



DEBREBIRHAN UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

**THE EFFECT OF MOTIVATION ON EMPLOYEES' PERFORMANCE IN
PUBLIC SECTOR THE CASE OF MENZ MAMA MIDIR WORDA OFFICES
AMHARA REGION, NORTH SHOA ZONE, CENTRAL ETHIOPIA**

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JUNE 2020

DEBRE BIREHAN ETHIOPIA



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TILAHUN G/YOHANES

**A THESIS SUBMITTED TO DEBRE BIRHAN UNIVERSITY COLLEGE OF BUSINESS
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OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ART IN BUSINESS
ADMINISTRATION.**

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Declaration

I, Tilahun G/yohanes, hereby declare that the thesis entitled *The Effect of motivation on Employees' Performance: In the case of Menze mama midir woreda public sector* is my own original work and has not been submitted for any degree in any other University. It is offered for the award of the degree of Master of Art in Business Administration from Debere Birhan University.

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Statement of Certification

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Acronyms

AHA	African Humanitarian Action
ANOVA	Analysis of Variance
CSA	central Statistical Agency
DBU	Debire Birehan Universty
ERG	Existence, Relatedness, and Growth Theory
FAO	Food and Agriculture organization
FB	Fringe benefit
GBC	Ghanna Commercial Bank
HR	Human resource
JS	Job security
MBA	Master of Business Administration
MBO	Management by Objectives
MENA	Mekdim Ethiopia National Association
MMW	Menz mama midir woreda
MMWPS	Menz mama midir woreda public sector
PN	Promotion
PS	Public sector
RN	Recognition
RD	Reward
SA	Salary
SHRM	Society for Human Resource Management
SPSS	Statistical Package for Social Sciences
TG	Training
WE	Working Environment

Abstract

Motivation is stated as one of the most important contributor for high performance in the public sector. Motivation factors (reward, recognition, promotion, job security, training, working environment, fringe benefit, and salary) are motivation systems to encourage employees to perform in the most effective way. The key to create efficient motivation system is an answer to the question what really motivate employees. The purpose of this study was to investigate the effect of motivation on employees' performance in Public sector, focusing particularly at MMWPS. In the study motivation is seen as an independent variables while employee performance as a dependent variable. For this particular study descriptive and explanatory research design was employed and quantitative research method was used. The purposive sampling technique was used to select the study area of the organization, while simple random sampling technique to select sample the target respondents. A survey is conducted by using structured close ended questionnaires which is distributed to 173 MMWPS employees in order to gather data relevant to the research objectives. Descriptive statistic such as percent, frequency, mean and standard deviation and inferential statistic such as correlation, multiple regression and ANOVA analysis statistical tools were used to examine the relationship between motivation and employee Performance. The data collected on the questionnaire were analyzed using SPSS (version-20). Pearson correlation coefficient analysis was carried out to test the hypotheses. Multiple regressions analysis were performed to examine relationships between the independent and the dependent variables and to identify the influence of the independent variable on the dependent variable. The findings revealed that all motivational factors have a significant positive relationship with employee performance in MMWPS in the study setting. There was a positive correlation between all motivational factor describe in this research and employee performance in MMWPS. In descriptive statics frequency shown that motivation is directly proportional to employee performance. This result clearly pre supposes that the more motivated the workforce, the higher their level of input into work and hence increase in performance. Thus, this study recommended that MMWPS the organization managers can be improving the employee performance and increasing organizational effectiveness seriously giving attention the entire motivation factor.

Keywords: Employee, Motivation, employee performance, Employees satisfaction, Employee management.

CHAPTER ONE

1. INTRODUCTION

1.1 Back ground of the study

Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. The organization head and department group leader should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organization needs. One of the most frequently use terms among managers is “motivation”.

The level of performance is often tied with the level of motivation. Accordingly, work effective managers are concerned about motivation because the work motives of employees affect their productivity and quality of their work. People differ by nature, not only in their ability to perform a specific task but also in their ‘will’ to do are known as motivation by understanding a person’s ability and his motivation, a manager can forecast his performance level. Source J.S. CHANDAN (2003)

Even with the best strategy in place and appropriate organizational architecture, an organization will be effective only if it members are motivated to perform at a high level. The types of motivation are intrinsic and extrinsic. “Intrinsic motivation is a psychological force that determines the direction of a person’s behavior as a result of challenging or interesting work, giving autonomy to work, designed scope to develop skills, abilities, opportunity to develop and grow, etc. Extrinsic is also psychological force that determines behavioral change as a result of tangible and intangible benefit such as salary, fringe benefit and special awards” (Gareth, R Jones and Jennifer M. George, 2003).It is a fact that success in every organization depends on the quality of its human resources both skilled and unskilled lab our which is perhaps the most intangible aspect of the organization, hence it is the most important. All these things plants, machinery and financing cannot generate income without manpower. Studies have shown that in today’s competitive business environment, success is increasingly a function of effective human resources management (George Ahindo, Executive MBA, 2008).

It is therefore necessary to have a workforce that is motivated to yield high performance and productivity towards achieving the organizational goals and objectives.

Employee performance refers to the efficiency and effectiveness of employees in achieving organizational objectives. (Kootz et al., 1990) Employee performance can be evaluated by considering the level of absenteeism, quality of reports, and time of reporting for and leaving for duty.

The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures (Borman, 2004). According to Keller (2006), when you expect the best from your employees they will give you their best. On the other hand, when you expect little from employees they will give you low performance in return. Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn they feel de-motivated. Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations for effective work performance to thrive in the organization; motivation has to be managers' top priority. In this regard, leadership effectiveness relates to work performance.

Leadership is a central feature of organizational performance. It is an essential part of managerial activities which focuses on efforts towards the goals and objectives of the organization. There must be an appropriate form of behavior to enhance performance. Leadership might be viewed in terms of the role of the leaders and their ability to achieve effective performance from others.

Akinboye (2005) defines leadership as leaders inducing followers to act towards certain goals that represent the values and the motivations, the wants and needs, the aspirations and expectations of both leaders and followers. Leadership is virtually important at all levels within the company. Leadership is the moral and intellectual ability to visualize and work for what is best for the company and its employees.

The quality of human resource management has a critical influence on the performance of the organization. Concern for strategic integration, commitment, flexibility and quality has called attention to employees' motivation and retention. Financial motivation has become the most

concern in today's organization and tying it to Maslow's basic or physiological needs, non-financial aspect, only comes in when financial motivation has failed. According to Greenberg and Baron (2008), the definition of motivation could be divided behind individual's action. People tend to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part refers to the choice people make and the direction their behavior takes. The last part deals with maintaining behavior, clearly defining how long people have to persist at attempting to meet their goals.

Employee performance basically depends on many factors like performance appraisals, employee motivation, and employee satisfaction, compensation, training and development, job security, organizational structure and others. Study defined performance as a function of ability and motivation; $\text{Job performance} = f(a)(m)$ (Carter, 2009)

In general, evidences show the importance of motivation on organizations' success and the employees' motivation as one of the important area in the human resource management to be focused on as Birhanu Gebeyehu (2016) cited the work of Perry and Porter, 1982. MMWPS found in Amhara Region, North Shoa Zone, those provide different delivery services to the society. But employees that hired in those sector have repetitive complain about their own benefits and leave the organization and also raised questions to get solution to improper management practices in the sector. So, it is especial emphasis given by the researcher and the importance placed on motivation that attracted the researcher to select the employees' motivation and their performance as an area of the study.

1.2 Statement of the problem

Employee motivation is very important for organizations as every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the public Sector in securing best possible utilization of resources. Thus, it results into increase in productivity, reducing cost of operations, and improving overall efficiency (Grant 2008).

Motivation and performance of employees is a consequential effect of many factors that would contribute to the physical and spiritual needs of employees. Employees' motivation is related to organizational commitment and consequent increased productivity and organizational effectiveness. According to Towers, P. (2003), employee motivation is perhaps the biggest drive of organizational performance. He adds that an organization which is able to motivate its employees and maintain its leverage, their enthusiasm and drive in order to ensure staff performance.

In recent time employees move from one organization to another and or gets dissatisfied due to lack/low level of motivation. Some employers try to give high salaries or wages to their employees just to motivate them to do their best to maximize organization productivity. Others also give rent and transportation allowances to their employees so that the employees can put up their best to enhance their performance, yet the whole thing seem to be a mirage.

This tells us that motivation is subjective, that is to say that what motivates someone to put up his/her best may also de-motivate others. Human needs are greedy for this reason they always struggle for new things in life so that they can live a comfortable livelihood. If someone receives huge salaries, allowances in terms of rent, transportation fee does not guarantee ones motivation, here to say that motivation does not rely only on extrinsic rewards but also on intrinsic rewards.

Some organizations have been known to experience a high staff turnover despite offering above average salaries (Aguinis, 2012). This tells us that money is not the only way to motivate employees. Additionally, different people are motivated by different factors. It is important for managers and supervisors to understand what motivates individual employees, and not assume a one-size-fits-all approach (George and Jones, 2013).

An organization is only as strong as its workforce. Human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time. (Storey, 2013) Therefore, studies like this are an invaluable resource in helping organizations identify and maximize on ways to motivate employees while mitigating employee turnover and under-performance (Steers and Porter, 2011). Previously there was monetary as well as appreciation letter motivational practice at MMWPS based on their performance through employees' participation but currently there is no planned motivational system except the regular payment for those who are recruited before the new pension law.

Study done by Muogbo (2013) shows that speed of change in an organization is the challenges of employees like high turnover, poor performance, and absentee, careless of employees are largely brought from lack of efficient utilization of motivational factors. Mullins (2005) effectively motivating employees are one of the most important functions of a manager. There is evidence to show that organizations are facing challenges in retaining employees due to limited opportunities for advancement and the current competitive labour market. It doesn't appear things will get any better in the future. The loss of employees represent a loss of skills, knowledge and experiences which can create a significant economic impact and cost to corporations as well as impacting the needs of customers and leads to low performance. Managers who can motivate employees assist the organization by improving employee performance.

Many studies have been conducted on employee motivation by different researchers, like Owusu T.(2012) conducted research on the effects of motivation on employee performance of commercial bank in Ghana and the researcher used salary, fringe benefits, promotion, and loans as motivational factors. Pessarar D. and Tavakoli S. (2011) conducted research on identifying the employees' motivation of Parsian hotels in Tehran and the study used salary, security, working condition, status, achievement, recognition, growth and advancement, work itself and responsibility as motivational factors.

Most research result shows there is relationship between motivation and employee performance and its effects on employee performance concludes differently. Because the result cannot generalize to all countries in the world also the findings cannot be generalized owing to economic, social and culture difference. And the researcher observation on interlink between motivation and employee performances are not studied in specific research area of MMW, and

the researcher experiences low employee performance when working in MMWPS. However, this was conducted on the effect of motivation on employee performance in MMWPS. Given the difficulties encountered by managers improving the performance of employees as articulated above, the present study formulated the fundamental research question to be addressed as, what is the relationship between employee motivation and employee performance in Menz mama midir woreda Public sector?

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study is to investigate the effects of motivation on employees' performance in Menze mama midir woreda public sector.

1.3.2 Specific objective

1. To examine the effect of reward, job security and salary on employee performance
2. To identify the influence of recognition and training on employee performance
3. To examine the effect of working condition, promotion and fringe benefit on employee performance
4. To identify the relationship between employee motivation and employee performance.

1.3.3 Hypothesis of the Study

Hypothesis 1: Reward has a positive and significant influence on employee performance

Hypothesis 2: Recognition has a positive and significant effect on employee performance

Hypothesis 3: Promotion has a positive and significant influence on employee performance.

Hypothesis 4: Salary has a positive and significant effect on employee performance.

Hypothesis 5: Job Security has a positive and significant influence on employee performance.

Hypothesis 6: Training has a positive and significant effect on employee performance

Hypothesis 7: Fringe benefit has a positive and significant influence on employee performance

Hypothesis 8: Working Environment has a positive and significant effect on employee performance

1.4 Significance of the study

Completion of this study intended to help employer to develop new regards towards motivation function in public sectors through developing better motivational program that will help to improve employee and organizations performance. According to Towers, P. (2003), Employees' motivation is related to organizational commitment and consequent increased productivity and organizational effectiveness/successes.

The organization cannot achieve its aims and objectives without having well motivated employees.

Therefore, it is very important to study the effects of motivation on employee performance as this is a key factor for organizational successes.

This study has provided in-depth knowledge explaining how motivation has an effect on employees' performance and to provide key information in terms of recommendations and suggestions that will be useful in improving the general policies and practices of motivational systems in organizations. It provides information that will help organizational leaders or managers to be able to make out solid strategies and best practices for motivating work force to achieving better performance.

The findings of this research is very important to public sector leaders by providing information on the effects of motivational factors on employees performance .To motivate their employees, the academician will conduct further research and contributing to the body of knowledge ,Specially, it will enhance the awareness of the public sector leaders and other human resource departments in the public sector and help them to set strategy for motivation and motivational factor which is improved employee performance and enhance overall performance of the organization. This study would have been also open away for other researchers those who have an interest to conduct further research on the study area and also the study is contributing for such researchers as reference and benchmark for their further study.

In general, the findings may be important to any interested individuals and organizations that seek to understand the effect of motivational factors on both employee and organizational performance to works.

1.5 Delimitation/Scope of the study/

It would have been ideal for a study on the effect of motivation on employee performance to be undertaken in all employees, managers and vice managers of MMWPS but the study would be delimited both in study area and in its conceptual scope.

The study was delimited in eight public sectors of MMW and on the motivational factors such as such as reward, promotion, recognition, fringe benefit, training, job security, fringe benefit, working environment and on employee performance. Which is ether intrinsic or extrinsic factors leads to better performance. There are certain variables that cannot include in the study like Achievement, Relationships with Peers, Relationship with superior etc. Because of their vastness

to address and difficulty to manage all the variables due to shortage of time and cost. The study has taken eight months. And the data collection instrument was closed ended questionnaires.

1.6 Limitation of the study

The major constraints faced by the researcher while conducting this study, were limited time to have face to face meeting and to explain any confusion with the questionnaires. There were also some difficulties in getting the employees' responses to the survey questions because of their workload and the responsibility they have had. The researcher attempted to overcome the problem using simple language by translating in Amharic version while constructing the questionnaire and giving brief and direct questions that require short answers .But the researcher was challenged to obtaining the criteria for measuring employee performance each sector.

