one's abilities, pay attention to details, and learn new things is known as intrinsic motivation. "Psychological" benefits, such as the chance to apply one's skills, a sense of challenge and accomplishment, getting praise and positive acknowledgment, and being handled with kindness and consideration, are associated with intrinsic motivation. Psychological rewards are typically those that are contingent upon the specific activities and behaviors of the managers themselves (Mullins, 2005). Since intrinsic motivators are ingrained in people rather than imposed from the outside, they are likely to have a deeper and longer-lasting impact on the quality of work-life balance (Armstrong, 2006). Instead of depending on outside influences or the need for reward, it is motivated by an interest in or enjoyment of the activity itself and comes from within the person. The psychological benefits are those that are typically contingent upon the conduct and demeanor of specific managers. An essential component of cognitive, social, and physical growth is intrinsic motivation, which is an inherent predisposition toward motivation. The researcher used employee engagement to examine responsibility, freedom of action, demanding work, and opportunity for skill development among all intrinsic motivating.

### **2.2. Employee Motivation Factors**

#### **2.2.1. Employee Engagement**

In recent years, there has been a lot of interest in the idea of employee engagement or well-being in most companies. Passion, dedication, and a readiness to put in more of one's own money and discretionary effort to support the employer's success are the cornerstones of employee engagement.

Scholars define engagement as an employee's high level of involvement and commitment to the organization (Saks, 2006); their emotional and intellectual commitment to the organization (Truss, Soane, Edwards, Wisdom, Croll and Burnett, 2006); their discretionary effort on the job (Frank, Finnegan and Taylor, 2004); their positive attitude toward the organization and its values (Robinson, Perryman and Hayday, 2004); and their positive, fulfilling work-related state of mind, which is characterized by vigor, dedication and absorption (Schaufeli, Salanova, Gonzalez-Roma and Bakker, 2002).

The majority of companies even permit employees to take multiple sick days off without losing pay. Some even offer employees extra salary as a form of compensation for skipping

sick days (Mathis, 2003). Managers should provide paid time off, free lunches and leisure periods, vacations, leave, and other benefits, according to Shellengarger (2001). Numerous studies have demonstrated that a positive work environment increases employees' commitment to their jobs and the company (Hammeed and Amjad, 2009; Carnevale, 1992).

Numerous research (Shirom, Schaufeli, and Salanova, 2007; Bakker and Demerouti, 2008; Schaufeli and Bakker, 2004) have examined the impact of various job factors on employee engagement. Similarly, it has been demonstrated that a number of factors, including motivation, the work environment, productivity, satisfaction, and productivity, are important in arousing employee involvement (Chandrasekhar, 2011; Hakanen, Bakker, and Schaufeli, 2006).

### **2.2.2. Leadership Style**

One of the main factors that determine whether an organization succeeds or fails is its leadership. A leader's style refers to how they inspire and guide others to accomplish organizational objectives. It is believed that a leader's style is an amalgam of several attributes, actions, and features that they employ when relating to their subordinates. According to Mitonga-Monga, Coetzee, and Cilliers (2012), leadership is a pattern of managerial conduct that combines personal and organizational interests in order to achieve specific goals. According to Harris et al. (2007), a leader's style may also be described as the type of interaction they employ to persuade others to collaborate toward a common aim or objective. Leadership styles can be divided into five categories based on modern leadership styles: (1) charismatic leadership, (2) transactional leadership, (3) culture-based leadership, (4) transformational leadership, and (5) visionary leadership (Harris et al. 2007). The effectiveness of organizations is significantly impacted by the leadership philosophies employed. The organizational culture is shaped by the leadership style, and this in turn affects how well the organization performs. By combining the four-factor theory of leadership with information gathered from 2,662 workers in 311 organizations, Klien et al. (2013) demonstrated this point. The kind of leadership style has an impact on both productivity and organizational culture (Klein et al. 2013). According to earlier research conducted by distinguished academics and researchers, employees are typically inspired by democratic leadership styles in which they have a vote in the policies that the company decides (Goleman, 2017).

### **2.2.3. Work Environment**

The majority of firms restrict the rate at which they improve employee productivity levels to skill acquisition. The environment in which employees function has an impact on how well such a business may do as well. Akinyele (2010) proposed that the nature of the workplace in most firms accounts for around 80% of productivity issues. The nature of the work and the surroundings has a major impact on an employee's level of motivation. A positive work environment ensures employees' well-being, which will inevitably motivate them to perform their duties with a high degree of morale, which could result in increased productivity (Akinyele, 2007).

According to Tyilana (2005), 88% of job happiness may be attributed to three motivational factors: work itself, achievement, and acknowledgment. Given the recent wave of massive layoffs, one of the main worries of workers in this industry is job security. As per Maslow, it is a safety element. Employees in the era of downsizing often worry about the stability of their jobs. Even slight alterations to their working environment would cause them to worry about their safety. If a significant shift takes place inside the organization, it is imperative that proper communication is ensured. Motivation is influenced by a variety of elements, including increased responsibility, hard work, a sense of personal success, and appropriate job security assurance. In Petcharak (2002), Daschler and Ninemeier (1989) are quoted.

But "good working conditions can determine the employee's productivity and productivity, but they cannot motivate the employees in and of themselves." According to Lin (2007) and Brenner (2004), an organization's employees' ability to communicate knowledge across the system depends on the condition of their workplace. Employee productivity is expected to increase in a well-organized workplace. Moreover, the degree of contentment and productivity level of workforces are predicted by the comfort quality, which changes depending on the work environment.

This is due to the fact that if workers' work conditions are not conducive, their production levels will not be at their best. An improved workplace increases employee productivity. The complete work environment of a company was defined by Kohun (1992). In other words, it includes everything that could potentially or currently be posing a challenge to an employee's productivity and productivity, such as activities and forces. It is the culmination of the interactions that exist between the environment in which employees work and themselves. However, as a coping mechanism in toxic workplaces, capable and responsible employees

may become illogical and untrustworthy (Kyko,2005). He listed a number of factors that contribute to a toxic work environment, which lowers employee and organizational efficiency. These components include pay, job conditions, compensation, administrative procedures, biased managers, and a lack of openness in management. According to Yesufu's (2000) assertion, workplace conditions have a substantial impact on productivity. Effectively managing and maintaining a work environment necessitates ensuring that the surroundings are favorable, appealing, acceptable, creative, and inspiring to the workforce, providing employees with a sense of pride and purpose in the work they accomplish (Brenner, 2004).

He listed a number of factors that contribute to a toxic work environment, which lowers employee and organizational efficiency. These components include pay, job conditions, compensation, administrative procedures, biased managers, and a lack of openness in management. According to Yesufu's (2000) assertion, workplace conditions have a substantial impact on productivity. Effectively managing and maintaining a work environment necessitates ensuring that the surroundings are favorable, appealing, acceptable, creative, and inspiring to the workforce, providing employees with a sense of pride and purpose in the work they accomplish (Brenner, 2004).

#### **2.2.4. Compensation and Benefit Packages**

According to Hammidi, Saberi, and Safari (2014), compensation is the sum of money and benefits that an employee receives from their employer in exchange for their contributions to the company. In practice, this meets the person's material, social, and psychological demands (Altinoz, Cakiroglu, & Cop, 2012). Pay or compensation is more strongly correlated with pay satisfaction than it is with overall satisfaction (Lumley et al., 2011). Nobody should ever work for free. Workers want a fair wage and benefits package, and companies want their staff to believe they are receiving that. When it comes to its influential value, money is the fundamental enticement; no other incentive or motivating strategy even comes close (Sara et al. 2004). It is superior at attracting, sustaining, and inspiring people to achieve at a greater level. According to Frederick Taylor and his scientific management colleague, the primary driver of individual worker motivation for increased productivity is money (Adeyinka et al., 2007).

Numerous researchers have identified money as a motivating factor. It is frequently connected to security and comfort as well as achievement, according to Engelberg and Sjöberg (2006). Since money can have a significant impact on employees' productivity,

managers can utilize it as a strategy, which is seen as an advantage. According to some academics, motivation is the primary tool that should be applied. Recognizing that there is a direct relationship between pay and productivity, 2011; Androniceanu. According to Murphy (1981), among other studies, an employee should be incentivized to work hard on the job by receiving a compensation that is commensurate with their efforts. A good income is one of the most significant considerations, but there are other important factors as well. Different advantages are provided to employees in the form of salary, salaries, and wages. The majority of people with excellent educations, pertinent experience, and abilities are dissatisfied with their jobs and pay scales, which leads to high turnover rates and low productivity. Compensation plans are created for them by these firms in an effort to keep employees motivated and reduce turnover. Put differently, remuneration serves as a catalyst for improved work output and increased productivity among employees. Fringe benefits, which emphasize preserving the standard of living for employees and give them a certain amount of safety and financial security while taking into account their family relationships, are another type of compensation. Retirement or pension programs, health insurance, school reimbursement, and paid time off are a few typical examples.

According to Mathias and Jackson (2003), fringe benefits are types of indirect compensation given to an employee or group of employees because of their membership in the organization. Furthermore, overtime is defined as a payment made to employees in excess of their regular compensation and wage rates for working extra hours (Tyson, 1999). Additionally, companies that feel obligated to assist a person in meeting one of their basic needs—a roof over their head—offer company housing or house rent allowances, allowing them to have access to decent housing while doing official duties. While some firms compensate rent payments, senior personnel are given housing that may be owned by the company (Andrews, 2009).

Workers also need health and safety benefits, job security, and suitable working circumstances to prevent a drop in production levels (Hamidi et al., 2014). Allis and Ryan (2008) state that the cost of paying employees—which includes wages, payments, and other perks—represents a sizable and growing portion of operating expenses. However, if employees are denied access to these payments and benefits, their productivity may suffer. Put simply, when fair compensation is linked to output, workers are more diligent and productive. While worker compensation may influence productivity, there are other elements that can boost output at little or no expense to the company.

Pay is just one factor that can be considered; nevertheless, in order for employees to be productive at work, they also value validation. For employees, it's critical that they believe their work matters and makes a big difference in the organization's success. Validation need not be monetary; however providing them with a fair salary may be helpful. This is due to the fact that expressing gratitude alone can also make an employee feel valued. When it comes to recognition, employees who clearly see their place in the company can also be incredibly productive. Employees want to be indispensable and as such, they want to be viewed as an essential component of the company. They wish to control every facet of operations, which may be advantageous to their goals since it could provide them a chance to demonstrate their abilities and competencies outside of their areas of expertise. They also need to know that they are heard, that their supervisors are open to hearing what they have to say, and that they will participate in decision-making. (Lake (2000)).

### **2.2.5. Career Development**

Within the management domain, career development is the area in charge of organizing structural initiatives meant to improve employee productivity and productivity. It can also be understood as the process by which employees acquire the information, credentials, and abilities required for the expansion and prosperity of their organizations (Bassanini, 2004). Mathis (2003) made it very evident that workers must be continuously trained and developed in order for an individual or group of workers to do their duties in an efficient manner.

Employees' needs for self-actualization and esteem are thought to be satisfied in large part by skill development, training opportunities, and promotions. Lai, C. (2009). The Herzberg two-factor theory states that employees' fundamental need for personal growth and development is met when they feel satisfied, which in turn motivates them. But in order to advance and develop, the right standards must be established, so that workers are inspired to meet those, Brewster & Associates (2003). Policy for growth and promotion should take employees' needs into account. Cooper and Hoag (2006). These days, it's common knowledge that employees are valuable and that upgrading one's skills and qualifications through training is necessary to secure employment opportunities, ensure an organization's growth, and ensure future success. It also helps to foster the kind of workplace culture that encourages lifelong learning.

Career development and training programs, according to (Bartram & Gibson, 2000), can help employers find qualified candidates to replace employees who may want to quit or retire from

active service or who may be requested to take on more responsibility. It also helps a company make sure it has the human resources needed to continue growing and expanding. Furthermore, training can help smaller businesses use cutting-edge technologies, which will enable them to quickly adjust to a competitive global market that is changing quickly. Additionally, training can increase a worker's productivity at work and help to improve morale, effectiveness, and efficiency (Bassanini, 2004).

By using the money allocated for the development of new, inexperienced workers, an organization can also reduce the rate of undesirable worker turnover and the costs associated with staffing and training, all Opportunities for career progression, whether through formal schooling or skill acquisition initiatives, can inspire employees to perform at a higher level. This gives employees a way to develop their abilities and talents while also recognizing their goals and the value they add to the company.

It is crucial to remember that a well-designed training program can occasionally mean just as much to an employee as a wage raise. These perks are seen as practical since they boost employee satisfaction, promote productivity, and are presumably less expensive than a potential wage rise (Harris, 2001).while keeping skilled and more experienced individuals. Ultimately, with sufficient training, employees may evaluate and capitalize on chances for career progression within the organizational structure. This factor fulfills the psychological requirements of the worker. These are chances for personal development, more significant and advanced duties and responsibilities, and elevated social standing. Job satisfaction is more likely to occur when promotion chances are viewed as fair (Altinoz et al., 2012; Hamidi et al., 2014; Lumley et al., 2011; Spector, 1997).