1.7 Organization of the study

The paper is organized in to five chapters; the first chapter is an introduction for the study which introduces the overall study. It consists of introduction or back ground of the study, problem statement, objectives, significance, scope and limitations of the study.

The second chapter focuses on review of literatures in which previous studies were consulted. In this chapter general definitions and concepts, basic issues and empirical evidences, the effects of motivation on employee's performance, the relationship between employee motivation, Job Performance and theoretical and conceptual framework were discussed in detail. The major areas and results of previous studies have also been presented.

The third chapter focuses on research methodology, design, method, approach and, emphasizes on the design of the study and the methodologies used. In this chapter; source of data, data collection instrument, and sample size, sampling techniques, method of data analysis and selection of study organizations are discussed.

The fourth chapter is devoted to data presentation, analysis and interpretation in which the collected primary data analyzed and organized in meaningful manner so as to meet the objectives of the study. The analysis is facilitated by SPSS version 20.

The fifth and last chapter is concerned with summary, conclusion and recommendations. Here the findings of the study are summarized, conclusions clearly presented and recommendations are provided for the findings of study.

1.8 Key definition terms

The need for operational definitions is fundamental when collecting all types of data. So, the following are operational definitions of the key terms in the research.

Employee: It refers to an individual who works part-time or full-time under a contract of employment, whether oral or written, expressed or implied, and has recognized rights and duties.

Motivation: Motivation is the process that accounts for an individual's intensity, direction and persistence of effort toward attaining a goal Robbins and Judge (2008)

Employee Satisfaction: Whether employees are happy and satisfied and pleasing their desires & needs at work. Many measures claim that employee satisfaction is a factor in employee meet employee goal.

Employee Performance: According to Tinofirei (2011), it is the successful completion of tasks by a selected individual, as measured by a supervisor or an organization based on pre-defined acceptable standards.

Performance Management: Frimpong and Fan (2009), defines performance management as the process through which managers ensure those employees activities and outputs are congruent with the organizations goal.

Productivity: Productivity is a ratio to calculate how well an organization or individual, industry, country converts input belongings, labor, materials, machines etc. into goods and services

Working Environment: Stresses, influences, and competitive, situation, civilizing, demographic, profitable, usual, political, regulatory, and environmental factors that affect the survival, operations, and development of an organization.

Independent Variables: They are factors that probably cause, influence, or affect outcomes. They are also called treatment, manipulated, antecedent, or predictor variables. In this case, motivation is considered as independent variables.

Dependent Variables: They are those outcomes and influences resulting from independent variables. Other names for dependent variables are criterion, outcome, effect, explained or response. For this study employee performance is considered as dependent variable.

Performance: The accomplishment of a given task measured against pre-set known standards of accuracy and completeness.

CHAPTER TWO

2 REVIEW OF RELATED LITERATURE

2.1 Definition and concept of motivation

The topic of human motivation and its significance in organizational performance has drawn great attention by different scholars. This is so due to its paramount significance in the business world and more so in the contemporary society (Krzemien & Wolniak 2007). The word motivation is coined from the Latin word Motus, a form of the verb Movere, which Means 'to move' (Greenberg and Baron, 2003). Robbins and Judge (2008) expand the term motivation to the set of psychological processes that cause the arousal direction and Persistence of individuals' behavior towards attaining a goal. Motivation has been defined as an internal drive to satisfy an unsatisfied need (Lindner, 1998).

Motivation is defined by Robbins (2003), as the 'willingness to exert high levels of effort towards organizational goals conditioned by the effort's ability to satisfy some individual needs 'this implies that the satisfaction of individual needs contributes to the sets of behavior they exhibit in an organization.

Brown, (2007) motivation is derived from the word "motivate", means to move, push or persuade to act for satisfying a need. Baron (1983) defines motivation in his own right. He says that "Motivation is a set of process concerned with a kind of force that energizes behavior and directs it towards achieving some specific goals. Many writers have expressed motivation as a goal directed behavior.

This objective nature of motivation is also suggested by Kreitner (1995) who put forward that motivation represents "those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed". In other terms, a motivated person has the awareness of specific goals that achieved in specific ways; therefore he/she directs his/her effort to achieve such goals Maryam (2013).

Young (2000) also defined motivation as the force within an individual that account for the level, direction, persistence of effort at work. Halepota (2005) definition of motivation is a person's active participation and commitment to achieve the prescribed results. Halepota further presents that the concept of motivation is abstract because different strategies produce different results at

different times and there is no single strategy that can produce guaranteed favorable results at all times.

As indicated by Skinner (1953), the concept of employee motivation has been clearly understood but rarely practiced. Skinner (1953) continues to urge that in order to understand motivation, there lays great need in understanding human beings. In this regard, human behavior has been strongly correlated with the level of human motivation; meaning the higher the level of motivation, the better the behavior. With this in mind, it has been made clear that, proper Employee motivation leads to good organizational behavior, increased employee efficiency and output.

Hamidiet al (2010) argues that, the issue of motivation in the workplace is a product of good leadership and management. This makes it inevitable for organizations that are looking forward to high levels of motivation to adopt effective leadership and management. It has been very evident that, organizations that practice good leadership and management enjoy overwhelming numbers of customers (Jeffries & Hunte 2003).

This is associated with the high levels of satisfaction offered by the motivated employees. By so doing, the organization is able to enjoy higher levels of profits as well as sustainable market. While some other scholars like Armstrong (2007) argued that, a motive is a reason for doing something for moving in a certain direction. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal a valued reward that satisfies their particular needs. Well motivated people are those with clearly defined goals who take action that they expect will achieve those goals.

As Boham Richard, 2014 cited the work of Aguinis (2009); performance is about behavior or what employees do, and not what employees produce or the outcomes of their work. Performance is an effort beside with the ability to put efforts supported with the organizational policies in order to achieve certain objectives

To conclude motivation is an inner drive that directs a person's behavior toward goals. It is the force that initiates guides and maintains goal-oriented behaviors. It is what causes us to take action, whether to grab a snack to reduce hunger or enroll in college to earn a degree

2.2 TYPES OF MOTIVATION

According to Crabbe, researchers identified two sources of motivation; these are internal and external sources which have also been labeled as the intrinsic and extrinsic motivation.

A) Intrinsic motivation – this arises between the relationship between the worker and the task and is usually self-applied. Feelings of accomplishment, achievement challenge and competence derived from performing ones work are examples of intrinsic motivation. The factors affecting intrinsic motivation include concern and freedom to act, scope to use and develop skills and capabilities, interesting and challenging work and opportunities for advancement.

B) Extrinsic motivation: This is refers to what is done to and for people to motivate them. It arises when management provides such rewards as increased pay, praise or promotions (Armstrong, 2006). Extrinsic motivation is a behavior that is influenced by external rewards. Praise or positive feedback, money, and the absence of punishment are examples of extrinsic motivation (Deci, 1980).

2.3 Importance of Motivation

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also (Patrick, H.2008). It means that organizational goals are directly proportion to the personal goals of individuals. Maryam (2013) reported that the manager's job is to ensure the work done through employees are satisfied and the employees are self-motivated towards their work rather than just being directed. The managers' involvement is not so much important in the motivation of employees.

The employees should motivate themselves to work hard. The major issue in all services organizations is the motivation of employees whether they are skilled or unskilled or professionals employee motivation is also a major issue for the public sector. It is a today's challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect so for. The employees' motivation, their enthusiastic and energetic behavior towards task fulfillment play key role in successes of an organization to benefit Robbins (2003).

According to Brown, W. (2007) one of the functions of human resource manager is related to ensure employees' workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal for the services manager is to develop motivated employees and encourage their morale regarding their respective works. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. Workplace dissatisfaction often leads organization and its employees' poor performance.

2.4 Theoretical Review

Various motivational theorists such as Abraham Maslow's (1979) hierarchy of needs which provided insight into personal behavior patterns have been extensively researched. Other influential research has been conducted by Frederick Herzberg (1993) who looked at work satisfaction, and Douglas McGregor (2008) whose theory and suggests management styles that motivate and de-motivate employees.

In order to understand what motivates employees and how employees should be motivated, content theories like Maslow's hierarchy of Needs theory, McClelland's Need theory, Vroom VIE theory, Adam's equity theory, ERG theory, Hertzberg's two factor theory and modern theory of motivation were chosen as the most appropriate to be researched for the topic under review. Abraham Maslow's hierarchy of Needs theory and Mac Cleland's Needs theory forms the basis of this study under review.

2.4.1 Maslow's Hierarchy of Needs Theory

In 1943, Maslow argued that human beings have internal needs compelling them in that there are five unique position of needs and once we to satisfy a need at one position of the hierarchy it will have an influence on our attitude. At such stage our attitude starts to decrease, we now put more powerful influence for the need at the next stage up the hierarchy. Firstly, individuals are motivated by Psychological needs, this psychological needs builds the fundamental need for survival, it may include warmth, clothing, food and

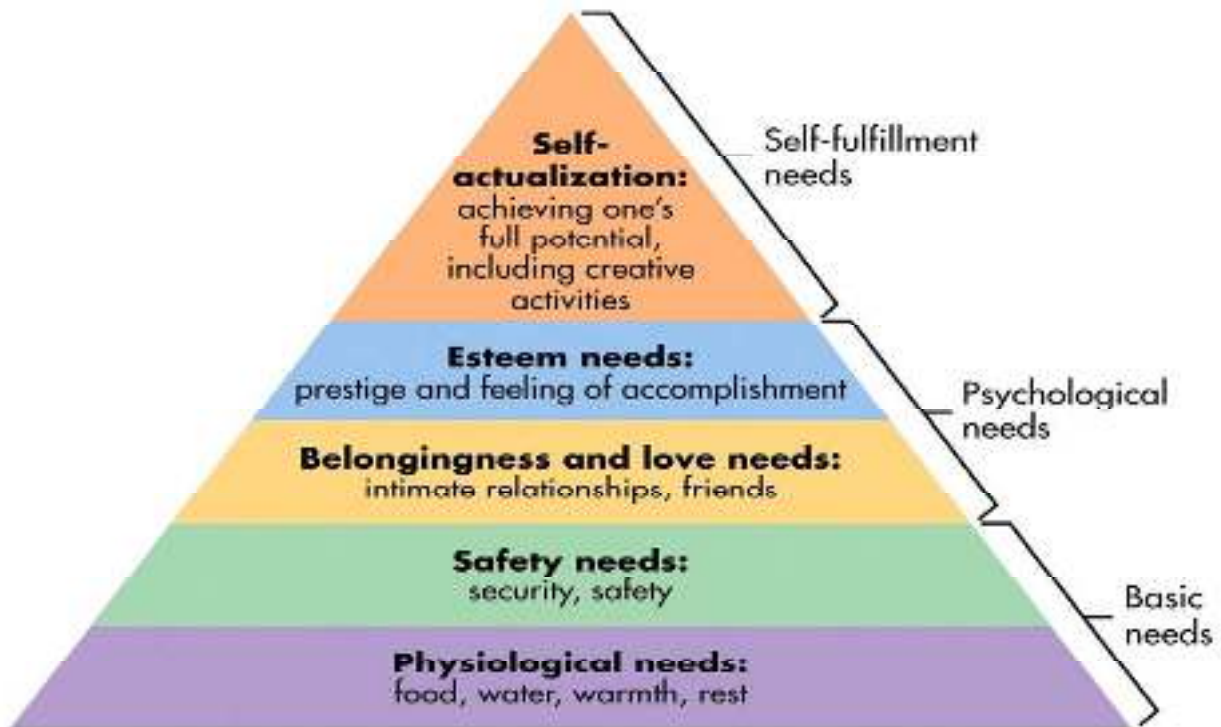
shelter. When people are thirsty and don't have clothing or shelter, they are more motivated to accomplish these needs because these needs turn to be a great influence on their behavior. But then again, when individuals have surpluses in those basic needs (psychological needs), they tend to move to the second level where it was seen by Maslow as the higher order of needs. The second level is the security needs: it is the most important need to people at this level. This is seen and conveyed in the safety of the employee's health and family.

The social needs came third. When an employee feels secured and safe at work, he will then take the rule and regulations of the organization seriously and stick to the guidelines, also a good friend's hand intimacy will be formed. Going up the hierarchy is the self-esteem needs. It is the fourth level of needs by Maslow and it introduces the recognition to be accepted and valued by others. These needs may be classified into two minor sets. First, the desire for achievement, for adequacy, for confidence in the face of the world, and for independence and autonomy and second, the desire for status defined as respect from other people, and demonstrated by recognition, attention, importance, or appreciation.

The fifth level of Maslow's needs is the self-actualization needs. The self-actualization is the highest level of Maslow's hierarchy of needs. The development of this need is based on the satisfaction at the other four lower levels. It refers to the need of self-fulfillment and the tendency to become actualized in what a person is potential. The core of this theory lies in that when one need is fulfilled, its strength diminishes and the strength of the next level increases.

One of the most widely mentioned theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow saw human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, this kind of need ceases to be a motivator. Maslow's hierarchy of needs consists of five levels that are generally depicted as a pyramid. Listed from the lowest level of needs to the top, they are the following: physiological needs; security and safety needs; esteem needs; social needs; and self-actualization needs Lindner (1998).

Figure2.1 Maslow's hierarchy of needs is depicted as pyramids as shown



Source: Internet (Figure2:1)

Maslow's theory can be a useful tool for employers in planning and determining the kinds of rewards that can be more effective in motivating employees. The most important thing is to value every employee as an individual and also to understand that employee's needs may differ from time to time. Therefore, it must be put into consideration that employers have responsibility of reassessing their employees regularly to find out whether the employees lack their needs in their working places. Maslow (1943) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include Physiological, security, belongings, esteem and self-actualization needs. According to him, a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated to fulfill those needs. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves up the hierarchy and seek to satisfy security needs. This process continues until finally self-actualization needs are satisfied.

2.4.2 Herzberg et al.'s Two Factor Theory

Herzberg, Mausner and Snyderman's (1959), two-factor theory is heavily based on need fulfillment because of their interest in how best to satisfy workers. They carried out several studies to explore those things that cause workers in white-collar jobs to be satisfied and dissatisfied.

They classified Hygiene Factors as dissatisfied and motivating factors as satisfied.

The **hygiene factors** are company policy and administration, technical supervision, salary, interpersonal relationship with supervisors and work conditions; they are associated with job content.

The **motivating factors** are those factors that make workers work harder and classified them as follows: achievements, recognition, work itself, responsibility and advancement. The core implications of this research, according to Herzberg et al, were explained as follows.