#### **2.2.6. Co-worker and Supervisor Relations**

A strong working relationship between an individual and their manager is a compelling factor in job happiness. Workers' negative attitudes toward their immediate superiors have an effect on how well they perform at work, which lowers motivation and causes discontent. Tyilana (2005) states that interpersonal relationships with supervisors, company policies and administration, and unfavorable monitoring account for 60% of employee discontent. Relationships can be developed in a number of ways, including task-oriented (e.g., providing feedback, soliciting ideas from the employee, offering counsel, etc.) and non-task-oriented (e.g., demonstrating respect, treating employees as individuals, etc.).

### **2.2.7. Recognition:**

Employees' greatest want is to be appreciated, as this boosts their morale and "allows them to think better of themselves and their ability to contribute towards organizational goals," thereby motivating and maintaining productivity. High self-esteem among employees leads to higher levels of intrinsic motivation, optimism, willingness to put in more effort, participation, efficiency, decreased absenteeism rates, and overall job satisfaction (Lai, 2009). According to the Herzberg Two element Theory, employee satisfaction is attributed to recognition as a driving element. There are many ways to show appreciation for your staff members: sending thank-you notes with their paychecks, congratulating them on a job well done, recognizing employee milestones, organizing staff get-togethers outside the office, praising them for their innovative ideas, planning regular competitions and other team-building exercises, etc. When rewarding employees, there are a few key points to remember, though, like hyperbole is unexpected and everyone should receive equal credit as soon as they merit it McConnell (2006).

### **G) Promotion:**

One of the best methods to maintain employee motivation is through promotion, which provides opportunities for growth and advancement in the workplace, such as more responsibility or authority. It might be put into practice by offering the chance to earn a higher wage. This good can also partially meet security requirements by giving employees more purchasing power. Promotions allow skilled employees to advance more quickly by placing them in positions that better suit their skills. Gibbons (in 1997).

### **2.1.4.3. Impact of Extrinsic Motivation on Intrinsic Motivation**

People are either innately or extrinsically motivated, as demonstrated by the investigation of motivational traits. Two hypotheses, based on additional research, describe how extrinsic or external incentive strategies can either improve or diminish intrinsic motivation. Extrinsic motivators, such as praise, prizes, or punishment, reduce intrinsic motivation in Theory II, whereas external motivators, such as incentives, increase it in Theory I. People are motivated to engage in an activity by their own internal enjoyment of it, which is known as intrinsic motivation. Without any apparent external motivator, those who are intrinsically motivated have a need for achievement and aspire to be self-determined and competent (Akin-Little et al., 2004). Extrinsic incentive pushes people to perform well even when they don't particularly enjoy an activity in order to gain a reward or stay out of trouble. M.G. Aamodt

(2007). When someone believes they have a choice in how they carry out the task and that they are individually accountable for the result, they are experiencing autonomy, also known as self-determination. L. Edward and others (2001).

### **2.3. Organizational Performance**

A collection of people, no matter how big or little, working together to accomplish a shared goal under the guidance of executive leadership is called an organization (Davis, 2010). According to McFarland (2012), an organization is a recognizable group of individuals who work together to achieve specific objectives. Work, people, and organizational structure were the foundation of the productivity. The company operates within an economic framework. The ability of an organization to fulfill its objective through good management, robust governance, and consistent rededication to attaining results is known as organizational productivity (Mahapatro, 2011). According to Bhusan (2011), successful non-profits have a clear objective, are flexible, customer-focused, results-oriented, entrepreneurial, and sustainable. According to Mary et al. (1996), it is the degree to which an organization uses specific resources to accomplish its goals without running out of those resources or putting an excessive amount of stress on its members, the public, or both.

According to Matthew et al. (2005), it is the primary ingredients' greatest combined usefulness. The concept of organizational productivity refers to the effectiveness of an organization in achieving the desired outcomes (Muhammad, et al., 2011). It has a significant impact on quickening the development of organizations (Bulent et al., 2009). It is the overall satisfaction of all participants in the process of obtaining and effectively converting inputs into outputs (Matthew et al., 2005). Establishing organizational goals, tracking progress toward those goals, and making adjustments to improve efficiency and effectiveness are all part of this process (Namara, 2010). Every management is particularly concerned with an organization's productivity, which also interests the company's shareholders and other stakeholders. Without a question, it is critical that organizational productivity be observably assessed in order to determine whether or not the company is capable of achieving its goals and objectives. (Irum and associates, 2014) Employee motivation has a direct impact on the success of the organization. Motivated workers take pride in their work, are devoted and obedient, and successfully deliver quality services.

Excellent organizational productivity can be attributed in part to highly motivated workers. On the other hand, low employee motivation has an impact on output, productivity, and

overall organization productivity. Good compensation and engaging job are essential components of excellent employee motivation. A number of prizes for a job well done and efficient organizational productivity would be used by the employer to test employees' motivation (Swanson, 2011). The three general components of organizational productivity—"efficiency," "effectiveness," and "relevancy"—have been taken into account, as Hashem (2015) made clear. On the other hand, it is thought that an organization's productivity can encompass a wider range of factors, such as the relationship between productivity and organizational goals (effectiveness), the efficiency of organizational resources (efficiency), and stakeholder satisfaction (relevancy).

### **2.1.6. Employee Motivation and Organizational Productivity**

Scholars and practitioners alike are very interested in the relationship between public service motivation and productivity (Brewer, 2008: 136). Human resource management and company productivity have been linked positively by earlier studies (Kaman et al., 2001; Savrou and Brewster, 2005; Khan et al., 2011). These studies also demonstrated the beneficial impact of training design on organizational productivity. The perspectives of the employee regarding the company and his methods for providing his services are referred to as his motivation towards work and employee satisfaction (Ali et al., 2011). According to Wiley (1997), in order to ensure a company's success, employers need to know what drives their workforce. This knowledge is also crucial for increasing productivity. In a similar vein, motivated workers are more inclined to produce more for the good of the company (Shadare and Hammed, 2000). There is a positive correlation between employee motivation and both the volume and quality of work generated. This is because employees who are motivated put in more personal effort and dedication (Onukwufor and Ugwu, 2013). The opposite is also true, as demonstrated by Crawford et al. (2010), who said that low staff motivation is annoying since it causes schedule delays or even project termination, both of which would come at a significant financial cost to the business. The definition of organizational effectiveness is setting goals and successfully achieving them in a dynamic and upbeat environment (Constant, 2001). Since the activities carried out within an organization are being considered, employee motivation cannot be examined in isolation from its organizational context. In particular, it is the human motivation that encourages the individual to remain with the organization (Schepers et al., 2005). Lawler (2003) maintained that an organization's ability to thrive and endure depends on how well it manages its people resources. In Pakistan's banking and telecom industries, a study was conducted to look at the relationship between

employee productivity and motivation and organizational effectiveness. Pearson correlation was used on a sample of 103 respondents. The findings indicate that employee motivation and organizational productivity have a substantial positive connection (0.287) (Muhammad et al., 2011).

Employee absenteeism has long been acknowledged as a significant issue for all kinds of businesses (Markowich and Eckberg, 1996) and has been empirically demonstrated to lower production and organizational efficiency (Moch and Fitzgibbons, 1985), as noted in (Libet et al., 2001). According to Hirschfield (2002), workers who believe they have few or no productivity expectations are more likely to miss a lot of work. Furthermore, Crawford et al. (2010) assert that although companies anticipate that employees may miss a certain number of workdays annually, prolonged absences can result in lower production and have a significant impact on the finances, morale, and other aspects of the business. This leads to a turnover of staff. Garino and Martin (2008) conducted an analysis of the effects of labor turnover on profit by dividing incumbent and newly hired workers in the production function and applying Salop's (1979) efficiency pay model. They demonstrated that, in situations where organizations do not set wages, an exogenous rise in turnover rate may have a positive impact on profit growth. Similar ideas were presented by Kemal et al. (2002) regarding the impact of turnover on an organization's profitability, customer happiness, and service quality. In summary, a contented worker is someone who is highly driven both internally and externally and who has no urge to look for better opportunities elsewhere. Authoritarian regulations, mechanical organizational designs, and autocratic leadership styles are all prevalent in African firms where employees are merely given orders to complete various duties and upper management is the only one making decisions. Employee motivation and innovativeness may be suppressed in these kinds of work environments, which directly affect the productivity, expansion, and efficacy of the business (Constant et al., 2001).

## **2.4 Employee Productivity**

Productivity is the act of producing something useful; via knowledge, this is distinguished from mere possession. Where Employee productivity is the term used to describe how well employees work together to accomplish organizational goals. (1990, Kootz et al.). The notion of motivation is used to explain the differences in productivity amongst employees who perform differently yet have the same talents, abilities, and opportunities to accomplish their duties in a similar organization with the same facilities and employment conditions. High

work motivation employees never stop attempting to advance, and because they are always looking for new ways to perform their jobs and responsibilities, they will advance more quickly. These workers carry out their duties in a way that demands comparatively greater effort from them, which enables them to give it their all when fulfilling their duties.

Given the significance of motivation, this study looked into how employees' job productivity in educational institutions in Sahiwal, Punjab, Pakistan, was affected by motivation and aspects related to it. Because human resources and people specialists are increasingly concerned about the quality of output produced by employees as a result of inadequate compensation, worker productivity has taken on greater significance. In addition to being a social issue, attitude plays a critical role in identifying issues that arise in industrial settings as a result of managers' careless approaches to managing their staff members by providing them with fair compensation in an effort to maximize output. Few businesses hold the view that their people are their most valuable assets, having the power to propel them to success or, if misguided, decline. No company can advance or succeed unless and until its workers are happy with their jobs, inspired to complete them and reach their goals, and positively supported. An appropriate compensation plan can inspire or persuade employees to have a positive outlook on their work, which will boost output.

Employee productivity is largely dependent on a wide range of factors, including productivity reviews, employee motivation, employee satisfaction, pay, training and development, bonuses, communication, salary increases, and recognition, among many others. However, since employee motivation has a significant impact on employee productivity, this area of research is limited to it. An employee that is motivated is aware of the specific goals and objectives they have to meet, so they focus their efforts in that area. According to Rutherford Fold, motivation makes an organization more effective since motivated workers are always seeking for better ways to complete tasks. One of the most consistent and difficult tasks for employees is getting them to perform at their highest level even under demanding conditions. This can be achieved by inspiring them. Workers want a fair wage and benefits, and they want to feel that their efforts are being compensated for that. When it comes to its influence worth, money is the primary enticement. No other incentive or motivating strategy even comes close (Sare et al 2004). It is superior at drawing people in and inspiring them to achieve at a greater level. According to research, rewards now lead to employee satisfaction, which has a direct impact on how well employees perform (Kalimullah et al., 2010). Pay,

promotions, bonuses, and other forms of compensation are used by all firms to incentivize and reward high-achieving workers (Rena et al., 2009).

Managers must take into account compensation structures, productivity-based compensation, personal or special allowances, fringe perks, and other factors in order to effectively employ salary as a motivator (Adeyinka et al 2007). Since an organization's success depends on its employees' creativity, ingenuity, and devotion, effective employee productivity is essential to the organization (Ramlall, 2008).

## **2.5 Empirical Literature Review**

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

### **2.5. Empirical review**

#### **2.5.1. General Empirical Literature Review**

The impact of employee motivation on organizational productivity as well as the connection between the two is discussed in this essay. A study on the relationship between employee motivation and organizational productivity was carried out by Gregory (2008). According to the report, more engaged workforce results in higher productivity from workers, which lowers overall costs. Happy, motivated workers do make better workers, and they will contribute to creating a great work atmosphere that will be valued more by clients and coworkers alike. A motivated employee is more devoted to both the task and the client.

Effective organization productivity and higher organization revenue are the final results. Age and gender-specific characteristics are the subject of another study that examines the factors that influence employee motivation. The findings of this investigation show more parallels than differences. Employees of all ages and genders are primarily driven by chances for career progress, difficult work roles, competitive pay packages, and a well-managed or pleasant work environment. However, not all demographic subgroups find perks, employment stability, and workplace location to be as motivating.

However, the results of this study indicate that there are some statistically significant differences. While the age of subgroups places a significantly different value on security, work environment, and challenge, the two genders place a significantly different value on benefits as a motivation. Managers received recommendations regarding the enhancement of

motivating policies and procedures based on the findings (Karaskakovavska, 2012). According to a study done in 2013 by Waheed, motivation and commitment have an impact on an individual's productivity within an organization. It has been shown that when workers believe their efforts are valued by the company, their motivation levels will increase and they will become more committed. The purpose of this study is to investigate the relationship between employee commitment and motivation. Finding the variables influencing employee motivation and analyzing the connection between organizational effectiveness and employee motivation were the goals of a study on the influence of employees' motivation on organizational effectiveness in Europe. The results of numerous studies and a review of the literature indicated that employee motivation is positively impacted by empowerment and appreciation. Employee motivation to work will increase in proportion to an organization's level of employee empowerment and recognition. Additionally, there is a correlation between organizational effectiveness and employee motivation that is good. The productivity and prosperity of the organization will increase in proportion to the employees' motivation to complete duties (Ruge, 2012). The ten motivating factors, job security, sympathetic assistance with personal issues, and personal loyalty to employees—interesting work, good working conditions, tactful discipline, good wages, advancement and growth within the organization, feeling of being in the know, and full appreciation of work done—were the subject of another study (Linder, 2010). The study demonstrates how the employee motivational aspects aided in its direction.