The wants of employees divide into two groups. One group revolves around the need to develop in one's job as a source of personal growth. The second group functions as an essential base to the first and is associated with fair treatment in compensation, observation, working conditions and administrative practices. The realization of the needs of the second group does not motivate the individual to high stages of job satisfaction and to additional performance on the job. All we can expect from satisfying this second group of needs is the prevention of dissatisfaction and reduced job performance.

The second group forms the hygiene factors in the medical use of the term, meaning defensive and environmental. These factors do not necessarily motivate employees, but their absence may be a source of dissatisfaction this affect job performance. Herzberg mentioned that while financial incentives may motivate in the short term, the result quickly wears off. Herzberg's two-factor theory has been strongly criticized by, for example, Opsahl and Dunnette (1966).

The research method has been criticized because no power was made to measure the relationship between satisfaction and performance. It has been proposed that the two factor theory is an expected result of the questioning technique used by the interviewers. It has also been suggested that wide and unwarranted implications have been drawn from small and specialized samples and that there is no symptom to suggest that the satisfiers do improve productivity. Armstrong (2009)

Figure 2. 2 Herzberg's two factor theory



Source: Internet (Figure 2:2)

2.4.3 McClelland's Need Theory

Also, David McClelland (1961) through his Needs theory portrays that any human being is controlled by three needs which are: Need for power, Need for Affiliation, and Need for Achievement basically, people for high need for power are inclined towards influence and control. They like to be at the center and are good orators. They are demanding in nature, forceful in manners and ambitious in life. They can be motivated to perform if they are given key positions or power positions. In the second category are the people who are social in nature. They try to affiliate themselves with individuals and groups. They are drive by love and faith

They like build a friendly environment around themselves. Social recognition and affiliation with others provide them motivation.

People in the third area are driven by the challenge of success and the fear of failure. Their need for achievement is moderate and they set for themselves moderately difficult tasks. They are analytical in nature and take calculated risks. Such people are motivated to perform when they see at least some chances of success. McClelland (1961) observed that with the advancement in hierarchy the need for power and achievement increased rather than affiliation. He also observed that people who were at the top, later ceased to be motivated by this drive. Since McClelland's first experiments, over 1,000 studies relevant to achievement motivation have been conducted. These studies strongly support the theory in these three areas. According to McClelland (1961), the presence of these motives or drives in an individual indicates a predisposition to behave in certain ways.

Therefore, from manager's perspective, recognizing which need is dominant in any particular individual affects the way in which that person can be motivated. The status of McClelland's theory is however questionable. It is unclear how some of the measures in this theory correlate with one another and how motives have been translated into goals. Latham and Pinder (2005) propose that motivation and performance can actually change over time since one's personality and cognitive abilities change with time, this theory is applicable in this study because it will reveal to identify the extent to which the organizational performance is linked with motivation.

2.4.4 Equity Theory

Equity theory (Adams, 1965) is concerned with the insights people have about how they are being preserved as compared with others. To be dealt with fairly is to be treated fairly in comparison with another group of people (a reference group) or a relevant other person. Equity involves outlooks and perceptions and it is always a comparative process. It is not synonymous with equality, which means treating everyone the same, since this would be inequitable if they deserve to be treated differently. Equity theory states, in effect, that people will be better motivated if they are treated fairly and demotivated if they are treated unfairly. It explains only one aspect of the processes of motivation and job satisfaction, although it may be significant in terms of morale enforcement and feedback, and were skilled in practicing them. Armstrong (2009)

According to Adams, organizations should develop reward systems that are seen to be fair and

equitable, and use a reward system consistent with what the employees believe their value to be to the organization theory is applicable in this study because it shows that employees can be high motivated when they are treated equally in the organization.

2.4.5 Vroom Expectancy Theory's

Expectancy theory states that motivation will be high when people know what they have to do to get a reward, expect that they will be able to get the reward and assume that the reward will be worthwhile. The concept of expectancy was originally contained in the valency–instrumentality–expectancy (VIE) theory formulated by Vroom (1964). Valency stands for value, instrumentality the belief that if we do one thing it will lead to another, and expectancy is the probability that action will lead to consequence. This theory is complex because it suggests that every action leads to a number of different outcomes, some of which are desirable and some that are not. Expectancy theory suggests that managers should show employees that they can achieve the outcomes they desire.

The strength of forecasts may be based on past experiences, but individuals are frequently presented with new situations – a change in job, payment system, or working conditions imposed by management where past experience is an insufficient guide to the implications of the change. In these situations, motivation may be reduced. Armstrong (2009)

Managers, can use the concepts and principles of expectancy theory to improve performance. It is important to acquire an understanding of the outcomes preferred by employees. Managers should listen, talk and observe employee responses towards the rewards given by the organization such as compensation, incentives, promotions, praise, gift and certificates.

2.4.6 Goal Theory

Goal theory as developed by Latham and Locke (1979) states that motivation and performance are greater when individuals are set specific objectives, when objectives are difficult but accepted, and when there is feedback on performance. Participation in goal setting is essential as a means of getting agreement to the setting of higher goals. Difficult objectives must be agreed and their achievement reinforced by assistance and advice. Finally, feedback is energetic in maintaining motivation, particularly towards the achievement of even higher goals.

Goal theory is in line with the 1960s concept of management by objectives (a process of managing, motivating and appraising people by setting objectives or goals and measuring performance against those

objectives). But management by objectives or MBO fell into disgrace because it was tackled bureaucratically without gaining the real support of those involved and, importantly, without ensuring that managers were aware of the significance of the processes of agreement, reinforcement and feedback, and were skilled in practicing them. Armstrong,(2009).

Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Finally, accomplishing the goal can lead to satisfaction and further motivation, or frustration and lower motivation if the goal is not accomplished. Fred C. L (2011) stated that this theory emphasizes the important relationship between goals and performance.

2.4.7 Factors that motivates employees

As Wheelhouse (1989) argues “there are some factors which are basic to the workers performance and are not effective motivators in themselves but if these factors are neglected by managers it will have negative impact on motivation”. The independent variables that are critically examined in this study are reward, recognition, promotion, job security, salary, training, fringe benefit and working environment. Taking this, the following hypotheses were driven.

Reward: when rewards are given to those who achieve high performance, they can become an important instrument to encourage the continuance of the desired behavior. In the workplace, external rewards include incentives, benefits and other.

Monetary forms of rewards. Such external rewards are often used as motivators by managers. However, Herzberg argues that motivation comes from work itself and these external rewards are merely just satisfiers or dissatisfies (Bowen, 2000). Once employees are motivated, they will be able to fulfill the customers' needs and together achieve the company's goals (Bowen, Bob Nelson as cited by Giancola (2011), concluded that reward is the most important motivational factor that have a positive impact on employee performance.

Recognition: According to Candi et al. (2013), a growing recognition of the opportunities of innovation is through experience staging. Mahazril et al. (2012) concluded that rewards and recognition and communication may motivate them to work. Recognition enhances the level of productivity and performance at job whether it is a first time performance or a repeated action at the job in a progressive way and ultimately reinforces the behavior of employee Researches show that “employees are not likely to be motivated by money all the time. In fact, innovative non-monetary rewards like paid vacations, time off from work, favored parking, or gift certificates can be quite effective in encouraging employees”

(Bragg, 2000 and Geller, 1991 cited in Govindarajulu and Daily, 2004) Recognition as motivational techniques that contribute employees for better performance (Beer and Walton, (2014)

Promotion: A study by García et al. (2012) identified that perceptions of promotion systems affect organizational justice and job satisfaction. Likewise, Koch and Nafziger (2012) specified that promotions are desirable for most employees, only because they work harder to compensate for their “incompetence.” As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization. It identifies the high achievers in your department and keep them challenged with new opportunities for growth and advancement, if you don't you may lose them” (Wheelhouse, 1989). However promoting employees is only one of the ways of motivation and this should be mentioned that it is not what all the employees want; and therefore if a manager is using just promotion as a motivator he or she is not motivating everyone (ibid). Owusu T. (2012) found that promotion has a positive effect on employee performance

Salary: pay is a major consideration in human resource management because it provides tangible incentive for employees' service” as (Bohlander, Snell and Sherman, 2001, cited in Petcharak, 2002). Wheelhouse (1989) stated “payday should be one of the happiest days of the week”, it should be delivered to employees on time and in a friendly manner. In another study Stone (1982, cited in Petcharak, 2002) stated that “people are motivated by money because of many different reasons, the need to provide the basic necessities of life motivates most people. The research conducted by Zerihun (2013) salary is motivational factor that contribute employees ‘for better performance.

Job Security: As per Yamamoto (2013) if an employee perceives they will be getting rewards for good work and their job is a secured one, the performance will automatically be better. Similarly, Zhang and Wu (2004) indicated that with Job security, an employee gets confident with the future career and they put their most efforts to achieve the objectives of the organization. So we can say job satisfaction is the most influential tool of motivation and put the employee very far off from mental tension and he gives his best to the organization, ultimately it leads to profit maximization. According to Maslow's theory, job security is a very vital factor whether in life or work. Most of the companies according to Wheelhouse (1989) offer the general security of insurance benefits, retirement programs, and saving plans. As he mentioned if employees are worried about their job for instance whether they will have the job next week so they are not likely to be very responsive, and they are not motivated to perform well. The research conducted Bomhan Richard, (2014), job security is motivational factor that contribute employees ‘for better performance.

Training: Training refers to “the systematic accretion of skills, command, concepts or mindset leads to improve performance” (Lazazzara and Bombelli 2011), business, context training basically refers to action of teaching employees and providing proper knowledge and skills to make themselves job fit as well as organization fit. Training teaches employees how to work and enhance their skills, hence motivate them to achieve the common goal of organization as well as of employee. In the today's competitive world, every organization wants to achieve competitive edge over their competitors and be impossible to achieve without employee involvement, which forces management to motivate their employees by different means. It plays a vital role in motivating employees and preventing them from failing, due to a lack of abilities. Hence, managers should provide employees with as much training as possible in order to increase their competencies and chances of doing a successful job. Training can be formal, i.e. at a class, or informal, i.e. on-the-job. Informal training is probably the most important training employee can get and it includes the sum of experiences he/she undergoes at work. Whereas informal training usually costs nothing, formal training comes with a cost. Despite these costs, managers must send employees to formal training, as this is their only chance to learn and bring new ideas back to the department. The research conducted by Zerihun (2013) Training is motivational factor that contribute employees ‘for better performance.

Fringe benefits: are forms of indirect compensation given to an employee or group of employees as a part of organizational membership (Mathis and Jackson, 2003) and it focus on maintaining the quality of life for employees and providing a level of protection and financial security for workers and for their family members some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off .Like base pay plans, the major objective for most organizational fringe compensation programs is to attract, retain and motivate qualified, competent employees. Helen N.Kamau (2011) concluded that fringe benefit is the most important motivational factor that has a positive impact on employee performance in public-sector.

Working environment: whether working environment is plainly a satisfier or an active motivator is still to be decided. What is sure, though, is that there is no use trying to motivate high performance, while employees are frustrated by not having the right quality and amounts of equipment they need for their work (Bowey, 2005). When one goes through education, training and development to acquire a certain level of qualification, it will enhance his working ability all other things being equal. Also, experience is a great asset that can improve an employee's performance.

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

Technology has made it possible to have certain tools and equipment that enhance productive activities and other determinants of performance include support from other colleagues, production materials, health condition of employees, job security, and retirement and other benefits, age, loyalty or commitment Aguinis, (2009). Therefore, managers should make sure their staff has the adequate space, tools, information technology systems, and materials they need for the job. Managers are then urged to prepare in advance all the equipment a new employee’s needs (e.g. a desktop and a chair). Managers should also hold a healthy (physically and mentally) working environment. The research conducted Bomhan Richard, (2014) working environment combine with favorable motivational factors have effects on performance.

2.4.8 Employee Performance

Performances can be separated in organizational performance. Employee performance is also known as job performance. The concept of performance is an experienced phenomenon in a working environment especially in the public sector. If you can’t define performance, you can’t measure or manage it. Performance of the employee is considered as what an employee does and what he does not do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output (Yang 2008).

In the same way, Armstrong (2006) define employee performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Performance of the employee is considered as what an employee does and what he doesn’t do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature

and timeliness of output. According Kiruja and Elegwa Mukur(2013) Employee performance is a function of ability and motivation, where ability is comprised of the skills, training and resources required for performing a task and motivation is described as an inner force that drives individual to act towards something.

2.4.9 Performance in Organizations

Performance in organizations can be separated in organizational performance and job performance (Otley, 1999). According to Otley, the performance of organizations is dependent upon the performance of employees (job performance) and other factors such as the environment of the organization. The distinction between organizational and job performance is evident; an organization that is performing well is one that is successfully attaining its objectives, in other words: one that is effectively implementing an appropriate strategy (Otley, 1999) and job performance is the single result of an employee's work (Hunter, 1986). Since the aim of this thesis is to provide a link between motivating employees and their performance, organizational Performance lies outside the scope of this research and only job performance is addressed.

2.4.10 Job performance

Good job performances and productivity growth are also important in stabilizing our economy; by means of improved living standards, higher wages, an increase in goods available for consumption, etc. (Griffin et al., 1981). Griffin et al. also argue that therefore research of individual employee performance is important to society in general. Employee production and employee job performance seems to be related; e.g. in the U.S. performance is in some cases measured as the number and value of goods produced. However, in general productivity tends to be associated with production-oriented terms (e.g. profit and turnover) and performance is linked to efficiency or perception-oriented terms (e.g. supervisory ratings and goal accomplishments) (Pincus, 1986).

According to Hunter (1984) crucial in a high job performance is the ability of the employee himself. The employee must be able to deliver good results and have a high productivity. Hunter and Hunter (1984) also argue that this is something the organization can know at forehand; they can select employees with the required abilities or they can recruit those employees themselves. Of course the latter is more time consuming, but can obtain better results in the end (Hunter, 1986). However, job performance is more than the ability of the employee alone. Herzberg (1959) and Lindner (1998) refer to the managerial side of performance. According to Herzberg (1959) performance is let an employee do what I want him to do.

This implies that the organization's hierarchy and task distribution are also critical for a good employee performance. Lindner (1998) adds to this statement by arguing that employee performance can be perceived as obtaining external funds. According to Vroom (1964) an employee's performance is based on individual factors, namely: personality, skills, knowledge, experience and abilities. Many researchers agree that job performance is divided in those five factors (e.g. Hunter & Hunter, 1984). Some researchers even argue that a person's personality has a more specific role in job performance (Barrick & Mount, 1991). Vroom's (1964), Hunter & Hunter's (1984), Hunter's (1986), etc. results are evident. Namely, Job performance can be divided in personality, skills, knowledge, experience and abilities. Some researchers even argue that personality has a more specific role in job performance. However, according to Bishop (1989) and others, job performance contains a problem; namely the measurement of performance.

2.5 Measuring Job Performance.

According to Kostiuk and Follmann (1989) in most organizations performance is measured by supervisory ratings, however these data are not very useful since they are highly subjective. Bishop (1989) adds to this that in most jobs an objective measure of productivity does not exist and he also states that the consistency of worker performance is greatest when conditions of work are stable, but in practice work conditions never are stable. This makes it even harder to measure performances objectively. According to Perry and Porter (1982), the performance of many employees probably will be measured despite the lack of availability of generally accepted criteria.

Perry and Porter (1982) and Bishop (1989) both argue the problem of objective measuring, however according to Bishop (1989) the problem even increases because most employers believe they can rate the productivity of their employees, and that it is done in an inefficient manner. However, Bishop (1989) states, it is not impossible, but only costly to obtain objective information about a worker's effort and productivity. It is stated before that some researchers argue that a person's personality plays a more specific role in job performance (Barrick & Mount, 1991). However, the effect personal characteristics and education have on performance is difficult to interpret, since those estimates are imprecise and the models who claimed that can interpret them are rejected as invalid (Kostiuk & Follmann 1989). However, Kostiuk and Follmann do argue that personality differences seem to be important in the relationship with performance. It can be stated that job performance contains a problem; the measurement of it. Job performances are commonly measured by supervisory ratings and those ratings are not perceived as objective.

2.6 Options for Measuring Job Performance Objectively

Breaugh (1981) states in his research that there are four different performance dimensions on which employees are measured, named: quality, quantity, dependability and job knowledge. This theory combined with Vroom's (1964) theory results in the work of Hunter (1986). He designed the route in which most employers can rate their employee's productivity. According to Hunter (1986) learning the job is the key to job performance, and general cognitive ability predicts learning. Therefore general cognitive ability is the key predictor of job performance. General cognitive ability together with job knowledge indicates job performance and allows the employee's supervisor to rate performance.

According to Hunter this is a simplified but an effective and objective way to measure employee performance. Kostiuk and Follmann (1989) add to the statement of Hunter (1986) that employees with good abilities in combination with sufficient experience are twice as productive after two years and therefore learning the job is indeed a key to performance. Hunter (1986) argues that supervisory ratings based on ability provide more objective measurements. However, despite the higher objectivity in the theory of Hunter (1986) this type of measuring job performance is still based on supervisor ratings. And supervisory ratings are commonly rejected as being objective (Bishop, 1989). Griffin et al. (1981) concluded in their literature review that there are few true objective options to measure job performance; one alternative is used in the research of Umstot, Bell, & Mitchell, in 1976. Namely; take job performance as "the average number of units produced per hour for one day; adjusted for set-up and called productivity". Griffin et al. (1981) argue that there are some other options to measure job performance objectively, but they have more to do with productivity; e.g. job performance taken as "number of units produced divided by total time worked (i.e., items per minute)".

It seems that performance in organizations is commonly measured subjectively, but there exist few alternatives for objective ways. However, the scope of this thesis is not on designing an objective measurement for job performance. Therefore, in this thesis, the measurement of job performance is taken as an entity.

2.7 Employee Motivation and Performance

The most important dependent variable in industrial and organizational psychology is job performance. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures Borman (2004). According to Ketkar (2009), when you expect the best from your employees they will give you their best performance. On the other hand, when you expect little from employees they will give you low performance in return. Many people feel that they are not recognized or appreciated by their employers for their hard work and in turn they feel de-motivated.

Motivation is the most important factors influential organizational performance. Employee motivation is one of the guidelines of managers to increase successful job management amongst employees in organizations (Shadare et al., 2009) A motivated employee is responsive of the definite goals and objectives individuals must achieve, therefore individuals direct its efforts in that direction.

Organizational facilities will go waste if it lacks motivated people to utilize these facilities efficiently. Employee motivation and performance are key factors in moving a business forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance .motivation increases the readiness of the workers to work, thus increasing effectiveness of the organization. Organization goal is to develop motivated employees and support their morale regarding their respective works for better performance Shadare et al (2009)

Lack of communication and feedback from employers cause employees to feel overlooked and inhibits them from performing to the best of their ability. Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations. For effective work performance to thrive in the organization, motivation has to be managers" top priority. Good management and effective leadership help to develop team work and the integration of individual and group goals. Leaders have to sustain performance, sustaining and improving performance for the future is essential for the survival of the organization. While keeping eyes on performance indicators, leaders encourage creativity and innovation, risk taking and skills for future development. Performance of all employees has to be maintained and morale rebuilt. The vital role of

the leader in shaping performance and coaching becomes fundamental to the success of an organization in all ramifications.

The quality of human resource management has a critical influence on the performance of the organization. Concern for strategic integration, commitment, flexibility and quality has called attention to employees' motivation and retention. Financial motivation has become the most concern in today's organization and tying it to Maslow's basic or physiological needs, non-financial aspect, only comes in when financial motivation has failed. According to Greenberg and Baron (2008), the definition of motivation could be divided into three main parts.

The first part focuses on arousal that deals with the drive, or energy behind individual's action. People tend to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part refers to the choice people make and the direction their behavior takes. The last part deals with maintaining behavior, clearly defining how long people have to persist at attempting to meet their goals.

The most successful and performing organizations bring out the best in their employees. Such organizations focus on the human resources within. Technology, economic considerations, and the product are secondary to the human qualities, which allow people to work as team. For employees to function at maximum level, they must feel that they are essential to an organization that challenges their human spirit, inspires their personal development, allows them to accomplish goals and tasks, and symbolizes and represents only the highest standards of ethical conduct. Such considerations define a quality work environment.

2.8 Effect of motivation on employee performance

Allen and Helms (2002) argue that motivation (rewarding) is a way of recognizing individuals and members of a team for their commendable performance and acknowledge their contributions to the organization's mission. The organization can achieve this if the reward systems are closely aligned to the organization's strategies.

Nelson (2004) argues that most employees appreciate being recognized by their managers when they do good work. This should be sincere praise and given in timely manner. This will encourage the behavior of employees to reach strategic goals.

Torrington (2002) agrees with Nelson that teams and individuals need to be recognized and rewarded for their efforts. This will build a sense of identity and confidence with improved performance.

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

Theories such as equity has some important implications for ways of motivating people by not underpay, overpay and presenting information about outcomes in a thorough and socially sensitive manner. It states that, companies that attempt to save money by reducing employee's salaries may find that employees respond in many different ways to even the score; those that overpay some employees as a useful motivational technique to increase performance may later realize that when you overpay one employee, you are underpaying all the others. When the popular of the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and extensive dissatisfaction. Hence, the conclusion is that managers should strive to treat all employees equitably; and this suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes

2.9 Monetary motivator and non-monetary motivator

As Richard, (2014) cited the work of Ballentine et al. (2009), managers are constantly searching for ways to create a motivational environment where employees to work at their optimal levels to accomplish company objectives. Workplace motivators include both monetary and non-monetary incentives and the purpose of monetary incentives is to reward employees for excellent job performance through money. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for employees (Kepner, 2001). SHRM also share the idea that different types of reward and incentive programs are effective at motivating employees. To them motivation may be promoted through monetary and non-monetary rewards. A recent SHRM survey report found that 58% of HR professionals overall showed that their organizations obtainable some form of incentive bonus plans: 50% offered a bonus plan to executive employees and 45% to non-executive employees Incentive bonus plans can stimulate high performance because the bonus is usually tied directly to company and/or individual performance. In addition, some benefits programs include employee recognition. Seventy percent of HR professionals showed that their organizations recognized milestones such as birthdays and service anniversaries. More than half of HR professionals said their organizations offered some type of non-cash, companywide performance awards such as gift certificates or an extra day off (Alexandria, 2009). Another research suggests that desired monetary incentives differ for employees based on career stage and generation

2.10 The Relationship between Employee Motivation and Job Performance

The relationship between employee motivation and job performance has been studied for a long period. However, earlier research could not succeed in establishing a direct relationship between the two Vroom (1964). Yet it seems that the factors do influence each other. Petty et al. (1984) reviewed the 15 studies Vroom (1964) used in his research and added another 20 more recent studies; they concluded that employee motivation and performance are indeed related.

(As Appiah Daniel, 2011) cited the work of Karan, 2009 the relation between motivation and performance looks like to be an obvious one. If an individual are highly motivated, they will perform better. In turn, better performance may well lead to a sense of achievement and result in

greater motivation. Most people have an intuitive sense that motivation is linked with performance. Although some may disagree on how much impact motivation has on performance, most of them would approve that high levels of performance are difficult to accomplish when little or no motivation to perform is present (As Appiah Daniel, 2011) cited Frederick- Recascino and Hall, 2003. Thus the relationship between motivation and performance can be a mutually reinforcing one. Therefore numbers of questions to do with perception, ability and stress. Yes of course, motivated individuals may do their work more than before, but still this will need to be carefully managed if they aren't going to spend most of their energy on aspects of work they find stimulating, which may be of little or no benefit to the company. Motivated employees may be more productive, provided they have the requisite skills to do the job and the perception to realize whether they have or not. It is just as significant to take action to enhance their ability by means of good selection and training as it is to pay attention to motivation.

2.11 Empirical Studies

Different scholars have studied and empirically investigated factors that influence employee performance. On the study conducted Helen hiluf (2017) the purpose of the study investigates the role of motivation on employee performance this study two categories' of motivational package which were identified in Africa Humanitarian Action (AHA) From the study findings and based on the objectives of the study, it can be concluded that both intrinsic and extrinsic motivational factors combined with favorable motivational situations have significant effect on respondents Performance

Bomhan Richard, (2014), investigates the effect of motivation on employee performance taking a sample educational directorate. This study considered 10 predictor variables and explained their employee performance. The predictor variables included nature of work, promotion in the organization, responsibility, salary, security, relationship with peers, relationship with supervisor and working condition. The finding of the survey, opportunity for advancement, appreciation for work done, salary, promotions and other factor were the main source of motivation for them. On the side performance determinants such as qualification, experience, working environment etc. combine with favorable motivational factors have effects on performance and vice versa. There is relationship between motivation and performance, and motivation does not affect employee performance.

On the study conducted by OWUSU, (2012) the purpose of the study investigates effect of motivation on employee performance using sample from Ghana Banks. In this study two categories' of motivational package which were identified in GCB are extrinsic and intrinsic motivational factor. There is a significant effect of motivation on employee performance and if the motivation packages are withdrawn there would be zero percent (0%) of employees' performance level.

The other researcher conducted by IJAH, (2013) the purpose of the study investigates the influence of extrinsic and intrinsic motivation on employees' performance of selected manufacturing firms. The finding of this study can be handy tool much which could be used to provide solutions to individuals conflict that has resulted from poor reward system. All the factors that influence worker performance with the limitations identified above, the ability to generalize the results of this study is restricted.

In the study carried out by Jibow, (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al. (1959) and it shows some support for the influence of motivators on job performance.

Bugental, (2007), they also based their research on Herzberg's two factor theory of motivation, which separated job variables in to two groups: hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two factor theory. And it was discovered that at higher occupational level, motivators or intrinsic job factors were more valued, while at lower occupational levels hygiene factors or extrinsic factors were more valued, from this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them.

Taylor (2010) studied on the effect of employee motivation on their performance. The purpose of the study was to see the effect of motivation on employee performance. Questionnaire was the main instrument to collect the relevant data. The finding of the study shows that achievement has a positive effect on employee performance.

The researcher obtained only one research conducted by Zerihun (2013) the purpose of the study the effect of motivation on employees' performance by taking and examining the determinant factors motivation, job satisfaction, and recognition, sense of achievement, salary, training and development and fringe benefit .The result of this study indicates that non-governmental organization there is direct

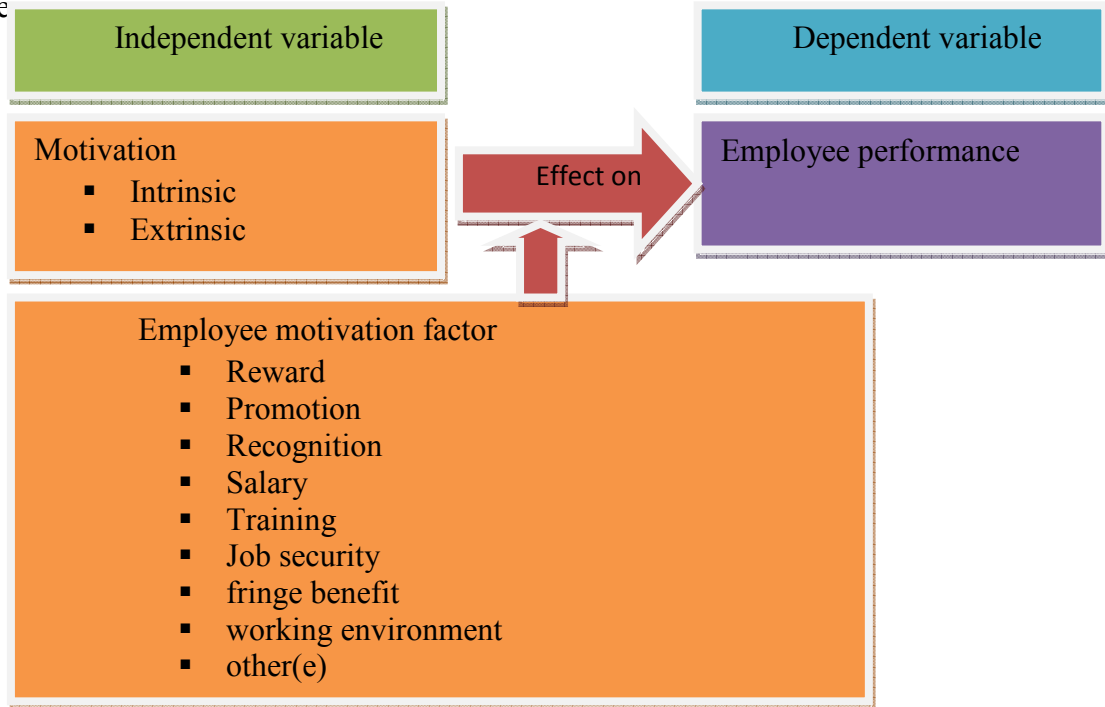
relationship between employees' and their performance at MENA that is more motivated they are more effective they become at work.