A study was done in 2013 by Farhanabanana on the effect of worker motivation on output. It was shown that things that motivate employees are crucial in raising their level of job satisfaction. Productivity inside the organization will improve as a result. A motivated worker adds value to the company by boosting sales and expanding the company's clientele. If the correct person is given the position and given the necessary skills, motivation will work. In a research comparing and contrasting Japanese and Korean executives of Japanese-affiliated businesses in Korea with regard to employee motivation management. Based on questionnaire surveys, the opinions of the respondents about employee motivation factors were compared to Herzberg's produced motivational and hygiene (maintenance) variables.

The survey's findings show that executives from both countries understand the value of employee motivation management, with Japanese executives having a greater understanding of it than Korean executives.

In order to achieve good corporate productivity, employee work happiness, and customer satisfaction, both acknowledged it as a motivating factor. The bulk of CEOs from Korea and Japan believe that salary and bonus increases are important sources of motivation. Korean executives acknowledge that work stability is a motivating factor, while Japanese executives place the most value on job objectives and business policy clarification (Usungami, 2006). Raghava (2009) studied what drives workers in the hospitality sector. The results of this study demonstrate that, due to the seasonality of work, job security and opportunity are irrelevant. The survey found that attractive work and recognition came in second and third as significant motivators, after high pay. Disparities were noted between the age and occupation groupings. Additionally cited by respondents as motivators were trust, accountability, feedback evaluation, and flexible work schedules. Manzoor (2012) carried out additional research on the effect of employee motivation on the efficacy of organizations. The study discovered that increasing employee motivation, which boosts organizational effectiveness, requires two key components: employee appreciation and empowerment. The company should create procedures, guidelines, and organizational structures that allow employees to work efficiently and recognize them for their accomplishments. Certainly, this will result in organizational expansion. Furthermore, a poll titled "The Seven Key Trends Impacting Today's Workplace" was conducted in 2014 by the employee engagement company TINY pulse, involving over 200,000 workers from over 500 firms (Lipman 2014). The survey's objective was to identify the elements that inspire workers to surpass expectations and go above and beyond for the company.

The unexpected outcomes were revealed. The seventh place on the list went to money, which frequently appears to be the main factor influencing motivation. On the other hand, the innate desire for a good job (17%), feeling encouraged and acknowledged (13%), and peer motivation/camaraderie (20%) were scored highest. This finding made it clear how important intrinsic motivation is and how much of an impact it has on an individual's perspective. It also supported the idea that intrinsic motivation is more powerful than extrinsic incentive. Remi and associates (2011) The majority of these studies are conducted in developed industrialized countries where most people take for granted the provision of basic necessities like food, shelter, and other necessities. As a result, the focus has shifted from extrinsic factors like pay and incentives to intrinsic factors like challenging work, self-actualization, and achievement. This finding demonstrated the critical significance and profound impact that intrinsic motivation has on an individual's worldview, solidifying the idea that intrinsic

drive is more powerful than extrinsic motivation. But the same cannot be said for the developing and less developed parts of the world, like Nigeria. According to Croxton's (2009) research, *An Analysis of Employee Motivation within the Public Sector*, more pay or incentives might be the biggest motivators for certain people. For some, the biggest incentive is just to be a member of a socially conscious firm. The following analysis focuses on motivation as it pertains to public sector employees. Additionally, this motivational research's consequences for the library environment will be taken into account. Reviewing studies on people who are currently employed in the public sector is necessary before attempting to comprehend the motivational variables driving individuals in the public sector. Overall, research indicates that intrinsic rewards—as opposed to extrinsic ones, like salary—have a greater impact on public servants. They discovered that, in comparison to their private sector counterparts, employees in the public sector were more highly motivated by the desire to work in a supportive workplace. They also came to the conclusion that workers in the public sector make basic decisions and choose to live more balanced lives.

### **2.5.2. Studies in African Countries**

Employee motivation in Africa refers to both increasing effort toward achieving an organizational goal and the managerial process of persuading employees to attain an organizational purpose. One of the biggest factors influencing output and productivity is the worker. The simplest approach to treat staff members is to allow them to fulfill their own needs. After achieving contentment at one level, people typically aim for the next level of need satisfaction. Motivation, or the drive to satisfy demands, has a major role in how someone acts in a work environment. One of the most crucial elements in raising output and productivity is employee motivation. The interplay of human, financial, and physical resources determines productivity (Gutsy, 2012). A study on the effect of motivation on worker productivity at level one district hospitals was carried out by Matsie (2008). It has been discovered that a company's ability to remain competitive and prosper depends greatly on the motivation of its workforce.

In an environment that fosters motivation, people are more likely to be persuaded to believe that their productivity would improve if they put in more effort. When workers believe their own needs are being satisfied at work. By carrying out their jobs effectively, they feel fulfillment and become productive, which helps the business meet its production targets and provide services at the appropriate level. Expanding effort toward the achievement of an organizational goal and the managerial process of persuading workers to reach an

organizational goal are the two definitions of employee motivation in Africa. An employee's productivity and productivity are greatly influenced by them.

Allowing employees to fulfill their needs is the simplest approach to treat them well. Individuals typically work toward meeting their needs at one level only after reaching the level before where they were satisfied. A person's motivation, or his drive to satisfy demands, greatly influences how he acts in a work environment. Motivation among employees is one of the most crucial elements in raising output and productivity. In a research on the motivation of health workers in Africa, Semi-structured qualitative interviews with medical professionals from public, private, and non-governmental organizations' facilities in rural areas was part of the study design. The results support the initial idea that non-financial rewards and tools for managing human resources are crucial for raising health professionals' motivation levels. 48 respondents participated in the study, which examined the impact of employee motivation on organizational effectiveness in private enterprises in Uganda. Of these, 19 were from the operation and production department, 18 from the sales and marketing department, 6 from the human resources and accounting departments, each of which contributed 3 respondents, and 5 from general administration. The primary methods of data collection were interviews and self-administered questionnaires.

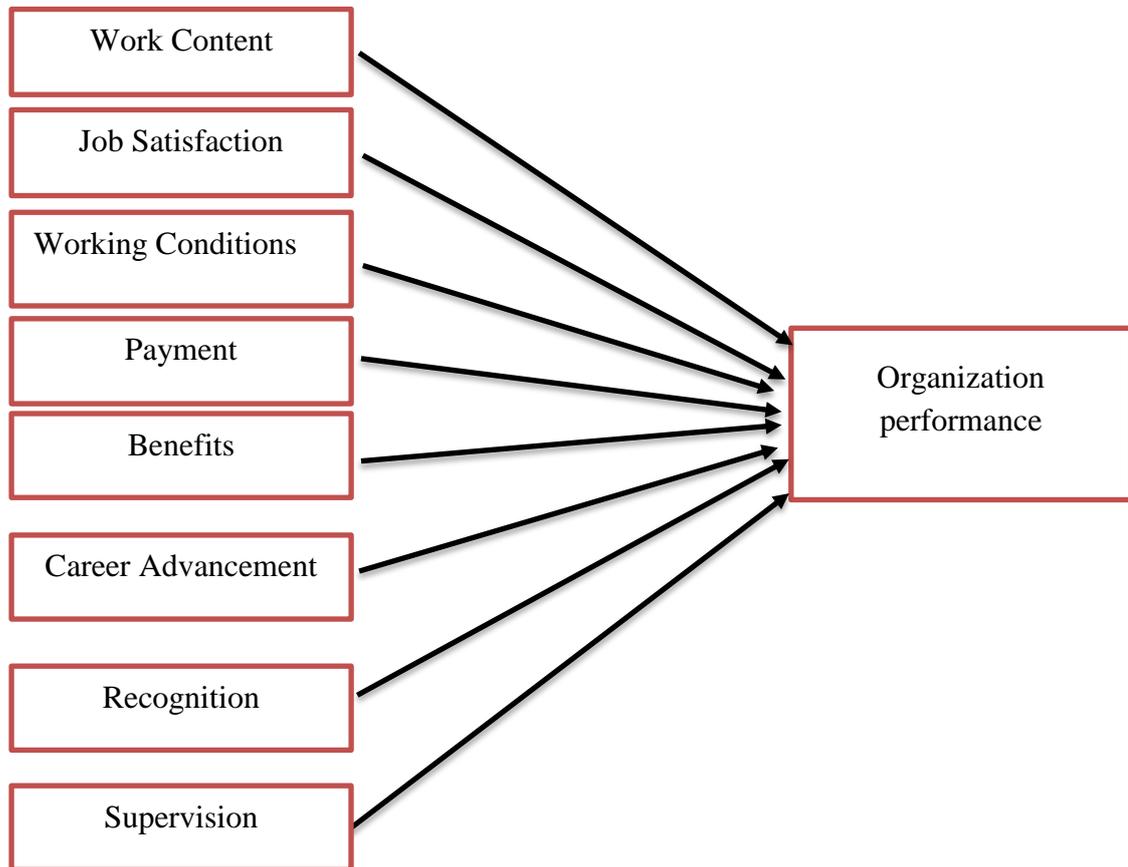
According to the survey, those workers are essential to the smooth and successful operation of a business. It was also determined that there is a connection between employee motivation and organizational effectiveness, with low employee motivation contributing to low efficiency and effectiveness across a range of industries (Seguya, 2009). The purpose of this study is to investigate how an employee affects an organization's productivity. According to Nduro (2012), people resources are crucial to an organization's success since they are the secret to productivity and productivity. His research aims to determine how motivation affects the productivity of employees of the Guaranty Trust. The research design used in the study was a hybrid approach, including both quantitative and qualitative. The questionnaire and survey are used to gather data. SPSS was used to examine the data. 150 employees of Guarantee Trust Bank are included in the sample.

The results demonstrate that motivation and productivity at work do, in fact, correlate. Employee productivity is influenced by the management's treatment of them. According to the research, in order for management to thrive in the face of competition, employee motivation should be prioritized. The issue of how employee motivation affects the

organizational productivity of certain manufacturing enterprises in their infancy was brought up by Muogbo (2013).

Three research topics were addressed by the study using descriptive statistics. The three theories were put to the test using the correlation coefficient. The study finds a strong correlation between workers' productivity and employee motivation. A significant factor influencing an employee's success is extrinsic motivation. To boost productivity, the researcher advises all organizations to use extrinsic rewards. The business should always be creating wage policies to incentivize and keep staff members. The issue that looks at what motivates employees to reach a high degree of organizational productivity was put up by Dobre (2013).

## 2.6. Conceptual Framework and research hypothesis



**Figure 2. 2 Conceptual Framework**

**Source: modified from (Ali & Anwar, 2021; Susmadiana et al., 2021)**

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **Introduction**

This section outlines the techniques and research methodologies used during the entire data collection process. It also demonstrates the methods and justifications for their application. Specifically, the study design, sample population, sample size estimation, sampling strategies, research instruments, validity and reliability of research instruments, and data processing methodologies are covered in this chapter.

### **3.1. Research Approach**

Procedures and plans for research that includes the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation is called Research approaches (Creswell, 2014). In research there are three research approaches: quantitative, qualitative, and mixed research approaches (Kothari, 2004).

This study was adopting a quantitative research approach. It is an approach to that helps to test hypothesis by examining the relationship of variables (Creswell, 2014). These designs are well structured, specific, have been tested for their validity and reliability, and can be explicitly defined and recognized (Kothari, 2004). This study aims to examine the effect of employee motivation on organizational productivity of Bank of Abyssinia. Thus, the nature of this study it demands a quantitative answer.

### **3.2 Research Design**

A framework or structure for gathering and analyzing data is known as research design. It is a plan for carrying out research that typically includes guidelines for the elements to be looked into and the steps to take. The organization of research activities, such as data collecting, and its analysis in a way that advances the goals of the study, is known as research design. According to Oppenheim (1992), the phrase "research design" refers to a fundamental plan or strategy of study and the reasoning that supports it, from which it is legitimate and conceivable to derive more general findings. Research methodology, according to Yogesh Kumar Singh (2006), entails the methodical processes by which the researcher begins from the first identification of the problem to its conclusion.

Research design refers to the comprehensive plan or strategy that guides the entire research process. It encompasses various elements, including the selection of appropriate research methods, data collection techniques, sampling procedures, and data analysis methods. Within

this framework, the descriptive research design stands as a method employed to systematically and objectively describe and summarize characteristics, behaviors, or phenomena (Creswell, 2014). Its primary objective is to provide an accurate representation of a specific situation or population under study.