2.12 Theoretical and Conceptual Framework

Frederick Herzberg offers the framework of understanding the motivational implications of work environments. In his two-factor theory, Herzberg identifies two sets of factors that impact motivation in the workplace. Hygiene factors: The word hygiene is taken from the medical field where it means taking steps to maintain your health but not necessarily improve it. Hygiene factors do not motivate people. Motivational factors are related to the nature of work (job content) and are intrinsic to the job itself these factors have a positive influence on moral, satisfaction, efficiency and higher productivity. Some of these factors are job itself, recognition, achievement responsibility, growth and advancement. For the phenomenon of motivation and its effects on performance to be studied empirically, there is the need for a conceptual framework that pulls together the concepts of motivation and organizational performance. The conceptual framework, as illustrated in figure 2.3 describes the underlying relationship motivation either intrinsic or extrinsic leads to performance and is influenced by factors such as reward, salary, recognition, training, promotion, security, fringe benefit and working environment. The conceptual framework provides a foundation for focusing specific variables for the study. These variables are based on the literature reviewed on motivation and its effect on employee performance.

The conceptual framework of the study

Figure 2.3 The conceptual framework explaining the relationship between motivation and employee performance



Source: - Boamah Richard, 2014

Hypothesis

- H1: Reward has positive effect on employee performance
- H2: Promotion has positive effect on employee performance
- H3: Recognition has positive effect on employee performance
- H4: Salary has positive effect on employee performance
- H5: Training has positive effect on employee performance
- H6: Job security has positive effect on employee performance
- H7: Fringe benefit has positive effect on employee performance
- H8: Working environment has positive effect on employee performance.

From the above discussion, motivation the drive behind effort to satisfy needs can come from within or from external force (intrinsic and extrinsic) respectively. The need theorists" focuses on the question of what arouses, sustains and regulates goal directed behavior that is what particular things motivate people and the process theorists" also emphasize on the process of motivation and importance of rewards. Motivational Factors such as reward, salary, recognition, training, promotion, security, fringe benefit and working environment, were concluded with a conceptual framework of the study.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

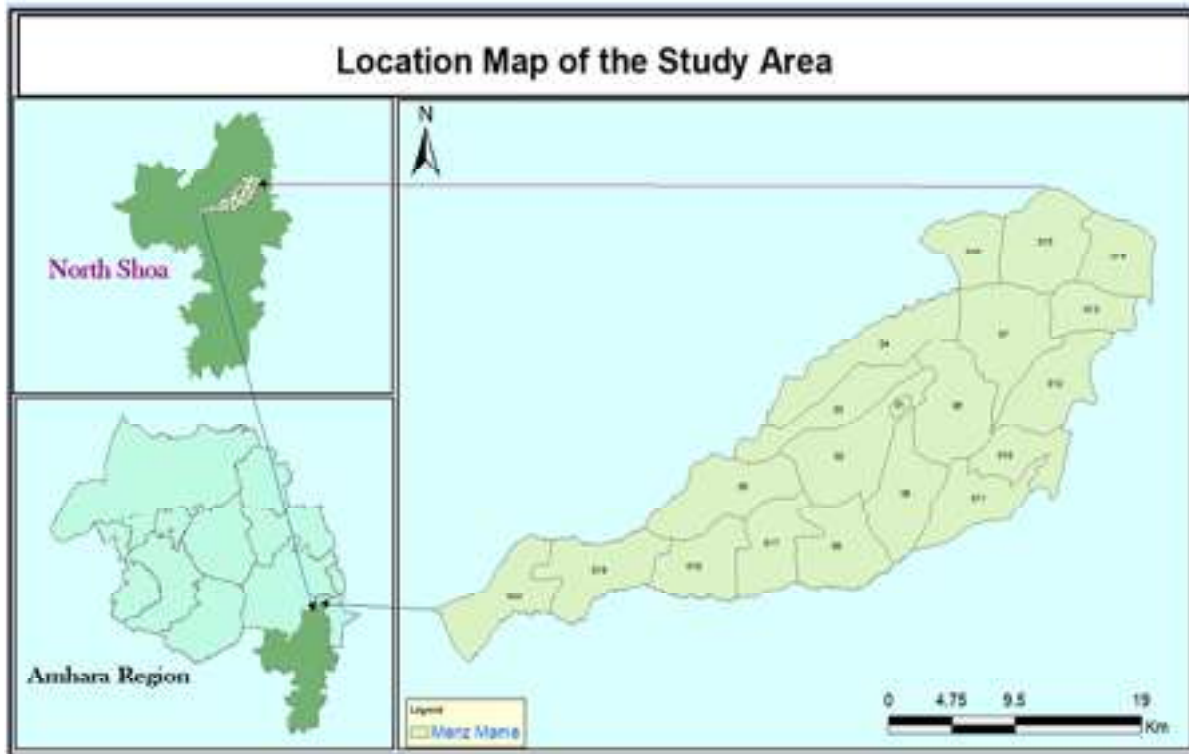
The research methodology is the path through which researchers need to conduct their research. It shows the path through which these researchers formulate their problem and objective and present their result from the data obtained during the study period.

Designing an appropriate research methodology is a prerequisite in order to conduct good research study. The main objective of this chapter is to provide a description of the research, the research methods, the research approaches, the research setting, the research population and sampling design, technique, size, data source & type and data gathering instruments of the study. Details are presented below.

3.2 Description of the Study Area

The study area for the present study was Menz Mama Midir is one of the woredas in the Amhara Region of Ethiopia. It is named after the district of the former province of Menz, Mama Meder. Located at the eastern edge of the Ethiopian highlands in the SemienShewa Zone, Menz Mam Midir is bordered on the south by MojanaWadera, on the west by MenzLaloMidir, on the north by Menz Gera Midir, on the northeast by EfratanaGidim, on the east by Kewet, and on the southeast by Termaber. The administrative center of this woreda is Molale. Menz Mam Midir was part of the erstwhile Mama MidrinaLaloMidirworeda. Menz mama midirworeda is found at 254 kms away from Addis Abeba, of Ethiopia and comprises 20 kebele, 19 rural kebele and 1 urban kebele. Based on the 2007 national census conducted by the Central Statistical Agency of Ethiopia (CSA), this woreda has a total population of 85,129, of whom 42,102 are men and 43,027 women; 6,513 or 7.65% are urban inhabitants. The majority of the inhabitants practiced Ethiopian Orthodox Christianity, with 99.67% reporting that as their religion, In addition to this the total area of Menze mama midir woreda 645.69km². The land form the area is undulating.

Figure 3.1 Menze Mama Midir Woreda Map



Source: (Menze mama woreda Agricultural office natural resource department 2020)

3.3 Research Design

Research design is a framework or structure for data collection and analysis. It is a plan for conducting research, which usually contains specifications of elements to be investigated and the procedures to be followed. Research design is about organizing research activities, including data collection, and analyzing it in such ways that help to achieve the research aims. Oppenheim (1992) points out that the term research design refers to a basic plan or strategy of research and the logic behind it, which will make it possible and valid to draw more general conclusions from it. The research design is also vital to find out answers to research questions, or to test the research hypothesis in a study.

The aim of this study is to investigate the effect of motivation on employees' performance in the case of MMWPS. So as to answer the research questions and meet the objectives of the research, both explanatory and descriptive designs are suitable for this study. Explanatory study establishes causal relationships between variables and focuses on studying a situation or a problem in order to explain the relationships between variables (Saunders, Lewis & Thornhill, 2009, p.139). Descriptive researches are those studies for which the purpose is to produce an accurate representation of persons, events or situations (Saunders et al., p.590). The main focus of descriptive research studies is to describe the characteristics of a particular individuals or group. Therefore, in this study both descriptive and explanatory designs were used in order to investigate the effect of motivation on employees' performance in MMWPS.

3.4 Research approach

A research approach may be either deductive or inductive. A deductive research approach, which leads a study from a general to a specific phenomenon. It, begins with the development of a theory or a hypothesis and later a development of a strategy to test it in a context to verify or reject its claims (Creswell, 2003).

This study was conducted by using quantitative research approach that means deductive research approach; the approach is best suited for looking at cause and effect, and testing of theories and hypothesis (Muijs, 2010, p.9). The method uses to explain relationships or phenomena by collecting numerical data and analyzing based on mathematical method. The objective of the study is to investigate the causal relationship between motivation and the employee performance; quantitative research approach was chosen to this study since it is an appropriate method to create quantifiable cause and effect relationship between the variables of the study.

A survey strategy provides a quantitative or numeric of trends, attitudes or opinions of population by studying a sample of population (Creswell, 2009, p.146) and it is a popular and common strategy in business and management research (Saunders et al., 2009, p.175) Therefore, deductive research approach was employed in the present study. As the study had relational objectives involving an independent variable with aspects, namely, reward, promotion, recognition, fringe benefit, Training, job security, Working environment, and dependent variable, this is employee performance.

3.5 Research Method

For this study a quantitative research method was used pursuant to relation with research objectives; stated pertaining to the independent variable (motivation) and the dependent variable (Employee performance), which require numerical data for statistical analysis. In (2013) states that a quantitative research method is suitable for generating statistics from a large-scale research through using data collection methods such as questionnaires. Therefore, this makes a quantitative research method suitable in this study due to the availability of large sample size.

3.6 Sample Design

Sample is taken from the populace and then survey is conducted. It is part of the population which is studied in order to make inferences about the whole population. An adequate sample has the same characteristics of the population and the findings are usually used to make conclusions about the population. So, a good sample is minuscule version of the population. For the present study a sample design involves sampling frame, sampling & sampling technique and sample size.

3.7 Sampling technique and Sample Size

3.7.1 Sampling technique

Sampling technique is a method of selecting sample to be included in the study. To select representative sectors for the study based on their number of customers and their contribution to economic development. Purposive sampling method was used. This sampling method minimizes biases and gives equal chance to be selected to promote representativeness. The researcher chose eight public sectors from total of 26 public sectors of the woreda. The individuals of the sample were selected by using Simple random sampling method. This sampling method minimizes biases and gives equal chance to be selected to promote representativeness.

3.7.2 Target population

According to Bell and Waters (2014), the term population is defined as a total group of individuals or units that are of interest to the researcher and individuals at whom the outcomes of the study can be generalized. Eight sectors of the woreda were the target population of the

study. To drive the sample, eight sectors were chosen by lottery method. They are Agricultural office, Environmental protection and land administration office, Technical and vocational enterprise office, Revenue office, Finance and Economic development office, Water and energy development office, Trade industry and market development office and Women and child office. So, this number constitutes the target population of the study.

3.7.3 Sampling frame

It is the list of all possible units of the population that the sample can be drawn from it. The sampling frame of this study is the list of 110 Agricultural development office, 21 Environmental protection and land administration office, 34 Technical and vocational enterprise office, 22 Revenue office, 45 Finance and Economic development office, 31 Water and energy development office, 20 Trade industry and market development office and 23 Women and child office from total of eight public sectors respondents are taken as sampling frame. The sample frame of 306 employees are grouped in to eight list of categories based on their respective sectors offices to make easier for the selection of the required sample and distribute the selected sample proportionally to the sectors.

3.7.4 Sample size Determination

According to Denscombe (2014), the sample size refers to the number of elements selected from a given population. Hence, simple random sampling technique are employed to determine the sample size i.e Menz mama midir woreda Civil Service and human resource management Office report (2019) the total number of government employees in those select eight sectors are 306 so that, the sample size is 173. Because this method is more appropriate in the survey based research strategy in which an inference can be made from sample about a population to answer a research question(s) or to meet research objectives. Therefore, total number of government employees in those select eight sectors, there are a total population ($N=306$) of employees. So, in business research normally a 95% level of certainty is implemented. If this sample is selected 100 times, at least 95 of these samples would be certain to represent the population from which they are drawn (Saunders et al., 2009).

In this study, the researcher wanted to achieve a 95% level of accuracy. This study applied a simplified formula provided by Yamane (1967) in order to determine the required sample size at 95% confidence level and with the level of precision of $e = 0.05\%$ is

$$n = \frac{N}{1+N(e)^2} = n = \frac{306}{1+306(0.05)^2} = 173 \text{ Employees}$$

- N= total population.
- n= sample size,
- E= error term, which is 5% (i.e. at 95% confidence interval).
- The sample size of this study=173 employees.

Table3. 1Sample size distribution would be selected from sector offices

N	Categories	Target population of the respondent	percentage	Sample Size
1	Agricultural Development office	110	56.54%	62
2	Environmental protection and land administration offic	21	56.54%	12
3	Technical and vocational enterprise office	34	56.54%	19
4	Revenue office	22	56.54%	12
5	Finance and Economic Development office	45	56.54%	26
6	Water , and energy development office	31	56.54%	18
7	Trade industry and market development office	20	56.54%	11
8	Women and child office	23	56.54%	13
Total Number of Employees		306		173

Source: (Own, 2020)

As shown in the above table, out of the total population of the selected public sector about 56.54% of the respondents were chosen as sample respondents. Mugenda (2008) recommends that a sample representing 10 % of the population is adequate for representation. So, the calculated sample size of this study is reasonably acceptable based on the above studies

3.8 Instruments of Data Collection and Source of Data

3.8.1 Instruments of data collection

3.8.1.1 Questionnaire

The questionnaires specifically for respondents were measured on a five interval Likert scales, the level of agreement were ranked as strongly agree, which would reflected more agreement than just agreement or strongly disagree compared to just disagree. The standard questionnaires to measure variables were derived from the following sources; Dependent variables measure

perceived employee performance, 3 questions that are by Bishop, (1987) was used. The independent variable is the motivation level, where attitudes towards different aspects of motivational factors like reward, promotion, recognition, salary, Training ,security, Fringe benefit, Working environment measurement was adapted from previous studies relevant to the present study and modified by the researcher .

The questions in the questionnaire were modified in order to obtain data pertaining to the research both general and specific objective and the research questions. The Likert Scales were used in the study on the assumption that Likert scales produce interval data and justify a wide range of statistical calculations, including averages, frequencies and correlations. The first section contained five multiple-choice questions regarding demographic information of the respondents. The second section had twenty eight likert scale questions concerning to respondents' information on motivational factors. These questions were the third section comprised three likert scale questions about respondents' information on employee performance. The fourth question multiple choice effect of motivation on employee performance. Generally, closed ended structured questionnaires were used as a convenient data gather instrument in the study, because it is the only possible way to reach a large number of respondents and it ensures unity and consistency of the information collected.