On the other hand, when the aim is to investigate the impact of independent variables on a dependent variable, the explanatory research design was utilized. This design specifically focuses on exploring causal relationships and understanding the underlying reasons behind a particular phenomenon or behavior (Creswell, 2014). It goes beyond the mere description and summarization of data by aiming to explain the causes and factors that contribute to the occurrence of certain events. thus, this study utilizes the explanatory research design.

### **3.3. Target Population**

In statistics, the target population refers to the specific population about which information is desired for a particular study or research. It is the entire group of individuals or objects to which the researcher wishes to generalize the study findings. Target population in statistics is the specific population about which information is desired (Saunders et al., 2009), For the purposes of this study the targeted populations of this study was be active 1269 employees of BOA working at Addis Ababa, Ethiopia in the year 2023/24.

### **3.4. Same Size and Sampling Technique**

Levy & Lemeshow (2013) defines sampling as the process of drawing a sample from a large population. Therefore, it is a process of obtaining the number of elements to infer a large population. In order to draw valid inferences from a sample in relation to it is respective population. Thompson (2012) argues that, a sample is a unit out of individuals that is small enough to present the population from which it was selected. Thus, this section of the paper included the sampling technique and the sample size.

The researcher uses Yamane (1973) formula to calculate sample size.

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

Where n is the sample size, N is the population size, and e is the level of precision. By using this formula at a 95% confidence level and 5% level of precision the sample size can be obtained as follows:-

$$n = \frac{1269}{1 + (1269 * 0.05^2)}$$

$$n = 304$$

### **3.5 Sources of Data**

Researchers used primary sources of data because they provide firsthand and original information about a specific event, topic, or phenomenon. Primary sources are considered the most reliable and trustworthy sources as they offer direct evidence or testimony from individuals who directly experienced or witnessed the subject matter (Whittemore & Knafl, 2005). By utilizing primary sources, researchers can establish a strong foundation for their research, enhancing the validity and credibility of their findings (Hox & Boeije, 2005). Thus, in this study, the source of data was primary sources. The method of data collection instruments by using questionnaires. To accomplish the study the researcher administered a questionnaire as a source of primary data. The essence of applying this method is as suggested by Kothari (2004) who explains that through questionnaires respondents have adequate time to give well-thought-out answers and respondents who are not easily approachable, can also be reached conveniently.

### **3.6 Data Gathering Tools**

The impact of employee motivation on productivity was examined through the use of a questionnaire, and observation in this study. A questionnaire is a research tool that consists of a list of inquiries together with additional prompts to collect data from participants (Sir Francis Galton, 1997). The following list of observations is arranged according to how much an observer manipulates or intrudes upon the surroundings. Observation is a vital tool for innovation and product enhancement. All of the variables—salary and bonus, health and safety, recognition, feedback, promotion, and growth opportunity—were covered by a questionnaire.

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

Primary data is collected mainly through questionnaires of both types (closed-ended and open ended). Secondary data is going to be collected from annual financial reports, payroll data and HR manuals of the banks to explore information about the salary and bonus, health and safety, and bank productivity. Books, journals and scholarly websites were also used to develop the theoretical and conceptual basis for the study.

### 3.8. Reliability and Validity

The issue of validity and reliability are the most important concepts that researchers are required to deal critically with. The design of the measuring instrument must be valid so that the collected data leads to sound conclusions. If research is invalid (as a result of a poor instrument), then it is worthless (Kimberlin & Winterstein, 2008). In this study, Content validity was measured. Content validity addresses to what extent the appropriate content is represented in questionnaires. To check whether the measurement items describe variables or not the researcher takes feedback from the adviser and instructors of management studies. The questionnaire is adapted from previous studies and a pilot test was conducted and check the clarity of the questionnaire.

**Table 3. 1. Test of Reliability**

No.	Name of variables	Number of Measurement items	Cronbatch's Alpha value
1	Work Content	10	.943
2	Job Satisfaction	4	.910
3	Working Conditions	4	.895
4	Payment	6	.993
5	Benefits	3	.751
6	Career Advancement	3	.868
7	Recognition	4	.737
8	Supervision	4	.717
9	Organization Performance	5	.851
	Over all reliability	43	.906

**Source: Survey Result, 2024**

Cronbatch's Alpha was computed for checking data reliability and Cornbrash's alpha of 0.7 or above, for every one of the constructs, is thought to be satisfactory a study (Wadkar et al., 2016). The reliability result of this study confirms the reliability factors used in the study meet the acceptance level.

### 3.9 Method of Data Analysis

Data analysis involves examining, cleaning, transforming, and modeling data to uncover meaningful information, draw conclusions, and support decision-making (Mölder et al., 2021). This process utilizes various techniques and tools to organize and examine datasets for identifying patterns, trends, and relationships within the data (Creswell, 2014). After collecting data from primary sources, a thorough check is conducted to identify errors made by respondents, followed by in-house editing. The edited data is then coded and manually

entered into Statistical Package for Social Science (SPSS) version 23. Quantitative data analysis methods, including descriptive statistical techniques like mean and standard deviation, and inferential statistical techniques like correlation and multiple linear regressions, are employed. Regression analysis is used to determine the extent to which the independent variables (i.e., different predictors mentioned in the study) explain the dependent variable. Correlation analysis is employed to test the proposed hypothesis, examining whether there exists a significant positive relationship between the explanatory variables and the dependent variable.

### **3.10 Ethical Consideration**

This research adhered to the necessary ethical guidelines. First, data collection and questionnaire distribution took place to uphold moral and ethical behavior. Secondly, all questionnaire respondents were made aware that their participation was entirely voluntary. The researcher informed the participants about the specifics required for the study, the rationale behind gathering the information, the way in which they were expected to participate, and how the study would both directly and indirectly affect them out of consideration for ethical concerns. The researcher reassured them once more that the information provided would be kept private. Ultimately, each and every participant was entitled to privacy so that they could freely consider the research question and provide an appropriate response.

## CHAPTER FOUR: RESULT AND DISCUSSION

### 4.1. Introduction

As discussed in the previous chapters, the study's objective is to examine the impact of employee motivation on organizational productivity (in the case of Bank of Abyssinia). The result of the data was analyzed through multiple linear regressions. Before the regression was conducted, descriptive analyses, and preliminary assumptions, were performed using SPSS version 23. After that multiple linear regressions were carried out to see the effects of employee motivation on organizational productivity. To conduct these multiple linear regression results questionnaires developed in five Likert scales ranging from one to five were distributed and the results are displayed and analyzed as follows:

### 4.2. Descriptive statistics Result

Among the 304 questionnaire survey forms distributed to employees of BOA, 34 were not returned and 8 of the returned questionnaires were deemed invalid, and the final number of valid questionnaires were 262, usable questionnaires available for analysis.

**Table 4. 1. Response Rate**

Number of questionnaires distributed	304
Number of questionnaires not returned	34
Number of invalid questionnaires	8
Response Rate (%)	86.18%

**Source: own survey 2024**

The response rate of the survey questionnaires 86.18 (262 responses/304 questionnaires) which is the valid number to run multiple linear regression analysis. After the response rate was determined the demographic character of respondents were analyzed as follow:

### 4.3. Demographic Profile

**Table 4. 2. Gender of respondents**

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	155	59.2	59.2	59.2
	Female	107	40.8	40.8	100.0
Total		262	100.0	100.0	

**Source: own survey 2024**

As depicted in the above table, when we see gender division of the respondents, majority of the respondents were male; i.e. 155 (59.2%) representing the bigger part of the sample group. However, 40.8% of the respondents were Female.

**Table 4. 3. Academic qualification**

		Qualification			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BA Degree	212	80.9	80.9	80.9
	MA and or above	50	19.1	19.1	100.0
	Total	262	100.0	100.0	

Source: own survey 2024

With regard to level of education most of the employees 212 (80.9%) are BA/BSc holders, followed by MA and above with 19.1% respectively. This implies that BOA hired educated personnel, and they can read and understand the messages and contents of this questioner.

**Table 4. 4. Experience of respondents**

		Experience			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 year	11	4.2	4.2	4.2
	1-5 years	50	19.1	19.1	23.3
	6-9 years	110	42.0	42.0	65.3
	10 years and above	91	34.7	34.7	100.0
	Total	262	100.0	100.0	

Source: own survey 2024

Furthermore, the figure above depicted that 201 (76.7%) of respondents confirmed that most factory employees have more than 6 years of experience, of which majority of them are between 6-9 years' experience and 19.1% of employees have experience of 1-5 years. This figure implies that most of the respondents were experienced.

#### **4.4 Descriptive Statistics for the main study variables**

The mean scores of each variable were employed in this study's analysis, which was done using descriptive statistics or central tendency. Assessment of the average replies of respondents to each question contained in each dimension of the predictor variable and the grand mean of the dimensions was the primary purpose of this measurement. Finally, the

grand mean of each independent dimension is used to arrive at the study's partial research objectives.

$$\begin{aligned} \text{Itemized rating scale} &= \frac{\text{Max} - \text{Min}}{5} \\ &= \frac{5 - 4}{5} \\ &= 0.8 \end{aligned}$$

The mean of each variable ranging from 1- 5 falls within the following interval:

**Table 4. 5. Base for classification of mean**

Interval of Means	Perception
1.00 – 1.80	Very Low
1.81 – 2.60	Low
2.61 – 3.40	Medium
3.41 – 4.20	High
4.21 – 5.00	Very High

**Table 4. 6. Descriptive Statistics of main variables**

	N	Minimum	Maximum	Mean	Std. D
Work Content	262	1.40	5.00	2.9156	.68421
Job Satisfaction	262	1.00	5.00	2.8302	.87031
Working Conditions	262	1.00	5.00	3.2529	.82684
Payment	262	1.17	5.00	3.0967	.78281
Benefits	262	1.00	5.00	2.9517	.77654
Career Advancement	262	1.00	5.00	2.8524	.79286
Recognition	262	1.25	5.00	2.9609	.64412
Supervision	262	1.25	5.00	3.0811	.60597
Organization Performance	262	1.00	5.00	3.0496	.79740
Valid N (listwise)	262				

Source: own survey 2024

#### 4.4.1. Descriptive Statistics of Work Content

The discussion of the work content at Bank of Abyssinia (BOA) reveals that the average value of 2.9156, with a standard deviation of 0.68421, falls within the medium range based on the classification table. This suggests that the work content at BOA can be considered to be at a medium level. This finding provides valuable insights into the nature of work and the level of complexity and demands faced by BOA employees. It indicates that the work content is neither excessively challenging nor overly simplistic, striking a balance that can potentially contribute to employee engagement and performance.

#### **4.4.2. Descriptive Statistics of Job Satisfaction**

The analysis of job satisfaction among Bank of Abyssinia (BOA) employees shows that the average score of 2.8302, with a standard deviation of 0.87031, falls within the medium range according to the classification table. This suggests that the level of job satisfaction at BOA is not exceptionally high but also not extremely low. This finding provides valuable insight into the overall satisfaction of employees at BOA, indicating that there is room for improvement in enhancing their job satisfaction. To address this, it is necessary to conduct a deeper exploration of the factors influencing job satisfaction and identify specific areas that can be targeted for enhancement. By gaining a better understanding of employee preferences, concerns, and needs, BOA can implement strategies and initiatives to elevate job satisfaction levels and foster a more engaged and satisfied workforce.

#### **4.4.3. Descriptive Statistics of Working Conditions**

The analysis of working conditions among Bank of Abyssinia (BOA) employees reveals an average value of 3.2529, with a standard deviation of 0.82684. According to the classification table, this indicates that the working conditions at BOA can be considered medium. This finding sheds light on the overall state of working conditions experienced by employees at BOA, suggesting that there is room for improvement in this aspect. While the average score falls within the medium range, it is essential to further investigate the specific aspects of working conditions that contribute to this classification. By identifying areas of concern or potential enhancements, BOA can take targeted measures to improve the working conditions and create an environment that promotes employee well-being, satisfaction, and productivity. This analysis highlights the significance of continuously monitoring and evaluating working conditions to ensure that they align with the needs and expectations of the employees, ultimately fostering a positive work atmosphere.

#### **4.4.4. Descriptive Statistics of Payment**

Based on the information provided, the average value of payment at BOA employees is 3.0967 with a standard deviation of 0.82684. This suggests that there is some variability in the payment amounts received by employees at BOA. However, it is important to consider the base for classification of mean in Table above, which indicates that a mean value of 3.0967 indicates a payment classification of "Medium." This implies that the payment at BOA is not too high or too low, but rather falls within a moderate range. The medium classification suggests that the payment at BOA is relatively balanced, ensuring that employees receive a fair and reasonable compensation for their work.

This can contribute to employee satisfaction and motivation, as they feel adequately rewarded for their efforts. Additionally, a medium payment classification may also indicate that BOA has implemented a compensation structure that considers various factors such as industry standards, job responsibilities, and performance evaluations. It is worth noting that while the payment at BOA is classified as medium, this does not necessarily imply that it is average or mediocre. Rather, it indicates that BOA has established a payment structure that aligns with industry norms and provides employees with a fair and competitive compensation package. This can be beneficial in attracting and retaining talented individuals, fostering a positive work environment, and ultimately contributing to the overall success of the organization.

#### **4.4.5. Descriptive Statistics of Benefits**

Based on the provided information, it can be concluded that the benefits at BOA are classified as medium. The average value of 2.9517 suggests that the overall benefits received by the employees are relatively moderate. This means that while they may not be exceptional, they are still substantial enough to provide a certain level of support and satisfaction to the employees. The standard deviation of 0.77654 indicates that there is some level of variability in the benefits offered, but it is not significantly high. Overall, this suggests that BOA provides its employees with a decent range of benefits, falling within the medium category in terms of value and consistency.

#### **4.4.6. Descriptive Statistics of Career Advancement**

Based on the information provided, the average value for Career Advancement at BOA employees is 2.8524, with a standard deviation of 0.79286. According to the Base for classification of mean in table, a mean value of 2.8524 indicates that Career Advancement at BOA is classified as Medium. This means that, on average, employees at BOA have a moderate level of career advancement opportunities. The standard deviation of 0.79286 suggests that there is some variability in the level of career advancement among employees, with some individuals experiencing higher levels of advancement and others experiencing lower levels. It's important to note that this information is based on statistical analysis and may not capture the individual experiences of every employee at BOA. Factors such as job performance, qualifications, and opportunities for growth within the organization can also influence an employee's career advancement. Overall, the classification of Medium suggests that there are opportunities for career growth at BOA, but it may not be as high as some other organizations or industries. It would be beneficial for employees to explore additional

resources and strategies to enhance their career advancement prospects, such as networking, professional development, and setting clear goals for their career progression.

#### **4.4.7. Descriptive Statistics of Recognition**

Based on the given information, the average value for recognition at BOA employees is 2.9609, with a standard deviation of 0.64412. According to the base for classification of mean in table, a mean value of 2.9609 indicates that recognition at BOA is classified as medium. Recognition refers to the acknowledgment and appreciation that employees receive as a motivation for their work. This classification suggests that while employees at BOA receive some level of recognition for their efforts, it may not be as extensive or consistent as in organizations with a high recognition rating. However, it is important to note that the term "medium" is relative and can vary across different organizations and industries. Recognition plays a crucial role in boosting employee morale, engagement, and overall job satisfaction. When employees feel valued and appreciated for their contributions, they are more likely to be motivated, productive, and committed to their work. Therefore, it is essential for organizations to assess their recognition practices and consider ways to enhance and improve them, to create a positive and motivating work environment for their employees at BOA.

#### **4.4.8. Descriptive Statistics of Supervision**

Based on the information provided, the average value of employee supervision at BOA is 3.0811 with a standard deviation of 0.60597. According to the base for classification of mean in Table A, a mean value of 3.0811 indicates that the supervision at BOA is classified as medium. This suggests that the level of supervision provided to employees at BOA falls within an acceptable range. It is neither too high nor too low, indicating a moderate level of oversight. A medium level of supervision can be beneficial as it allows employees to have some autonomy while still providing guidance and support when needed. Having a moderate level of supervision can promote a healthy work environment where employees feel empowered and trusted to carry out their tasks effectively. It strikes a balance between micromanagement and complete autonomy, allowing employees to take ownership of their work while still having access to resources and support from their supervisors.

Furthermore, a medium level of supervision can foster a sense of accountability and responsibility among employees. It encourages them to take initiative, make informed decisions, and contribute to the overall success of the organization. It also allows for flexibility and adaptability, as employees have the freedom to explore new ideas and approaches within the framework of the established supervision practices.

Overall, the classification of supervision at BOA as medium suggests a well-rounded approach to employee oversight. It indicates that the organization values both employee autonomy and support, creating an environment that is conducive to productivity, growth, and employee satisfaction.

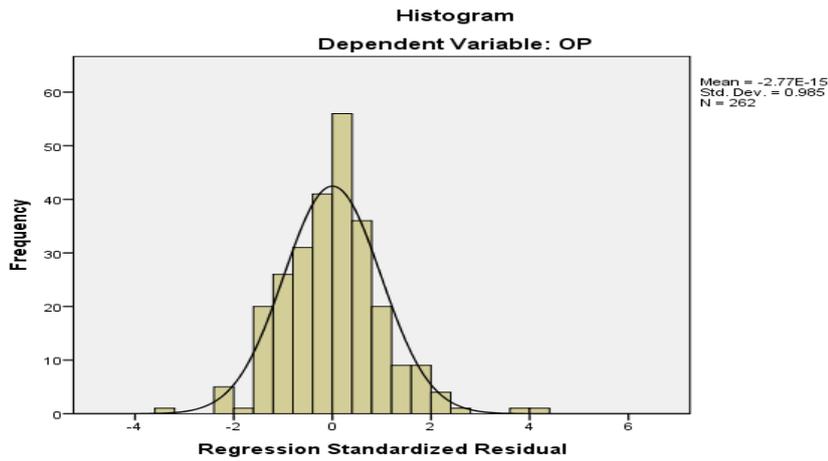
#### **4.4.9. Descriptive Statistics of Organization Performance**

Based on the information provided, the organization performance at BOA has a value of 3.0496 with a standard deviation of 0.79740. According to the base for classification of mean in table, a mean value of 3.0496 indicates that the organization performance at BOA is Medium. Organizational performance refers to the extent to which an organization achieves its goals and objectives. The mean value of 3.0496 suggests that the organization performance at BOA is neither exceptionally high nor low. It falls within the medium range, indicating that the organization is performing adequately but may have room for improvement. It's worth noting that organizational performance can be assessed using different metrics and criteria, and the interpretation of performance levels may vary depending on the context and industry. Therefore, it is important to consider the specific benchmarks and standards used in evaluating organizational performance. Overall, the medium performance level suggests that BOA is achieving its goals to a satisfactory extent, but there may be opportunities for further growth and improvement.

### **4.5. Test for Assumptions**

#### **A. Normality Test**

Multiple linear regressions rely on the assumption that variables follow a normal distribution. This implies that errors in the model are also normally distributed, and a plot of the residuals were resemble a bell curve. In order to assess the normality of the residuals, a crucial assumption is made: the mean of the residuals should be zero, indicating a normally distributed error distribution. In this particular study, the data's normality was carefully examined, and the resulting histogram displayed a symmetrical shape reminiscent of a bell curve (Muller & Stewart, 2006). This observation suggests that the residuals conform to a normal distribution, with a mean of zero and a standard deviation that approaches zero. The histogram's symmetry further strengthens the assumption of normality, ultimately concluding that there are no violations to the assumption of a normally distributed error term.

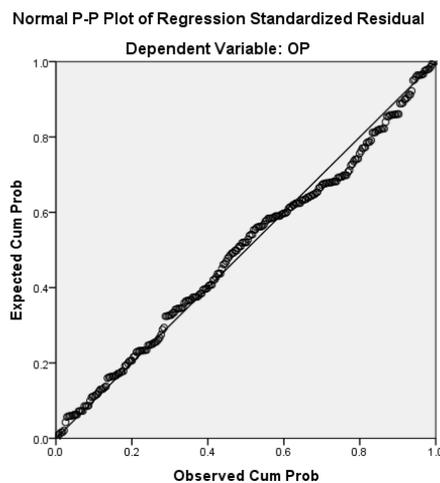


**Figure 4. 1. Normality test result**

**Source: own survey 2024**

**B. Linearity:**

Linearity is a crucial assumption in regression analysis, as it indicates that there is a straight-line relationship between the predictor variables and the outcome variable. This assumption is essential for accurately estimating the cause and effect relationship between the dependent and independent variables in multiple regressions. By visually examining scatterplots and analyzing the data, researchers can determine whether a linear relationship exists between the variables. This assessment helps ensure that the model captures the relationship between the variables in a meaningful way, allowing for valid interpretation and prediction.



**Figure 4. 2. Test of Linearity**

**Source: own survey 2024**

Based on the information provided, it is stated that there were linear relationships between the outcome variable and the predictor variables. All predictor variables exhibited a linear relationship with the dependent variable. This suggests that the assumptions of linearity in the regression analysis were met, allowing for an accurate estimation of the cause-and-effect relationship between the dependent and independent variables. The presence of linear relationships is crucial for the interpretation and validity of the regression model.

**C. Multi-collinearity:**

Multiple regressions assume that the independent variables are not highly correlated with each other. When there is a high correlation between independent variables, it is referred to as multicollinearity. This situation can lead to inaccurate associations between the variance in the outcome variable and the correct predictor variable, resulting in confusing results and incorrect inferences. Tolerance and Variance Inflation Factor (VIF) values are used to test this assumption. The VIF measures how much the variance of the estimated regression coefficients is inflated when the predictor variables are linearly related. A VIF of 1 indicates no correlation, while a VIF between 1 and 5 suggests moderate correlation, and a VIF between 5 and 10 indicates a high correlation that may be problematic. A VIF above 10 indicates poorly estimated regression coefficients due to multicollinearity.

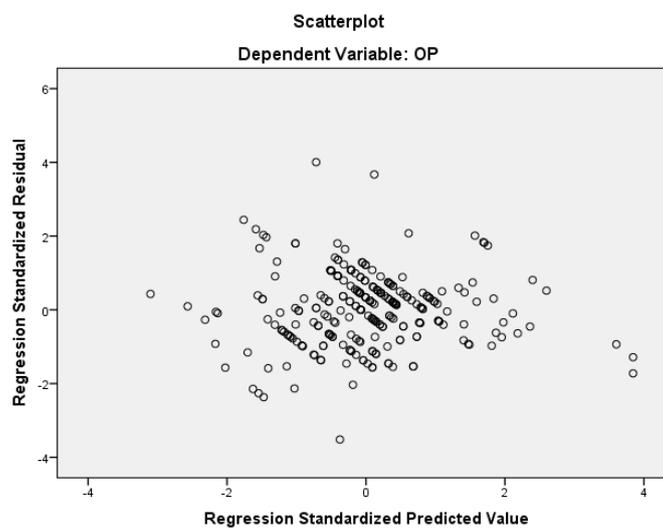
**Table 4. 7. Test of Multi-collinearity**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
WC	.659	1.517
JS	.551	1.815
Woc	.419	2.387
Pay	.559	1.788
Ben	.338	2.956
CA	.458	2.184
Reco	.666	1.502
SU	.620	1.612

**Source: own survey result (2024)**

**D. Homoscedasticity:**

Homoscedasticity refers to a situation in which the error term, or the random disturbance in the relationship between the independent variables and the dependent variable, is consistent across all values of the independent variables. This assumption is important in regression analysis as it ensures that the variability of the residuals remains constant throughout the range of the predictor variables. When there is a lack of homoscedasticity, it can be identified through standardized scatter plots, which show the spread of the residuals. Deviations from homoscedasticity can indicate that the model may need to be adjusted or additional predictor variables may need to be included to improve the accuracy and reliability of the regression analysis.



**Figure 4. 3. Test of Homoscedasticity**

**Source: own survey result (2024)**

## 4.6. Regression analysis results

### 4.6.1 Model Summary

**Table 4. 8. Model Summary**

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827 <sup>a</sup>	.684	.674	.45535

a. Predictors: (Constant), SU, Woc, CA, Pay, WC, Reco, JS, Ben

b. Dependent Variable: OP

**Source: own survey result (2024)**

Based on the information provided, it is stated that the "R" column in the model summary represents the value of R, which refers to the multiple correlation coefficients. An R-value of 0.827 is mentioned, indicating a positive strong cause-and-effect relationship between a set of determinants stated in the model and Export productivity in the study area. This level of prediction is considered good.

The R<sup>2</sup> value of .684 (68.4%), implies the contribution of independent variables mentioned in this model on organization productivity, the remaining 31.6 % of the changes can be affected by other factors; i.e. the R Square statistic reports the proportion of explained variance in the dependent variable that is accounted for by the independent variables.

#### 4.6.2. ANOVA Test

**Table 4. 9: ANOVA MODEL FIT**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	113.498	8	14.187	68.424	.000 <sup>b</sup>
	Residual	52.457	253	.207		
	Total	165.955	261			

a. Dependent Variable: OP

b. Predictors: (Constant), SU, Woc, CA, Pay, WC, Reco, JS, Ben

**Source: own survey result (2024)**

The F-ratio in the ANOVA table is used to assess whether the overall regression model is a good fit for the data. In the provided information, it is mentioned that the F-value is 68.7, with a significance level of  $p < .001$ . This high F-value indicates that the set of determinants mentioned in the model is statistically significant in predicting export productivity. Therefore, the researcher concludes that the regression model is a good fit for the data. The F-ratio is a commonly used statistic in ANOVA to compare the variation between group means to the variation within the groups. It helps determine if there are significant differences between the means of different groups. In this case, the high F-value suggests a strong relationship between the employee motivation and organizational productivity, supporting the conclusion that the regression model is a good fit for the data.