3.8.2 Data type and source

The study was used both primary and secondary data sources. The primary data are those which are collected a fresh and for the first time, and thus happen to be original in character and collected through observation, interview method, through questionnaires (Kothari, 2004, p.95) while secondary data refer to the data which have already been collected and analyzed by someone else, it is either be published data or unpublished data (Kothari, 2004, p.111). According to Kothari (2004, p.112) each method of data collection has its uses and none is superior in all situations, selecting the appropriate method depends on the nature, scope and objective of the study, the availability of time and fund and precision required for the study. The secondary data sources consist of Organization document, books, different published and unpublished journals, research papers, internet and other related materials.

3.8.2.1 Primary data sources

Primary source provides first hand evidence about an event, object, person and work of art are

collected by researcher himself/herself and primary source of data includes; employees of selected public sectors through questionnaires.

3.8.2.2 Secondary data sources

Secondary source that was used for this research includes Organization document, books, different published and unpublished journals, research papers, internet and other related materials reports and official document.

3.8.3 Validity and Reliability Test

3.8.3.1 Validity

Validity defined as the extent to which data collection method or methods accurately measure what they intended to measure. To ensure the validity of the study, data has been collected from the reliable sources, i.e. respondents who have experiences in MMWPS. According to Mugenda and Mugenda (2003), the term validity refers to the accuracy or truthfulness of the measurement items. Before collecting data, conducting pilot study helps for testing the questionnaire, which reveals the weaknesses, if any, of the questionnaire and it may prove to be effective in collecting the relevant information (Kothari, 2004).. The first draft would be given to the advisors for scrutiny, suggestions, and necessary amendment would be made under supervision of advisor. The researcher would check the validity of items and make the necessary amendments based on the feedback obtained. And also in order to ensure the validity of the research instrument, the researcher gave the draft questionnaire to the research advisor and other senior lecturer of Department of Management in addition to my advisor comments and ensured that the statements represent the entire range of possible items to be measured in the study. The questionnaire was modified according to their suggestions in senior colleagues, advisor and senior lecturer of Department of Management to allow them to evaluate appropriateness of the items and to ensure that all the questions included in the questionnaire are prepared in line with the research objectives, the research questions and the hypotheses formulated. Moreover, the feedback obtained through the pilot test used to check the appropriateness of the questions included in the questionnaire. In doing so, the validity of the questionnaire was established using both face and content validity

Face validity refers to probability that a question is misinterpreted or misunderstood. On the other hand, content validity also refers to logical validity and the degree to which a measure

depicts all face of a given social construct. In this study, the content validity was improved by using the opinions of the research supervisor, senior students and senior lecturer of Department of Management. The face validity of the research instrument was also improved via a pilot test, and thereby revising unclear and ambiguous questions. As a result, the items were properly designed to measure the respective variable and its underlying constructs.

3.8.3.1 Data Quality Assurance

A data is considered to be high quality if it fits for its intended use. Data quality assurance is the process of data profiling to discover inconsistencies and other anomalies in the data as well as data cleansing activities such as removing outliers, missing data interpolation and so on to improve the data quality. The most commonly used data quality assurance mechanisms are: Questionnaire pretesting.

3.8.3.2 Pilot Test

Pilot-testing was carried out before administering the questionnaires to the respondents. Pilot-testing aims at determining the reliability and validity of the research tools including the sequence, wording and structure of the questions. This pilot study on the data gathering instrument was carried out by administering the sample questionnaire to those who did not participate in the study. Therefore, the pilot-test was conducted on 20 employees' public sector working in menz mama midir worda. These respondents were chosen using simple random sampling method. After collecting data from these respondents, necessary revisions were made on certain questions included in the questionnaire based on the respondents' feedback given in order to ensure the validity and reliability of the questionnaire.

3.8.3.3 Reliability Analysis

According to Bougie and Sekaran (2010), an instrument needs to be consistent when it measures. This consistency can be measured by using a reliability test. In short, this test is described as a test of worth or value of the survey data. Internal consistency reliability was verified using Cronbach's Coefficient Alpha. Accordingly, the respondents involved in the pilot test were asked to comment on the questionnaire. Most respondents gave feedback directed to the comprehensibility of items; therefore, researcher modified some of the items to improve their clarity. The researcher also ensured the reliability of the questionnaire to determine its consistency in testing what it was intended to measure. The reliability of the questionnaire was

tested with the help of Statistical Package for Social Science (SPSS) version 20 to confirm that the Cronbach's Alpha coefficient values above 0.7 are generally accepted. Reliability analysis is very important in research and is widely used to measure the accuracy of the study. So, reliability was conducted via pre-testing the questionnaire by simple random sampling selected 20 employees working in MMWPS. To measure the internal consistencies and stability of the constructs namely, reward, promotion, recognition, job security, training, working environment, fringe benefit, salary and employee performance, Cronbach's Alpha coefficient was applied. It indicates an average correlation among the items that have developed the scale. Such a value ranges from 0 to 1 with 1 indicating greater reliability. A coefficient of reliability range of between 0.30 and 0.80 is acceptable (Pallant, 2007). Reliability test in this study found that all item is reliable by Cronbach's Alpha > 0.7 (Bhuwono and Agung, 2005).

The reliability of the questionnaires is tested by Cronbach's Alpha measurement in SPSS.

Table 3.2. Item reliability Test using Cronbach's Alpha

Variables	No. of Item	Sign	Alpha	Internal consistency
Reward	4	+	0.8011	Very good
Promotion	4	+	0.8142	Very good
Recognition	3	+	0.7315	Acceptable
Salary	4	+	0.8453	Very good
Training	3	+	0.7331	Acceptable
Job Security	3	+	0.7792	Acceptable
Fringe Benefit	3	+	0.7657	Acceptable
Working Environment	4	+	0.7560	Acceptable
Employee Performance	3	+	0.7731	Acceptable
Test Scale			0.8011	Very good

Source: (Researcher's own survey, 2020)

As indicated in Table 3.2 for this study, the researcher developed a total of 9 constructs with 31 items. These 31 items of 9 constructs were measured by reliability test the reliability of reward related questionnaires on employee performance is 0.8011 promotion

related questionnaires on employee performance is 0.8142, recognition related questionnaires on employee performance is 0.7315, Salary related questionnaires on employee performance is 0.8453, Training related questionnaires on employee performance is 0.7331, Job Security related questionnaires on employee performance is 0.7792, Fringe benefit related questionnaires on employee performance is 0.7657, Working environment related questionnaires on employee performance is 0.7560 and employee performance is 0.7731. Since a rule of thumb suggested that the Cronbach's alpha value exceeds 0.70 the items shows good reliability and considered acceptable and As shown in the table 4.3 the overall Cronbach's Alpha for 9 items was 0.8011 which is very good and highly acceptable because the closer the reliability coefficient gets to 1 the better.

3.9 Time Horizon

In terms of time horizon, a research design can be classified as longitudinal and cross-sectional. A cross-sectional study examines a particular phenomenon at a specific period of time (Saunders 2011). Conversely, a study may be longitudinal where a particular phenomenon is studied at different periods of time. Accordingly, the present study is typically cross-sectional because data was collected from a cross section of employees of MMWPS in eight sectors once and not for different periods of time. According to Creswell (2013), a cross sectional research design is used to obtain a representative sample by taking a cross section of the population of employees within an organization. In the light of this, as the purpose of the present study is to investigate the relationship between the independent variable motivation (i.e. reward, promotion, recognition, fringe benefit, Training, Job security, Working environment) and the dependent variable (i.e., employee performance), a cross-sectional research design was found more convenient rather than a longitudinal design.

3.10 Measurements of Variables

Proper knowledge about the nature and type of data to be dealt with is essential in order to specify and apply the proper statistical method for their analysis and inferences. According to Kumar (2011), a variable is simply any concept or perception that is capable of being measured. From this perspective, Kumar (2011) lists three types' of measures for variables as follows:

Nominal:-Nominal measures differences in kind such as gender (male or female). It is used to classify objects into groups according to its kind. In the present study, the questionnaire contained nominal constructs, name and gender of the respondents that means it is not ranking or ordering; no numerical or quantitative value and no comparison between genders.

Ordinal:-Ordinal defined as nominal data that can be ordered or ranked. The ordinal scale measurement assigns objects a name and also places them in orderly scale. In the present study, age and educational background of the respondents were measured on an ordinal scale. That means comparison among age and educational background for respondent.

Scale: Scale is commonly used for studies that make use of questionnaire in order to scale responses to questions in a survey. This measures the attitudes of respondents allowing them to indicate their opinion either they strongly agree or strongly disagree with the statement (s) on the questionnaire. The second, third and fourth sections of the questionnaire contained items all measured using a likert scale such as strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).it is used to simply numbers.

3.11 Methods of Data Analysis

In this study, both descriptive statistics (i.e. describing the data collected without going further conclusion) and inferential statistics (i.e. deals with making inferences and/or conclusions about a population based on data obtained from a sample of observations .It consists of performing hypothesis testing, determining relationships among variables and making predictions) that is percentage, frequency, mean ,correlation and multiple regressions were used to analyze data collected from the respondents. These methods of data analysis were described as follows:

3.12 Descriptive Analysis

In this study, both descriptive statistics (frequency, mean, standard deviation and percentage) and inferential statistics (correlation, anova and multiple regressions) were used to analyze data collected from the respondents. These methods of data analysis were described as follows.

3.13 Correlation Analysis

Cronbach's Alpha was used to test reliability of the research instrument. The hypotheses were tested using Pearson Correlation Coefficient (r) to measure , analysis the strength or degree of linear association between two variables that is independent variable (motivation) and the

dependent variable (employee performance). For this purpose, the Statistical Package for Social Sciences (SPSS) software (version 20) was used.

3.14 Model Specification

Multiple regression analysis is used to understand how one or more predictor variables influence the independent variable. And to estimate or predict the average value of one variable (dependent, and assumed to be stochastic) on the basis of the fixed values of other variables (independent, and non-stochastic). That is, this analysis enables to understand the extent that the independent variables affect the prediction of the dependent variable. Thus, the multiple regressions on this study is generally built around two sets of variable, namely dependent variables (employee performance) & independent variables motivation (reward, recognition, promotion, job security, training, working environment, fringe benefit, and salary). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

Multiple Regression techniques employed to analyze the straight-line relationships among two or more variables and estimate the β 's in the equation. Sample regression model equation for linear relationship among variables is;

$$Y_i = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \dots + \beta_p X_{pi} + \epsilon_i \text{ where}$$

Y_i 's represents dependent variable for observation i

X_i 's represents the independent variables for observation i

α is the intercept

β_p 's is the unknown regression coefficients.

ϵ_i is the error (residual) of observation i

The multiple regression equation for predicting the dependent variable (Y_i) can be expressed as;-

Regress employee performance on the employee motivational factors

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \epsilon_i$$

Where:- $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8$ and ϵ_i are the explanatory variables .

- ❖ Y = Dependent Variable (Employee performance),
- ❖ α = Intercept /Constant/
- ❖ β_1 - β_8 = Coefficient of Independent Variable (Motivational factors)
- ❖ X_1 = Independent Variable (reward)

- ❖ X_2 = Independent Variable (recognition)
- ❖ X_3 = Independent Variable (promotion)
- ❖ X_4 = Independent Variable (job security)
- ❖ x_5 = Independent Variable(training)
- ❖ x_6 = Independent Variable(working environment)
- ❖ x_7 = Independent Variable(fringe benefit)
- ❖ x_8 =Independent Variable(salary)
- ❖ ϵ_i = Error term/random term/

3.15 Ethical Consideration

The participant's consent to participate in the research should be voluntary, free of any coercion or promises of benefits. Unlikely to result from participation and no group should be disadvantageous by being excluded from consideration. And the researcher explained the purpose of the study to the office head and department group leader to get permission to accomplish the work. Finally, to start the study the researcher explained the objective and advantage of the study to the respondent to obtain their voluntarily participation. The information obtained from the respondent, data obtained from the document and others were kept confidential and identity other personal related information were not written on the questionnaire instead of the researcher has gave code to them. The responses for questionnaire are not exposed to third party but the researcher uses them only for academic purpose.

In doing so, the researcher respects all employees and attends their work respectfully by sharing all the current stipulation of the office. These are done by showing positive path to the respondents as they fill the questionnaires properly and return back honestly to the researcher. The response of each target/sample/ population were kept as secrete to protect them from any panic. All these were considered for the effectiveness of the issue under the study. Finally, the researcher gave heartfelt gratitude to all employees, the leaders and other responsible bodies for their cooperation to the successful operation of data collection which is basic to research success.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The data collected from MMWPS using questionnaires are presented and analyzed in this chapter. This section of the study deals with the statistical testing of hypothesis and interpretation of the result using SPSS version 20. As stated in the previous chapters of this paper, questionnaires were designed and distributed to a total of 173 employees of MMWPS. Accordingly, 168 questionnaires were appropriately filled and returned. A total of 168 (97.11%) employee respondents' responses were collected successfully. So, the response rate is enough to carry out the analysis.

4.2 Response Rate

The total populations of the study were 306 employees in MMWPS. As shown in Table 4.1 below, a total of 173 questionnaires were administered to the target respondents, and only 170 (98.27%) questionnaires were filled in and returned to the researcher. Among the 170 questionnaires, only 168 (97.11%) questionnaires were correctly and completely filled in, while the rest 2 (1.2%) questionnaires were returned with incomplete responses and the remaining 3 (1.7%) questionnaires were not returned. The response rate (97.11%) for the data gathering instrument was excellent for data analysis, as recommended by Mugenda and Mugenda (2003). Thus, the result analysis in this study was based on data on 168 questionnaires. Table 4.1, shows the analysis of the questionnaires administered to the respondents.