### 4.6.3. Regression Coefficient

**Table 4. 10. Regression coefficient**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.089	.346		-6.029	.000
	WC	.230	.051	.197	4.529	.000
	JS	.119	.044	.130	2.730	.007
	Woc	.211	.053	.219	4.004	.000
	Pay	.156	.048	.154	3.250	.001
	Ben	.244	.062	.238	3.916	.000
	CA	.140	.053	.139	2.662	.008
	Reco	.484	.054	.391	9.015	.000
	SU	.133	.059	.101	2.247	.026

a. Dependent Variable: OP

**Source: own survey result (2024)**

Based on the information provided, the above table presents strong evidence to accept all alternative hypotheses (H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub>, H<sub>5</sub>, H<sub>6</sub>, H<sub>7</sub>, and H<sub>8</sub>), because the p-value is statistically significant (less than 0.05). The researcher concludes that employee motivation has statistically significant in predicting organizational productivity in Bank of Abyssinia. The p-value is a measure of the strength of evidence against the null hypothesis, and a value less than 0.05 is commonly used to indicate statistical significance. Therefore, the significant p-value supports the researcher's conclusion that the mentioned determinants have a significant impact on organizational productivity.

As indicated in the above regression coefficients table Recognition has the highest standardized coefficient (.484) followed by work content (.230). This shows that recognition of employees has a higher relative effect on organizational productivity than the other independent variables.

The unstandardized coefficient denotes the mean or average change in the determinants stated in the model as independent variables with a unit change in organizational productivity. The regression equation between employee motivation and organizational productivity can be written as follows:

$$OP = -2.089 + .230WC + .119JS + .211Woc + .156Pay + .244Ben + .140CA + .3484Reco + .133SU + e$$

Where:

**OP** = Organization Performance

**WC** = Work Content,

**JS**= Job Satisfaction,

**Woc** = Working Conditions,

**Pay** = Payment,

**Ben** = Benefits,

**CA**= Career Advancement,

**Reco** = Recognition,

**SU** = Supervision

**e**=error

The coefficient value in a regression analysis represents the amount of change in the dependent variable for a one unit change in the independent variable, while holding all other independent variables constant. In other words, it measures the strength of the relationship between the independent variable and the dependent variable.

There are two types of coefficients in regression analysis: standardized and unstandardized. Unstandardized coefficients, also known as beta coefficients, represent the amount of change in the dependent variable per unit change in the independent variable. Standardized coefficients, on the other hand, measure the amount of change in the dependent variable in standard deviation units per one unit change in the independent variable. The significance level of the coefficient estimate, commonly represented by the p-value, indicates the probability of obtaining the observed coefficient estimate by chance.

The constant value ( $\beta_0 = -2.089$ ) demonstrates that the Organization Performance of Bank of Abyssinia would be -2.089 if the coefficients of all the explanatory variables mentioned in the model were zero. On the other hand, a beta coefficient of .230 indicates that a unit change Work Content leads to a change in the Organization Productivity of BOA by .230.

## **4.8. Discussion of the results**

### **work content and organizational performance**

Numerous studies have explored the impact of work content on organizational performance, highlighting its significant role in driving overall success. Research conducted (Chen et al., 2020) found that organizations with well-designed and meaningful work content experienced higher levels of performance. When employees are engaged in tasks that are challenging, stimulating, and align with their skills, they are more likely to be motivated, productive, and committed to their work. This ultimately leads to improved organizational performance as employees are able to contribute their best efforts towards achieving organizational goals. Previous studies have consistently shown that work content has a significant positive effect on organizational productivity. This finding aligns with the broader body of research emphasizing the importance of work content attributes in determining success in

organizational productivity. In line with these previous findings, a study conducted in the context of Bank of Abyssinia provided further evidence, with unstandardized coefficients of 0.230 at a significance level of  $p < 0.001$ , supporting the hypothesis that work content positively impacts organizational productivity. **Thus, H<sub>1</sub> is supported.**

### **Job satisfaction and organizational performance**

Research conducted by (Alrazehi et al., 2021; Latif et al., 2013; Varma, 2017) has shown a strong positive relationship between job satisfaction and organizational performance. Their study found that employees who are highly satisfied with their jobs tend to be more committed, motivated, and engaged in their work. This high level of job satisfaction translates into increased productivity, improved customer satisfaction, and higher levels of organizational performance. The study emphasized the importance of creating a positive work environment that fosters job satisfaction to enhance overall organizational performance. The findings of prior research consistently highlight the direct influence of job satisfaction on organizational productivity. This study contributes to the existing body of knowledge by confirming this relationship, providing detailed insights into this relationship. With a beta value of 0.119 at a significance level of  $p < 0.005$ , the results indicate that a one-unit change in job satisfaction leads to a corresponding increase of 0.119 units in organization productivity. These findings align with the conclusions of previous researchers, further substantiating the critical role of job satisfaction in driving successful organization endeavors. Therefore, **H<sub>2</sub> is supported**

### **Working Conditions and organization performance**

Numerous studies have examined the relationship between working conditions and organizational performance, consistently highlighting the significant impact it has on overall success. Research conducted by (Taheri et al., 2020) found that organizations with favorable working conditions experienced higher levels of performance. When employees are provided with a safe, comfortable, and supportive work environment, they are more likely to be engaged, motivated, and satisfied. This positive work environment contributes to increased productivity, reduced absenteeism, and improved overall organizational performance. In a study by (Badrianto & Ekhsan, 2020), the researchers focused on the impact of working conditions, specifically the availability of resources and equipment, on organizational performance. The study found that organizations that invest in providing employees with necessary resources, modern equipment, and efficient tools tend to perform better. When

employees have access to the right resources and equipment, they can perform their tasks more effectively and efficiently, leading to improved productivity and overall organizational performance.

Besides, working conditions have been widely recognized as significant determinants of organizational productivity. This study further investigates this relationship and provides valuable insights into the impact of working conditions on organizational productivity. The results of this study align with the findings of prior research, confirming the crucial role of working conditions in driving organization productivity. With a beta value of 0.211 at a significance level of  $p < 0.001$ , the results indicate that a one-unit increase in working conditions leads to a corresponding increase of 0.211 units in organizational productivity.

**This supports H3.**

### **Payment and organization performance**

Numerous studies have explored the relationship between payment and organizational performance, shedding light on the impact that compensation can have on the overall success of a company. One study conducted by (Sitopu et al., 2021) found that there is a positive correlation between payment and organization performance. The researchers discovered that when employees are fairly compensated for their work, they tend to be more motivated, engaged, and satisfied with their jobs. This, in turn, leads to increased productivity, efficiency, and ultimately, improved organizational performance. Another study by (Darma & Supriyanto, 2017) supported these findings, highlighting the importance of aligning payment systems with the goals and values of the organization. By implementing a payment structure that rewards performance and offers incentives for exceptional work, companies can not only attract and retain top talent but also foster a culture of high performance and achievement. These studies, among others, provide valuable insights into the powerful relationship between payment and organizational performance, emphasizing the need for organizations to carefully consider their compensation strategies in order to drive success. Payment has been identified as a crucial determinant of organizational productivity in this model. Prior research findings consistently support the positive effect of payment on organization productivity. This study further strengthens this relationship by providing evidence from the Bank of Abyssinia, with a coefficient of 0.156 at a significance level of  $p < 0.001$ , supporting hypothesis H4 and highlighting the significance of payment in driving successful organization productivity. Thus, **H4 is supported.**

### **Benefits and organization performance**

Previous studies by (Girdwichai & Sriviboon, 2020), have extensively explored the relationship between employee benefits and organizational performance. These studies have consistently found a positive correlation between the two variables. The provision of attractive employee benefits, such as health insurance, retirement plans, and flexible work arrangements, has been shown to have a significant impact on employee satisfaction and engagement. When employees feel valued and supported through comprehensive benefits packages, they are more likely to be motivated, productive, and committed to the organization's goals. As a result, organizations that prioritize employee benefits tend to experience improved performance across various metrics. The study examines the impact of Benefit strategy on organization productivity. With a beta value of 0.244 at a significance level of  $p < 0.001$ , the results confirm the direct effect of Benefit strategy on organization productivity. This finding is consistent with prior research, further supporting the importance of effective Benefit strategies in achieving favorable organizational productivity. Therefore, **H5 is supported.**

### **Career advancement and organization performance**

Numerous studies have examined the impact of career advancement on organizational performance, revealing a strong positive relationship between the two variables. Career advancement opportunities, such as promotions, professional development programs, and mentoring, have been shown to significantly influence employee motivation, engagement, and productivity. When employees see a clear path for growth and advancement within an organization, they are more likely to be committed to their work, seek opportunities for learning and development, and contribute to the overall success of the organization. Thus, organizations that prioritize career advancement initiatives tend to experience improved performance and achieve their strategic objectives more effectively (Iis et al., 2022).A

nother important component of employee motivation strategies that significantly influences a firm's productivity is Career Advancement. This study analyzes the impact of Career Advancement on organization productivity and provides valuable insights. The findings of this study support the relationship between Career Advancement and organization productivity, with a beta value of 0.140 at a significance level of  $p < 0.005$ . These results align with prior research, further confirming the importance of Career Advancement in driving successful organization productivity. **Thus, H6 is supported by these findings.**

### **Recognition and organization performance**

Numerous studies have examined the impact of employee recognition on organizational performance, consistently highlighting its positive effects. Employee recognition is a powerful tool that not only rewards individuals for their achievements but also reinforces the desired organizational culture. Research by (Francis et al., 2020) has shown that organizations with formal employee recognition programs have lower turnover rates and are more likely to achieve strong business outcomes

The other component of employee motivation strategy examined in this model is Recognition. Prior research has consistently highlighted the importance of Recognition in influencing a firm's productivity. This study further supports this relationship by providing evidence from Bank of Abyssinia, with a beta value of 0.484 at a significance level of  $p < 0.001$ . this has the highest effect comparing other variables. These findings confirm the direct effect of Recognition on organization productivity, **supporting hypothesis H7.**

### **Supervision and organization performance**

Organizational research has consistently highlighted the crucial role of supervision in promoting employee well-being and performance. Positive supervisor behaviors have been found to positively influence employee outcomes by enhancing their positive feelings and engagement. A study examining the relationship between positive supervisor behaviors, workplace spirituality, work engagement, and performance found that positive supervisor behaviors had a direct positive effect on workplace spirituality, work engagement, and performance (Kim et al., 2021). This suggests that supervisors play a significant role in creating a positive work environment that fosters employee engagement and ultimately contributes to improved organizational performance.

The last variable used in this study is supervision. Previous studies have consistently shown that supervision has a significant positive effect on organizational productivity. In line with these previous findings, a study conducted in the context of Bank of Abyssinia provided further evidence, with unstandardized coefficients of .133 at a significance level of  $p < 0.05$ , supporting the hypothesis that supervision positively impacts organizational productivity. Therefore, **H8 is supported.**

**Table 4. 11. Hypotheses testing Summary**

<b>No.</b>	<b>Hypotheses</b>	<b>Unstandardized Coefficients</b>	<b>P value</b>	<b>Suggestion</b>
<b>1</b>	WC → OP	.230	.000	<b>Accepted</b>
<b>2</b>	JS → OP	.119	.007	<b>Accepted</b>
<b>3</b>	Woc → OP	.211	.000	<b>Accepted</b>
<b>4</b>	Pay → OP	.156	.001	<b>Accepted</b>
<b>5</b>	Ben → OP	.244	.000	<b>Accepted</b>
<b>6</b>	CA → OP	.140	.008	<b>Accepted</b>
<b>7</b>	Reco → OP	.484	.000	<b>Accepted</b>
<b>8</b>	SU → OP	.133	.026	<b>Accepted</b>

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter is dedicated to summarizing the significant findings of the research questions, drawing from both the relevant literature produced by researchers and the valuable input provided by the study participants. By synthesizing these sources of information, the chapter highlights the key insights that have emerged from the research. Furthermore, it presents the conclusions that have been derived from the extensive analysis of the data, while also offering recommendations for future directions. Through a comprehensive examination of the literature and participant responses, this chapter provides a comprehensive overview of the research findings and offers valuable guidance for future endeavors.

### **5.1. Summary of major findings**

Based on the careful data analysis conducted in the previous chapter, several significant findings have emerged from this study. These findings shed light on key aspects related to the research objectives and provide valuable insights into the subject matter. The following points are the major findings of this study:

- The independent variables in the study are Work Content, Job Satisfaction, Working Conditions, Payment, Benefits, Career Advancement, Recognition, and Supervision, while the dependent variable is organization productivity.
- Based on the analysis of normality, linearity, multicollinearity, and homoscedasticity assumptions, all of which were met, it can be concluded that the regression analysis can proceed with confidence.
- The model summary result confirms the strong positive cause-and-effect relationship between the determinants in the model (employee motivation) and organization productivity, as indicated by an R-value of 0.896, suggests a high level of prediction accuracy; additionally, the R<sup>2</sup> value of 0.803 (80.3%) indicates that the independent variables account for a significant proportion of the explained variance in the dependent variable, with the remaining 19.7% potentially influenced by other factors.
- The high F-value of 129.213, with a significance level of  $p < .001$ , indicates that the set of determinants mentioned in the model is statistically significant in predicting organization productivity, leading to the conclusion that the regression model is a good fit for the data.

- The multiple linear regression model result confirms all independent variables in the study i.e. Work Content, Job Satisfaction, Working Conditions, Payment, Benefits, Career Advancement, Recognition, and Supervision, have statistically significance positive effects on organization productivity.

## **5.2. Conclusion**

Based on the findings of the study conducted in the context of Bank of Abyssinia (BOA), several conclusions can be drawn regarding the impact of different variables on organizational performance. These conclusions are based on a process of judgment and provide insights into the implications of the findings for the current state of knowledge on the topic.

**Work Content:** Previous studies have consistently shown that work content has a significant positive effect on organizational productivity. This study further supports this relationship, with evidence from BOA indicating that work content positively impacts organizational productivity. This finding aligns with the broader body of research emphasizing the importance of work content attributes in determining organizational success.

**Job Satisfaction:** The findings of prior research consistently highlight the direct influence of job satisfaction on organizational productivity. This study contributes to the existing body of knowledge by confirming this relationship, providing detailed insights into the impact of job satisfaction on organizational productivity. These findings further substantiate the critical role of job satisfaction in driving successful organizational endeavors.

**Working Conditions:** Working conditions have been widely recognized as significant determinants of organizational productivity. This study further investigates this relationship and provides valuable insights into the impact of working conditions on organizational productivity. The results of this study align with the findings of prior research, confirming the crucial role of working conditions in driving organizational productivity.

**Payment:** Payment has been identified as a crucial determinant of organizational productivity in this model. Prior research findings consistently support the positive effect of payment on organizational productivity. This study further strengthens this relationship by providing evidence from BOA, highlighting the significance of payment in driving successful organizational productivity.

**Benefits:** The study examines the impact of benefit strategies on organizational productivity. The findings confirm the direct effect of benefit strategies on organizational productivity. This finding is consistent with prior research, further supporting the importance of effective benefit strategies in achieving favorable organizational productivity.

**Career Advancement:** Another important component of employee motivation strategies that significantly influences a firm's productivity is career advancement. This study analyzes the impact of career advancement on organizational productivity and provides valuable insights. The findings support the relationship between career advancement and organizational productivity, further confirming the importance of career advancement in driving successful organizational productivity.

**Recognition:** The other component of employee motivation strategy examined in this model is recognition. Prior research has consistently highlighted the importance of recognition in influencing a firm's productivity. This study further supports this relationship by providing evidence from BOA, confirming the direct effect of recognition on organizational productivity. The findings highlight the significance of recognition in driving successful organizational productivity.

**Supervision:** Previous studies have consistently shown that supervision has a significant positive effect on organizational productivity. In line with these previous findings, the study conducted in the context of BOA provided further evidence, supporting the hypothesis that supervision positively impacts organizational productivity. This finding emphasizes the importance of effective supervision in driving successful organizational productivity.

These conclusions contribute to the current state of knowledge on employee motivation and its impact on organizational performance. They highlight the significance of various variables, such as work content, job satisfaction, working conditions, payment, benefits, career advancement, recognition, and supervision, in driving successful organizational productivity. By understanding the implications of these findings, organizations can develop effective strategies to enhance employee motivation and improve overall organizational performance.

### 5.3. Recommendations

The researcher has made efforts to provide practical recommendations based on the main findings of the study, aiming to enhance the organization productivity of BOA and achieve better outcomes. the following are recommendations forwarded to Bank of Abyssinia based on the findings:

- To enhance organizational productivity at Bank of Abyssinia, it is recommended to focus on improving work content through job enrichment. This involves empowering employees with autonomy and decision-making authority, implementing training and development programs, establishing a robust recognition and rewards system, and encouraging collaboration and teamwork. By implementing these strategies, the bank can increase employee motivation, satisfaction, and ultimately improve productivity.
- To increase organizational productivity at Abyssinia Bank, it is recommended to prioritize improving job satisfaction by implementing specific strategies. This includes promoting open communication channels, providing opportunities for work-life balance, recognizing and appreciating employee contributions, offering career growth and development opportunities, and fostering a positive work environment. By implementing these measures, Abyssinia Bank can boost employee morale, motivation, and ultimately enhance organizational productivity.
- To enhance the productivity of BOA, it is crucial to prioritize improving working conditions. This entails revamping the physical workspace to provide comfortable seating, adjustable desks, and adequate lighting. Implementing ergonomic considerations like standing desks and wrist supports can prevent work-related injuries and discomfort. Installing safety measures such as fire extinguishers, alarms, and security cameras will foster a sense of security. Additionally, offering work-life balance support through flexible schedules and remote work options will promote employee well-being. By focusing on these improvements, BOA can create an atmosphere where employees feel valued, motivated, and empowered to perform at their best, resulting in enhanced organizational productivity.
- To further enhance organizational productivity at BOA, it is crucial to prioritize employee compensation. This involves offering competitive salaries that reflect employees' skills and experience, aligning with industry standards. In addition to base pay, implementing productivity-based incentives such as performance bonuses and commission structures can motivate employees to exceed expectations and drive

results. Recognizing and rewarding exceptional performance through programs like Employee of the Month or quarterly awards fosters a culture of appreciation and encourages high levels of engagement. Furthermore, providing professional development opportunities and promoting work-life balance through flexible scheduling and remote work options will contribute to employee satisfaction and overall productivity. By focusing on these aspects, BOA can attract and retain top talent, boost motivation, and achieve organizational success.

- To enhance organizational productivity at BOA, it is crucial to prioritize improving the benefit strategy for employees. This involves conducting a thorough analysis of existing benefits to identify areas for enhancement. By considering employee feedback and industry best practices, BOA can enhance the benefits package to include comprehensive healthcare coverage, attractive retirement plans, wellness programs, and initiatives that promote work-life balance. Effective communication and education about these benefits will ensure maximum utilization. Regular evaluation and updates to the benefit strategy will align it with changing employee needs and market trends. Improving the benefit strategy will attract and retain top talent, boost employee satisfaction and engagement, and ultimately enhance organizational productivity.
- To increase productivity at BOA, prioritize improving career advancement opportunities. Implement a clear career development framework, provide regular feedback and evaluations, offer relevant training and mentorship, and create a culture that values employee achievements. By focusing on career advancement, BOA can foster engagement, loyalty, and motivation, resulting in increased productivity.
- To significantly improve productivity, BOA should develop a robust employee recognition strategy. This can be achieved by implementing a formal recognition program that rewards exceptional productivity and contributions. Encouraging managers and peers to regularly recognize and celebrate achievements will foster a culture of appreciation. Utilizing various channels like social media, newsletters, and company-wide meetings to publicly showcase employee accomplishments will maximize the impact of recognition efforts. Soliciting feedback from employees ensures that recognition initiatives align with their preferences and needs. By prioritizing employee recognition, BOA can boost morale, increase job satisfaction, and ultimately drive productivity within the organization.

- To achieve organizational productivity, it is crucial for BOA to implement a competitive supervision strategy. This involves equipping supervisors with the necessary tools, resources, and training to effectively lead and manage their teams. Clear productivity expectations should be set, along with fostering open communication channels for feedback and collaboration. Recognizing and rewarding supervisors for their leadership abilities will further motivate and empower them. By prioritizing a competitive supervision strategy, BOA can ensure that supervisors have the skills and support needed to drive employee engagement, boost productivity, and enhance the organization's overall performance.

**Future research recommendation:**

While the study conducted at BOA provides valuable insights, certain limitations should be acknowledged. Firstly, the study's focus solely on BOA limits the generalizability of the findings to other Banks or sectors. To enhance the applicability and generalizability of the study, future research should consider examining similar cases in different banks or sectors.

The study primarily relied on quantitative analysis. To strengthen the validity of the findings and provide a more comprehensive understanding, it is recommended to incorporate qualitative analysis as well. By combining both quantitative and qualitative approaches, future research can provide a more robust and nuanced understanding of the factors impacting export productivity and firm capabilities.

## REFERENCE

- Akin-Little AK, Eckert TL, Lovett BJ, Little S.G. (2004) *Extrinsic Reinforcement in the Classroom: Bribery or Best Practice. School Psy Rev; 33, 345-348.*
- Akinyele S. T. (2010). *The influence of work environment on workers' productivity: A case study of selected oil and gas industry in Lagos, Nigeria. African Journal on Business Management 4(3), 299–307.*
- Akinyele, S. T. (2007). *A critical assessment of environmental impact on workers' productivity in Nigeria. Research Journal on Business Management. 1(1), 50-61.*
- ALEMU, H. (2022). *THE EFFECT OF PROMOTIONAL STRATEGY ON BANKS OPERATIONAL PERFORMANCE: THE CASE OF BANK OF ABYSSINIA SC.*
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and Its Influence Job Satisfaction. *International Journal of Engineering, Business and Management, 5(2), 21–30.*
- Ali, R., Ahmad, M. S., (2011). *The Impact of reward and recognition programs on employee's motivation and satisfaction: An empirical study. International Review of Business Research Papers, 5 (4), 270-279.*
- Alrazehi, H. A. A.-W., Amirah, N. A., Emam, A. S. M., & Hashmi, A. R. (2021). *Proposed model for entrepreneurship, organizational culture and job satisfaction towards organizational performance in International Bank of Yemen. International Journal of Management and Human Science (IJMHS), 5(1), 1–9.*
- Altinoz, M., Cakiroglu, D., & Cop, S. (2012). *The effect of job satisfaction of the talented employees on organizational commitment: A field research. Procedia - Social and Behavioral Sciences 58, 322-330.*
- Anderfuhren-Biget, S. 2012. "Profiles of Public Service-Motivated Civil Servants: Evidence from a Multicultural Country." *International Journal of Public Administration 35 (1):5- 18.*
- Andersen, L. B.,T. B. Jorgensen, A. M. Kjeldsen, L. H. Pedersen, and K. Vrangbaek. 2013.
- Armstrong M (2006). *Human Resource Management Practice, Kogan Page, Pp. 251-269.*
- Badrianto, Y., & Ekhsan, M. (2020). *Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries. Journal of Business, Management, & Accounting, 2(1).*

- Bartram, S. & Gibson, B. (2000). *The training needs analysis toolkit, 2nd ed.* Amherst, MA: HRD Press, Inc.
- Bassanini, A. (2004). *Improving skills for more and better jobs? The quest for efficient policies to promote adult education and training. European Commission Conference, Quality and Efficiency in Education, Brussels, May 6th, 2002.*
- Belete, G. (2021). *ASSESSMENT OF MOTIVATION PRACTICE ON EMPLOYEE'S PERFORMANCE: THE CASE OF NIFAS SILK LAFTO WOREDA ONE.*
- Bellé, N., and P. Cantarelli. (2012). "Public Service Motivation: The State of the Art." In *reforming the Public Sector. How to achieve better Transparency, Service, and Leadership*, edited by Tria. G., and G. Valotti, 96-125. Washington, D.C: Brookings Institution Press.
- Bernard, N., Anandan, C., & RaviKumar, A. (2019). *Challenges of human resource managers due to workforce diversity. International Research Journal of Engineering and Technology, 6(7), 3030–3034.*
- Boella, M. J., & Goss-Turner, S. (2019). Employee benefits. In *Human Resource Management in the Hospitality Industry* (pp. 279–288). Routledge.
- Brenner, P. (2004). *Workers physical surrounding: (5th Edition).* Tata McGraw Hill.
- Brewster, L. Carey, P. Dowling, P. Grobler, P. Holland and S. Warnich (2003). *Contemporary issues in human resource management: Gaining a Competitive Advantage. 2nd edition. Cape Town: Oxford University Press.*
- Brewster, L. Carey, P. Dowling, P. Grobler, P. Holland and S. Warnich (2003). *Contemporary issues in human resource management: Gaining a Competitive Advantage. 2nd edition. Cape Town: Oxford University Press.*
- Chen, T., Hao, S., Ding, K., Feng, X., Li, G., & Liang, X. (2020). *The impact of organizational support on employee performance. Employee Relations: The International Journal, 42(1), 166–179.*
- Darma, P. S., & Supriyanto, A. S. (2017). *The effect of compensation on satisfaction and employee performance. Management and Economics Journal (MEC-J), 1(1).*
- Deci, E. L. & Ryan, R. M. (2008). *Facilitating optimal motivation and psychological well-being across life's domains.*
- Engelberg, E., & Sjöberg, L. (2006). *Money attitudes and emotional intelligence. Journal of Applied Social Psychology, 36(8), 2027-2047.*
- Faizah, A., & Widnyana, I. W. (2020). *The effect of career development and servant leadership on employee performance with work motivation as an intervening variable*