Table.4.1. Response Rate

Questionnaire of the Research	Frequency	Percent	Valid percent	Cumulative Percent
Completely Filled Questionnaire	168	97.11	97.11	97.11
Incompletely Filled Questionnaire	2	1.2	1.2	98.3
Not returned Questionnaire	3	1.7	1.3	100.0
Total Questionnaire Distributed	173	100		

Source: (Researcher's own survey, 2020)

4.3 BACKGROUND OF THE RESPONDENT

This section looks at the background of the respondents. These include data on the place where they work be in MMWPS, sex, age, marital status, educational level and year of service. The 168 respondents are from MMWPS. It was revealed that 127(75.6%) of the respondents are male the rest 41(24.4%) of the respondents are female. Thus majority of the respondents are male. This realizes that it is unequal opportunity in job employment, so due to that, women should look employment opportunities in MMWPS an important government sector which can employ them and improve their living standards as equal to men and as a result give equal opportunity in job employments to all gender

Table 2. 2 Gender Distributions of the Respondents

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	127	75.6	75.6	75.6
	Female	41	24.4	24.4	100.0
	Total	168	100.0	100.0	

Source: (Researcher's Own survey, 2020)

4.3.1 Age of the Respondents

According to Table 4.3, findings of age distribution in this organizations Shows those 47(28%) employees aged between 18 to 30 years. And 91(54.2%) employees aged between 31 to 40 years. And 27(16.1%) employees aged 40 -50 years and 3(1.8%) employees above 50 years. This result show that about 138 (82.2%) employees out of 168 respondents are young and adult employees aged between 18 to 40 years. This indicates that the MMWPS has many young and adult employees than older employees. That means the data indicated the workers are productive and can contribute for the achievement of sector, hence young, powerful and energetic people in the service and are ready to serve for long time provide they are motivated enough to stay. The needs of people in this age bracket are to satisfy the lower-level needs (psychological, safety and social) first predominant before the higher-level needs as proposed in the Maslow's (1946) hierarchy of needs.

On the other hand older employees have workplace experience that comes from years of experience in a working environment, Have better attendance records, Have better customer service, and are loyal, reliable, and dependable.

Table 4.3 Age of the respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-30	47	28.0	28.0	28.0
31-40	91	54.2	54.2	82.1
Valid 41-50	27	16.1	16.1	98.2
>50	3	1.8	1.8	100.0
Total	168	100.0	100.0	

Source: (Researcher's Own survey, 2020)

4.3.2 RESPONDENTS' EDUCATIONAL LEVEL

According to the Table 4.4 below, the study involved different respondents with different level of education as follows, Certificate level, 8 (4.8%) , Diploma level 11 (6.5%) of the respondents, those who were having Degree level of education were 146(86.9%) respondents and the remaining respondents were having master degree and above level were 3 (1.8%) respectively, in accordance with the revealed data it showed that majority of respondents working at MMWPS are having degree level followed by diploma level. However, those with certificate and master degree levels of education are few. Mostly individuals that getting higher education they are not satisfied their jobs and their turnover is more than so that organizations are overcome to that problem design the compensation plan to retain the employees as well plays more to attract, retain and motivate to give man power.

Table 4.4 Educational Background of the staff

Current educational level	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	8	4.8	4.8	4.8
Diploma	11	6.5	6.5	11.3
Valid First degree	146	86.9	86.9	98.2
Master degree	3	1.8	1.8	100.0
Total	168	100.0	100.0	

Source: (Researcher's Own survey, 2020)

4.3.3 Marital Status of the Respondents

The respondents were categorized and analyzed in relation to their marital status. Table 4.5 presents information on the respondents' marital status. As seen in the Table 4.5, 106 (63.1%) of the respondents were single, while the remaining 47 (28%) of them were married and 15 (8.9%) respondents were divorced. The result revealed that the majority of the workers in MMWPS were single.

Table 4.5 Marital status of employee

Marital Status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	106	63.1	63.1	63.1
Married	47	28.0	28.0	91.1
Divorced	15	8.9	8.9	100.0
Total	168	100.0	100.0	

Source: (Researcher's Own survey, 2020)

4.3.4 Working Experience of the Employees

Respondents have served in MMWPS from 1 year up to 35 years. From the respondents, only 50 (29.8 %) of them have worked more than 15 years in the sector. The majority of the respondents have served the sector between 1 and 5 years which consists 71 (42.3 %) of the study group. The other 15 (8.9%) respondents worked between 6 - 10 years and 32 (19%) respondents have served the sector between 11 and 15 years. According to this table 4.6, employees' of the sector are largely dominated by workers who have been working in the office for less than 5 years. The result shown that the public sector employees do not well experienced, not adapt the situation worked and it also indicates organizations have highly employee turnover, The loss of employees represent a loss of skills, knowledge and experiences which can create a significant economic impact and cost to corporations as well as impacting the needs of customers and leads to low performance. According to Mullins (2005) effectively motivating employees are one of the most important functions of a manager. The Table 4.6 shown that organizations are facing challenges in retaining employees due to limited opportunities for advancement and the current competitive labor market.

Table 4.6 work experience in a year

Working in years	Frequency	Percent	Valid Percent	Cumulative Percent
1-5	71	42.3	42.3	42.3
6-10	15	8.9	8.9	51.2
Valid 11-15	32	19.0	19.0	70.2
> 15	50	29.8	29.8	100.0
Total	168	100.0	100.0	

Source: (Researcher's Own survey, 2020)

4.4 Descriptive Statistics Analysis

In this section various statistical data analysis tools such as mean, standard deviation, frequency and percentile are used to analyze the collected data. The summary of descriptive statistics of all variables that are evaluated based on a 5-point Likert scale ("1" being "strongly disagreed" to "5" being "strongly agreed"). According to Zaidaton and Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.40 upto 3.79 was considered as moderate and mean score above 3.8 was considers as high as illustrated by Comparison bases of mean of score of five point Likert scale instrument. Thus, detail of the analysis is as follows.

Table 4.7. Summary Statistics on Continuous Variables

Variable	Freq.	Mean	Std.Dev.	Min.	Max.
Employee Performance	168	3.208	0.448	2.00	4.67
Reward	168	3.261	0.222	2.50	5.00
Promotion	168	2.975	0.634	2.00	5.00
Recognition	168	3.149	0.536	2.00	4.67
Training	168	2.968	0.764	2.00	4.67
Fringe Benefit	168	2.182	0.478	1.50	5.00
Job Security	168	3.327	0.407	2.00	5.00
Salary	168	3.118	0.567	2.00	4.75
Working Environment	168	2.959	0.477	2.50	4.75

Where, Std.Dev.= Standard Deviation Min. = Minimum, Max.= Maximum

Source: (Researcher's Own survey, 2020)

From the arithmetic mean values generated by the descriptive statistics, indicates that the average mean score of reward factor is 3.261 which can be considered as low mean score. From these responses: we can conclude that employees are not satisfied with their reward motivation factors. And for working environment in this data, the mean value is 2.959. We can infer that most of employees of the public sector has not good attitude towards the prevailing working environment. For the reason that, there is lack of adequate facilities and resources to do their job they are not comfortable with the physical surrounding; they are not satisfied with the existing Office design, Furniture and power generally speaking office layout.

The promotion (mean=2.975) are low, employees are dissatisfied with promotion practices in the public sectors .recognition (mean=3.149) which shows employees are dissatisfied with their recognition. The training (mean=2.968) are low, employees are dissatisfied with training practices in the public sectors, The fringe benefit (mean=2.182) are low, employees are dissatisfied with fringe benefit practices in the public sectors, The job security (mean=3.327) are low, employees are dissatisfied with job security practices in the public sectors and The salary (mean=3.327) are low, employees are dissatisfied with salary practices in the public sectors. In the above table 4.7, it is shown that the average mean score of MMWPS employee performance is 3.208, which can be considered as low mean score. It shows that employees have not good level of job performance because the mean value is considered as low. Therefore, we can conclude that employees' of MMWPS have low level job performance because they are highly dissatisfied with eight motivational factor (i.e. reward, recognition, promotion, Job security, training, working environment, fringe benefit, and salary) practices of the sector.

4.5 Correlation Analysis Independent and Dependent Variables

According to Saunders et al. (2009, p.490) a correlation analysis used to identify the direction and relationship between the variables. A correlation analysis was conducted between the independent and dependent variables of the study to infer and understand the nature of the relationship between the variables. The correlation analysis helped to determine the relationship between the independent variables (i.e. reward, recognition, promotion, Job security, training, working environment, fringe benefit, and salary) and the dependent variable (i.e., employee performance). The Pearson Correlation Coefficient was used to show the direction, strength and significance of the relationship among independent and dependent variables. The researcher

also made use of a Statistical Package for Social Sciences (SPSS) software version 20 to fully analyze the data by coding the items and entering them into the SPSS for analyses. Table 4.8 presents the rule of thumb for correlation coefficient between variables.

Table 4.8. The Rule of Thumb for Correlation Coefficient

S/N	Coefficient Range	Strength of Association
1	$\pm 0.91 - \pm 1.00$	Very strong
2	$\pm 0.71 - \pm 0.90$	High
3	$\pm 0.41 - \pm 0.70$	Moderate
4	$\pm 0.21 - \pm 0.40$	Small but definite relationship
5	$\pm 0.01 - \pm 0.20$	Slight, most negligible

Source: Weiliang et al. (2011)

Therefore, using the Table 4.8 and the SPSS output of the questionnaire, the following results of the independent variables motivational factors (i.e., reward, recognition, promotion, Job security, training, working environment, fringe benefit, and salary) and the dependent variable (employee performance) is going to be discussed in detail basis. The following table presents the correlation between the independent and dependent variables.

Table 4.9 Pearson Correlation Coefficient

Variable	Frequency	Employees Performance	
		Pearson Correlation Coefficient	P-value
Reward	168	0.2169	0.0047*
Promotion	168	0.4161	0.0000*
Recognition	168	0.5050	0.0000*
Training	168	0.7355	0.0000*
Fringe Benefit	168	0.5764	0.0000*
Job Security	168	0.2280	0.0000*
Salary	168	0.3056	0.0001*
Working Environment	168	0.3313	0.0000*

Note: * indicates the correlation is significant at 1% level of significance.

Source: (SPSS output of the questionnaire survey, 2020)

The results in table 4.9 shows the Pearson correlation coefficient was used to measure the relationship between independent variable motivational factors(i.e. reward, recognition, promotion, Job security, training, working environment, fringe benefit, and salary) and Employee Performance in MMWPS table-4.9 presents the correlation between motivation and employee performance. The R-value shows the direction, the strength and the significance of the correlation. The bigger the r value the more significant it is. The sign (*) indicates that there is a correlation between the variables. As output of the model as shown in the table-4.9, there is a significant small but definite relationship positive relationship between the two variables; reward and employee performance [$r= 0.2169$, $n = 168$, $p = 0.0047$]. a p-value of 0.0047 which is less than 0.01 level of significance ,this small but definite value indicates that an increase in reward will result in a positively change in employee performance, job security and employee performance [$r= 0.2280$, $n = 168$, $p = 0.000$].p-value is less than 0.01 level of significance ,this small but definite value indicates that an increase in job security will result in a positively change in employee performance, salary and employee performance [$r= 0.3056$, $n = 168$, $p = 0.000$]. a -P-value is less than 0.01 level of significance ,this small but definite value indicates that an increase in salary will result in a positively change in employee performance, working environment and employee performance [$r= 0.3313$, $n = 168$, $p = 0.000$]. a p-value is less than 0.01 level of significance, this small but definite value indicates that an increase in salary will result in a positively change in employee performance, Table-4.9, shows that the correlation between Reward, Job security, Salary, Working environment and Employee Performance, with the Pearson's coefficient as 0.2169, 0.2280, 0.3056, 0.3313 showing a positive relationship, though not too strong, and a p-value is less than 0.01 level of significance. The positive correlation shows that if an increase in Reward, Job security, Salary, Working environment, respectively and separately positive change employee performance with a small proportion.

Promotion and employee performance [$r= 0.4161$, $n = 168$, $p = 0.000$].p-value is less than 0.01 level of significance, there is a significant moderate positive relationship between the two variables this moderate value indicates that an increase in promotion will result in a positively change in employee performance, recognition and employee performance [$r= 0.5050$, $n = 168$, $p = 0.000$].p-value is less than 0.01 level of significance, there is a significant moderate positive relationship between the two variables this moderate value indicates that an increase in

recognition will result in a positively change in employee performance, fringe benefit and employee performance [$r= 0.5764$, $n = 168$, $p = 0.000$].p-value is less than 0.01 level of significance, there is a significant moderate positive relationship between the two variables this moderate value indicates that an increase in fringe benefit will result in a positively change in employee performance.

Training and employee performance [$r= 0.7355$, $n = 168$, $p = 0.000$].p-value is less than 0.01 level of significance, there is a significant high positive relationship between the two variables this high value indicates that an increase in training will result in highly a positively change in employee performance

4.6 Hypothesis Testing and Discussion

To test the hypotheses, the Pearson correlation coefficient was adopted. The reason is that the Pearson was used to study the relationship between variables and it also helps to show the strength, direction and significance of the correlation between the variables. Pearson correlation coefficient was used to measure the relationship between the independent variables i.e., motivational factor (reward, recognition, promotion, job security, training, working environment, fringe benefit, and salary) and the dependent variable (employee performance). The decision criteria either to reject or accept the hypothesis is depend up on the value of p, meaning that if $p \leq 0.05$ reject the null hypothesis, but accepting the alternative hypothesis and if $p \geq 0.05$ reject the alternative hypothesis, but accepting the null hypothesis.

Hypothesis-1: There is no Significant Relationship between Reward and Employee Performance

Based on the result the correlation Table-4.10 depicts ($r = 0.2169$ and $p = 0.000$), the relationship between reward and employee performance is significant at 0.05 level. In this case, the relationship between reward and employee performance reports a statistical significance with $p\text{-value} \leq 0.05$. This means, $p\text{-value} = 0.0047$ and this is ≤ 0.05 level of significance. The finding in this research depicted that reward and employee performance is positively linked. As such, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Therefore, it can be safely concluded that there is a statistically significant relationship between Reward and Employee Performance in MMWPS.

Hypothesis-2: There is no Significant Relationship between Promotion and Employee Performance

Based on the result the correlation Table-4.10 depicts ($r = 0.4161$ and $p = 0.000$), the relationship between Promotion and employee performance is significant at 0.05 level. In this case, the relationship between Promotion and employee performance reports a statistical significance with $p\text{-value} \leq 0.05$. This means, $p\text{-value} = 0.0000$ and this is ≤ 0.05 level of significance. The finding in this research depicted that Promotion and employee performance is positively linked. As such, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Therefore, it can be safely concluded that there is a statistically significant relationship between Promotion and Employee Performance in MMWPS.