- in the employment agency and human resources development Denpasar city.
- International Journal of Contemporary Research and Review, 11(01), 21741–21751.
- FANTU, N. (2020). *A COMPARATIVE STUDY ON IMPACT OF EMPLOYEES MOTIVATION SCHEMES ON EMPLOYEES PERFORMANCE: A CASE OF COMMERCIAL BANK OF ETHIOPIA AND BANK OF ABSSINIYA HEAD OFFICE.*
- Feldman, D. C., & Bolino, M. C. (1998). *Moving on out: When are employees willing to follow their organization during corporate relocation?. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 19(3), 275-288.*
- Francis, F., Zirra, C. T. O., & Mambula, C. J. (2020). *Reward system as a strategy to enhance employees performance in an organization. Archives of Business Review—Vol, 8(6).*
- Frank, G. (2013). *Employee Motivation is Key to Success.* <http://www.123helpme.com>. Accessed 17, February 2013.
- Gibbons, R. (1997). *In Advances in Economics and Econometrics: Theory and Applications (Vol II).* Cambridge University Press.
- Girdwichai, L., & Sriviboon, C. (2020). *Employee motivation and performance: Do the work environment and the training matter? Journal of Security & Sustainability Issues, 9.*
- Hamidi, N., Saberi, H., & Safari, M. (2014). *The effect of implementation of talent management on job satisfaction governmental organizations (Case Study: Ministry of Roads and Urban).* *Journal of Novel Applied Sciences, 3(1), 100-113.*
- Harris, A. et al. 2007. *Distributed leadership and organizational change: Reviewing the evidence. Journal of Educational Change, 8(4), pp. 337-347.*
- Harris, P. (2001). *The impact of working life on health behaviour: The effect of job strain on the cognitive predictors of exercise. Journal of Occupational Health Psychology, 7, 342-353.*
- Herzberg F, Mausner B, Snyderman B (1959). *The Motivation to Work.* New York, John Wiley, and Sons, Inc.
- Herzberg, F. (2000). *The motivation to work, New York: Willy and Son Publishers.*
- Hornung, S., Rousseau, D. M., Glaser, J., Angerer, P., & Weigl, M. (2010). *Beyond top-down and bottom-up work redesign: Customizing job content through idiosyncratic deals. Journal of Organizational Behavior, 31(2- 3), 187–215.*
- Hox, J. J., & Boeije, H. R. (2005). *Data collection, primary versus secondary.*

- Iis, E. Y., Wahyuddin, W., Thoyib, A., Ilham, R. N., & Sinta, I. (2022). *The effect of career development and work environment on employee performance with work motivation as intervening variable at the office of agriculture and livestock in Aceh*. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBAS)*, 2(2), 227–236.
- Influence of Motivation on Employees' Productivity in the Public Sector: the case of East Hararghe zones*. Haramaya University. Retrieved Feb 15th, 2019 from [http://institutional\\_repository.haramaya.edu.et/bitstream/123456789/4400/1/Daniel%20Shega.pdf](http://institutional_repository.haramaya.edu.et/bitstream/123456789/4400/1/Daniel%20Shega.pdf).
- Jones, G. (2011). *Human Resource Management*. <http://www.amazon.com>. Accessed on 6 May 2011.
- Kaman, V., McCarthy, A. M., Gulbro, R. D., & Tucker, M. L. (2001). Bureaucratic and high commitment human resource practices in small service firms. *People and Strategy*, Vol. 24 No. 1, p. 33.
- Khan, R.A.G (2011). Impact of Training and Development on Organization Productivity, University of Lahore, Islamabad Pakistan, *Global Journal of Management and Business Research*, Volume II, Issue 7, Version 1.0: Available at [www.sholar.google.com](http://www.sholar.google.com), (accessed 4.10.2011).
- Kim, T., Mullins, L. B., & Yoon, T. (2021). *Supervision of telework: A key to organizational performance*. *The American Review of Public Administration*, 51(4), 263–277.
- Kimberlin, C. L., & Winterstein, A. G. (2008). Validity and reliability of measurement instruments used in research. *American Journal of Health-System Pharmacy*, 65(23), 2276–2284.
- Kothari, C. R. (2004). *Research methodology*. new Age.
- Kyko O.C. (2005). *Instrumentation: Know Yourself and Others*. New York: Longman.
- Lai, C. (2009). *Motivating employees through incentive programs*, Dissertation Thesis of Bachelor degree, Jyvaskyla University of Applied sciences.
- Lake, S. (2000). Low-Cost Strategies for employee retention: Compensation and Benefits Review. 32(4), 65-72.
- Latif, M. S., Ahmad, M., Qasim, M., Mushtaq, M., Ferdoos, A., & Naeem, H. (2013). Impact of employee's job satisfaction on organizational performance. *European Journal of Business and Management*, 5(5), 166–171.
- Lawler, E. E. (2003). *Treat people right*. San Francisco: Jossey-Bass Inc. McGraw-Hill Irwin.

- Levy, P. (2013). *Industrial/Organizational Psychology: Understanding the Workplace*. Boston, MA: Houghton Mifflin.
- Levy, P. S., & Lemeshow, S. (2013). *Sampling of populations: Methods and applications*. John Wiley & Sons.
- Lin P. Y. (2007), *The Correlation Between Management and Employee Motivation in SASOL polypropylene in business, South Africa Dissertation Thesis of Master Degree, University of Pretoria, South Africa.*
- Lionard K. (2019). Consequences of no employee motivation. Retrieved from <https://smallbusiness.chron.com>. Accessed on January 28th, 2019.
- Lumley, E. J., Coetzee, M., Tladinyane, R., & Ferreira, N. (2011). Exploring the job Satisfaction and organizational commitment of employees in the information technology Environment. *Southern African Business Review*, 15(1), 100-118.
- Manzoor, Q. (2012). Impact of Employee Motivation on Organization Effectiveness. *Business Management and Strategy*. Vol 3(1) pp1.
- Manzoor, Q. (2012). Impact of Employee Motivation on Organization Effectiveness. *European Journal of Business and Management*. Business Management and Strategy. Vol 3 No. 3. Website: [www.jiste.org](http://www.jiste.org)
- Maslow, A. (1954). *Motivation and Personality*. New York: New York Harper & Row.
- Maslow, A. H. (1943). Conflict, frustration, and the theory of threat. *J. abnorm. (soc.)Psychol.*, (38) 81-86.
- McConnell, C, (2006). Employee Recognition: What, Why and How. Retrieved from <http://www.nfib.com>.
- Mitonga-Monga, Coetzee M. & Cilliers F. (2012); DOI:10.5897/AJBM11.2443
- Muller, K. E., & Stewart, P. W. (2006). *Linear model theory: Univariate, multivariate, and mixed models*. John Wiley & Sons.
- Nguyen, P. T., Yandi, A., & Mahaputra, M. R. (2020). Factors that influence employee performance: Motivation, leadership, environment, culture organization, work achievement, competence and compensation (A study of human resource management literature studies). *Dinasti International Journal of Digital Business Management*, 1(4), 645–662.
- Pitino, R. (2013) retrieved June 2015 from [brainyquote.com](http://www.brainyquote.com). Website: <http://www.brainyquote.com/quotes/quotes/rickpitino326962.html>
- Puplampu, B. (2013). 14 Employee Motivation: Management in Africa Macro and Micro perspectives.53 (10) pp 270.

- Ritz A., Brewer G.A., Neumann O. 2016. Public Service Motivation: A Systematic Literature Review and Outlook. *Public Administration Review*. Vol 76, Issue 3.  
<https://doi.org/10.1111/puar.12505>
- Rutachururwa, E.E. (2013). The Contribution of Employees' Motivation on Organizational Productivity.
- Sadewo, I. P., Surachman, S., & Rofiaty, R. (2021). The influence of working environment to employee performance mediated by work motivation: A study of Malang, Indonesia retail stores. *International Journal of Research in Business and Social Science* (2147-4478), 10(3), 213–222.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.
- Shadare, O. A., & Hamed, T. A. (2009). Influence of work motivation, leadership effectiveness, and time management on employees' productivity in some selected industries in Ibadan, Oyo State, Nigeria. *European Journal of Economics, Finance and Administrative Sciences*, 16, 7-17.
- Sitopu, Y. B., Sitingjak, K. A., & Marpaung, F. K. (2021). *The influence of motivation, work discipline, and compensation on employee performance. Golden Ratio of Human Resource Management*, 1(2), 72–83.
- Sudiardhita, K. I., Mukhtar, S., Hartono, B., Sariwulan, T., & Nikensari, S. I. (2018). The effect of compensation, motivation of employee and work satisfaction to employee performance Pt. Bank Xyz (Persero) Tbk. *Academy of Strategic Management Journal*, 17(4), 1–14.
- Suresh, L. (2013). Employee Motivation. <http://www.investorwords.com>. Accessed on 19 March 2013.
- Susmadiana, S., Lian, B., & Puspita, Y. (2021). The Effect of Managerial Supervision and Work Motivation on Improving Principal's Performance. *Journal of Social Work and Science Education*, 2(2), 181–187.
- Swanson, B. (2011). The History of Employee Motivation. <http://www.teamleaders.com>. Accessed on 10 November 2011.
- Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. (2020). *Impact of working environment on job satisfaction. European Journal of Business and Management Research*, 5(6).
- The effects of Employee Motivation on Organization Productivity. <http://www.allafrica.com>. Accessed on 17 July 2009.
- Thompson, S. K. (2012). *Sampling* (Vol. 755). John Wiley & Sons.

- Tyilana X., (2005). The impact of motivation on job satisfaction among Employees of a National Broadcaster, Dissertation thesis of Master Degree, University of Johannesburg, South Africa, Retrieved from <http://elmurobbie.files.wordpress.com>.
- Valencia, S. (2011). Motivation and Productivity in the workplace. <http://www.westminister.com>. Accessed on 5 June 2011.
- Varma, C. (2017). Importance of employee motivation & job satisfaction for organizational performance. *International Journal of Social Science & Interdisciplinary Research*, 6(2).
- Varma, C. (2017). Importance of employee motivation & job satisfaction for organizational performance. International Journal of Social Science & Interdisciplinary Research, 6(2).*
- Wadkar, S. K., Singh, K., Chakravarty, R., & Argade, S. D. (2016). Assessing the reliability of attitude scale by Cronbach's alpha. *Journal of Global Communication*, 9(2), 113–117.
- Whittemore, R., & Knafl, K. (2005). The integrative review: Updated methodology. *Journal of Advanced Nursing*, 52(5), 546–553.
- Yamane, T. (1973). *Statistics: An introductory analysis*.
- Yesufu T. M. (2000). *The human factor in national development*. Ibadan: Spectrum Books Limited.



**Part Two: Rewards and Productivity Questionnaire** Please put (X) mark against each question that indicates your level of agreement for each question. 5= Strongly Agree, 4 =Agree, 3= Neutral, 2= Disagree, 1=Strongly Disagree.

Research Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b>WORK CONTENT</b>	5	4	3	2	1
6. I am interested in my work					
7. My work consists of a variety of work					
8. I receive new training which are related with my work					
9. I handle the amount of work I do myself					
10. My work creates a sense of responsibility					
11. I am allowed to decide on the methods for doing the work					
12. I am proud to say what kind of work I do					
13. I have the opportunity to take part when decisions are made					
14. I feel that my work has great value in my department					
15. I have a certain degree of authority in my work					
<b>JOB STISFACTION</b>	5	4	3	2	1
16. I am given work in accordance with my qualifications and skills					
17. I work in the department of my choice					
18. I am personally in agreement with the stated goals of my work unit					

19. The structure of my work unit is well designed					
<b>WORKING CONDITIONS</b>	5	4	3	2	1
20. My working hours are reasonable					
21. I get the opportunity to mix with my colleagues and to communicate on aspects of our work					
22. I am satisfied with the way my co-workers get along with each other					
23. The arrangements of office layout is convenient for employee					
<b>PAYMENT</b>	5	4	3	2	1
24. The payment system is clearly stated and communicated to the employee					
25. The existing salary is satisfactory in relation to what I do					
26. I earn the same as or more than other people in a similar job					
27. The basis for payment is clear and easily understandable by the employee					
28. The pay scale and benefits of our company treat each employee equitably					
29. All tasks to be accomplished are associated with incentives					
<b>BENEFITS</b>	5	4	3	2	1
30. My pension's benefits are good 31. My medical scheme is satisfactory					

32. I never have problems with my arrangements for leave					
33. Company insurance schemes enhance the motivation of employee					
<b>CAREER ADVANCEMENT</b>	5	4	3	2	1
34. The career paths are clearly stated and communication to the employee					
35. The opportunity for promotion exists in this organization					
36. Staffs are promoted in a fair and transparent way in this organization					
<b>RECOGNITION</b>	5	4	3	2	1
37. I am praised regularly for my work					
38. I receive constructive criticism about my work					
39. I get credit for what I do					
40. I am told that I am making progress					
<b>SUPERVISION</b>	5	4	3	2	1
41. My supervisor is satisfied easily with my working result					
42. My supervisor will support me if there are problems					
43. My supervisor can be convinced and persuaded with my work					
44. My supervisor observes the talents of her/his subordinate and directs them to improve their talents					
<b>ORGANAZTION PRODUCTIVITY</b>	5	4	3	2	1

45. The organization gets a continuous feedback regarding its productivity					
46. Stakeholders are always satisfied by the organization					
47. Organizational contribution in departments is very high					
48. The organization productivity appraisal result is always above average					
49. Departments employees committed to work beyond employment contractual expectation.					