Hypothesis-3: There is no Significant Relationship between Recognition and Employee Performance

The above correlation table 4.10 shows that, there is a significant positive relationship between Recognition and employee performance which carries correlation coefficient value of 0.5050 and $p\text{-value}$ of 0.0000 which is less than the alpha value 0.05. Hence, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Therefore, it can be concluded that there is a statistically significant relationship between Recognition and Employee Performance in MMWPS

Hypothesis-4 There is no positive and significant relationship between Training and Employee performance

To test the proposed hypothesis which states there is positive and significant relationship between Training and Employee performance which carries correlation coefficient value of 0.7355 and $p\text{-value}$ of 0.0000 which is less than the alpha value 0.05. Hence, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Therefore, it can be concluded that there is a statistically significant relationship between training and Employee Performance in MMWPS

Hypothesis-5: There is no Significant Relationship between Fringe benefit and Employee Performance

As shown the result of correlation Table-4.10 ($r = 0.5764$ and $p = 0.0000$), the relationship between fringe benefit and employee performance is significant at 0.05 level. In this case, the relationship between fringe benefit and employee performance reports a statistical significance with $p\text{-value} \leq 0.05$. This means, $p\text{-value} = 0.0000$ and this is ≤ 0.05 level of significance. The finding in this research depicted that fringe benefit and employee performance is positively related. As such, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Therefore, it can be safely concluded that there is a statistically significant relationship between Fringe benefit and Employee Performance in MMWPS.

Hypothesis-6: There is no Significant Relationship between Job security and Employee Performance

Based on the result the correlation Table-4.10 depicts ($r = 0.$ and $p = 0.0000$), the relationship between job security and employee performance is significant at 0.05 level. In this case, the relationship between job security and employee performance reports a statistical significance with $p\text{-value} \leq 0.05$. This means, $p\text{-value} = 0.0000$ and this is ≤ 0.05 level of significance. The finding in this research depicted that job security and employee performance is positively linked. As such, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Therefore, it can be safely concluded that there is a statistically significant relationship between Job security and Employee Performance in MMWPS.

Hypothesis-7: There is no Significant Relationship between Salary and Employee Performance

Based on the result the correlation Table-4.10 depicts ($r = 0.3056$ and $p = 0.0000$), the relationship between Salary and employee performance is significant at 0.05 level. In this case, the relationship between Salary and employee performance reports a statistical significance with $p\text{-value} \leq 0.05$. This means, $p\text{-value} = 0.0001$ and this is ≤ 0.05 level of significance. The finding in this research depicted that Salary and employee performance is positively linked. As such, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Therefore, it can be safely concluded that there is a statistically significant relationship between Salary and Employee Performance in MMWPS.

Hypothesis-8: There is no Significant Relationship between Working environment and Employee Performance

Based on the result the correlation Table-4.10 depicts ($r = 0.3313$ and $p = 0.0000$), the relationship between working environment and employee performance is significant at 0.05 level. In this case, the relationship between working environment and employee performance reports a statistical significance with $p\text{-value} \leq 0.05$. This means, $p\text{-value} = 0.0001$ and this is ≤ 0.05 level of significance. The finding in this research showed that working environment and employee performance is positively linked. As such, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_a). Therefore, it can be safely concluded that there is a statistically significant relationship between Working environment and Employee Performance in MMWPS.

Table 4.10 Summary of Hypothesis

Hypotheses	Accept or Reject
H₁: Reward has positive significant influence on employees' performance.	Not Rejected
H₂: Promotion has positive significant influence on employees' performance.	Not Rejected
H₃: Recognition has positive significant influence on employees' performance.	Not Rejected
H₄: Training has positive significant influence on employees' performance.	Not Rejected
H₅: Fringe benefit has positive significant influence on employees' performance.	Not Rejected
H₆: Job security has positive significant influence on employees' performance.	Not Rejected
H₇: Salary has positive significant influence on employees' performance.	Not Rejected
H₈: Working environment has positive significant influence on employees' performance.	Not Rejected

Source: (SPSS output of the questionnaire survey, 2020)

However, correlation analysis shows only the strength, relationship and directions of one independent and dependent variables, it does not permit the researcher to make analysis of more than one independent and dependent variables, and fall short in predicting the beta value of independent variables that explains the dependent variable, and in making

inferences regarding the overall relationship between the identified variables. Hence, to analysis the effect of motivation on employees performance the researcher uses regression analysis that overcomes the shortcomings of correlation analysis.

4.6.1 Regression Analysis

Regression analysis is a way of predicting an outcome variable from one predictor variable (simple regression) or several predictor variables (multiple regressions) (Andy field, 2009). The model of regression depicted how much of the variance in the employees' performance is illustrated by motivation factors.

4.6.2 Regression test

A number of assumptions need to be met before performing regression analysis with confidence. The important assumptions that are to be tested in this section are; independent variables shouldn't be too strongly correlated to one another (Multicollinearity), the value of residuals to be independent from one another and the residuals should be normally distributed. The following tests performed to check whether the data fits the assumptions of linear regression in order to conclude the analysis results are valid and reliable.

4.6.3 Multicollinearity

Multicollinearity assumption can be also tested by looking at the coefficients table. As explained by Muijs (2010, p.181) Tolerance and Variance Inflation Factors (VIF) do exactly the same thing, tolerance is the amount of variance in the individual variable not explained by the other predictor variables. It varies from 0 to 1; a value close to 1 indicates that the other predictors do not explain the variance in that variable. A value close to 0 implies almost all the variance in the variable is explained by the other variables. This permits us to more formally check that our independent variables are not too highly correlated. To meet multiple regression assumptions we need tolerance score above 0.2 and VIF scores below 10.

Table 4.11. Multi collinearity Test Using Variance Inflation Factor (VIF) and Tolerance (ToL)

Independent Variables	VIF	ToL (1/VIF)
Reward	1.39	0.72
Promotion	1.54	0.65
Recognition	6.31	0.24
Training	3.47	0.29
Fringe Benefit	2.31	0.43
Job Security	2.19	0.46
Salary	1.69	0.59
Working Environment	2.59	0.39
Mean VIF	2.69	

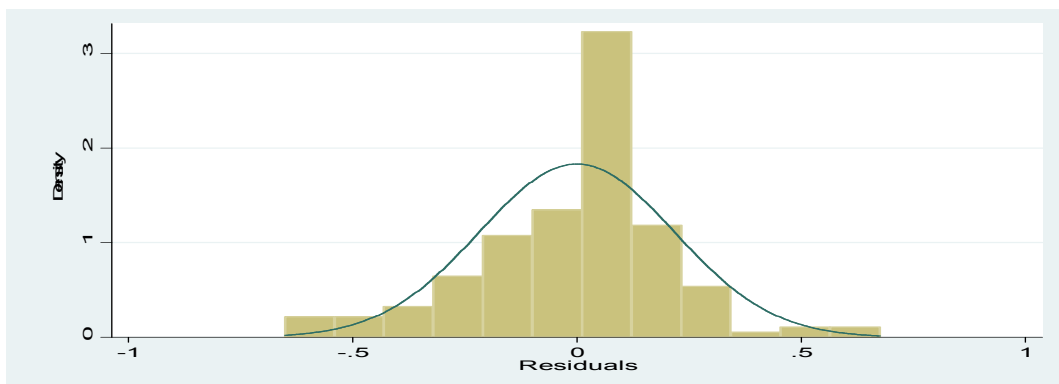
Source: (SPSS output of the questionnaire survey, 2020)

As indicated in the above tables 4.11 analysis of collinearity statistics show this assumption has been met, as VIF scores shown below 10, and tolerance scores above 0.2. Multi-collinearity is not the problem of this model, so that as a rule of thumb, the result showed that there is no multi collinearity problem among predictor variables.

4.6.4 Normality

This assumption is used to determine whether the residuals are normally distributed. This can be tested by looking at the Histogram. To say the Normality assumption of this study is met, the Histogram should be symmetric along the center 0. In this case Histogram is symmetric; indicating that assumption of normality is met

Figure4.1 Normality Test



Source: (SPSS output of the questionnaire survey, 2020)

The normality distribution of residual is tested by the histogram. This histogram basically indicates that the majority of the scores lie around the center of the distribution. Thus it satisfies the one of the assumptions of multiple regressions.

4.6.5 Heteroscedasticity test

Breusch-Pagan / Cook Weisberg Test for Heteroskedasticity. The Breusch-Pagan test is designed to detect any linear form of heteroskedasticity. Breusch-Pagan / Cook-Weisberg test the null hypothesis that the error variances are all equal versus the alternative that the error variances are a multiplicative function of one or more variables. Alternative hypothesis states that the error variances increase (or decrease) as the predicted values of employee performance increase, in this table 4:12, the chi-square value was small, indicating heteroskedasticity was probably not a problem (or at least that if it was a problem, it wasn't a multiplicative function of the predicted values)

Table 4.12 Breusch-Pagan / Cook-Weisberg Test for Heteroskedasticity

Model	Chi2(1)	P-value
1	2.43	0.1765

H_0 : The Error Term has Constant Variance (Homoscedastic)

H_A : The Error Term has No Constant Variance (Heteroscedastic)

Variables: Fitted Values of Employees Performance

Source: (SPSS output of the questionnaire survey, 2020)

As it can be revealed from the above table 4.12, the probability value of chi-squared statics is 0.1765, The result showed that there no serious heteroskedasticity problem, because the p-value (0.1765>0.01) is statistically in significant which indicates, that we accept the alternative hypothesis and the null hypothesis cannot be rejected indicating that there is constant variance. Therefore the estimation result is consistent and valid; the basic assumption of homoscedastic is satisfied.

4.6.6 Autocorrelation test

It is an assumption that the value of residuals to be independent from one another (or uncorrelated). To check this assumption we need to look at the regression output of model summary box. Durbin-Watson statistic uses to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For no Autocorrelation

assumption, Durbin-Watson statistic value needs to be close to 2. A value of two indicates no autocorrelation. A value of towards zero indicates positive autocorrelation. A value towards four indicates negative autocorrelation (Saunders et al., 2009, p.622).

Table 4.13 Autocorrelation test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.8734	0.7629	0.7510	0.0499	1.562

a. Predictors: (Constant), Working environment, , Reward, Promotion Recognition, Training , Job security, Salary, Fringe benefit,

b. Dependent Variable: Employee performance

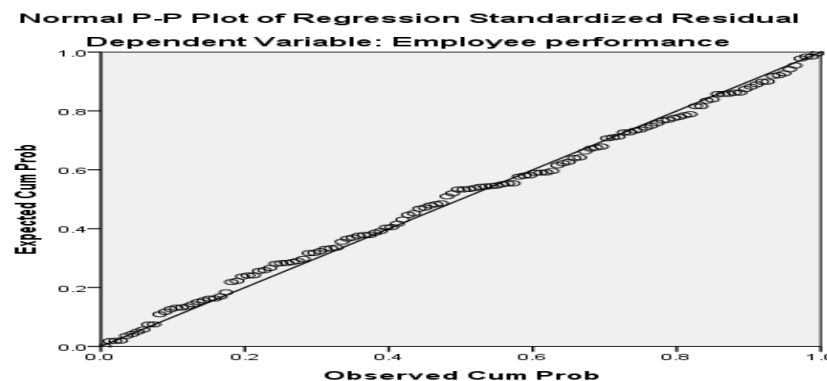
Source: (SPSS output of the questionnaire survey, 2020)

Thus, the above table 4.14 indicates that Durbin-Watson value of 1.562 which is a score near 2. Thus it can be concluded that there is no Autocorrelation problem as the Durbin-Watson statistic showed the value close to 2.

4.6.7 Linearity test

Employee performance is assumed to be linearly related with motivational factor. The result indicated by the scatter plot below is straight line, meaning the scatter plots for both dependent and independent variable used in this study show that there is a linear relationship between the variables. The plots do not show any evidence of non-linearity; therefore, the assumption of linearity is satisfied

Figure 4.2 normal p-p plot of Regression standardize Residual



Source: (SPSS output of the questionnaire survey, 2020)

4.7 Multiple Regression Analysis

Multiple regression analysis is a statistical technique that can be used to analyze and measure a relationship between two or more variables (Saunders et al., 2009, p.461). This technique implemented to explore the most sophisticated interrelationship among variables, for instance the technique uses to identify which independent variables (reward, recognition, promotion, Job security, training, working environment, fringe benefit and salary) is the best predictor of dependent variable (employee performance) and the amount of variance explained in employee performance variable by all motivational variable. Generally this method enables the researcher to make stronger causal inferences from observed interrelationships among variables and to predict a dependent variable based on values of a number of independent variables. The Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable.

This study assumed that motivation has a positive and significant effect on improving employees' performance. In correlation analysis we have seen motivational factors have small but definite value, moderate and high correlation coefficient with many of employee performance (table 4:11). Correlation analysis alone do not provide enough information regarding the interrelationships between the variables and not implies a cause-effect relationship between the variables, Multiple regression analysis is an extension of bivariate regression analysis which allows the simultaneous investigation of the effect of two or more independent variables on a single dependent variable. It allowed researcher to examine which independent variables have the most significant influence on the dependent variable. Thus, to understand the relationship between multiple independent variables and the single dependent variable the study used the regression model summary and the researcher examined the regression coefficients for each independent variable. Therefore, multiple regression analysis was used to investigate the effect of motivation towards employee performance.

Table 4.14 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.8734	0.7629	0.7510	0.0499

Predictors: (Constant), Reward, Promotion, Recognition, Training, Fringe Benefit, Job Security, Salary, Working Environment

Source: Own Survey, 2020

Table 4.16 Analysis of Variance (ANOVA) of the Regression Result

Model	Sum of Squares	Degrees of Freedom	Mean Square	F(8, 159)	P-value
Regression	25.546	8	3.193		
Residual	7.939	159	0.049	63.95	0.000*
Total	33.485	167	0.200		

Dependent Variable: Employees Performance

Predictors: (Constant), Reward, Promotion, Recognition, Training, Fringe Benefit, Job Security, Salary, Working Environment

Note: * indicates the regression model is significant at 1% level of significance.

Source: (SPSS output of the questionnaire survey, 2020).

R Represent the relationship between dependent and all the independent variables.

R² Represent how much of the dependent variable can be explained by the independent Variable

B Represent co-efficient of the independent variable

Sig. Represent the statistical significant level of the model

The R-value is shown the correlation coefficient between the dependent variable and the independent variables. from the table-4.13 above, $R = 0.8734$ indicates that there is a very strong positive correlation between the dependent variable (employee performance) and the set of eight independent variables (motivational factors). The model summary indicates the (R-Square) value which helps in explaining variance in the dependent variable (employee performance). Based on the results in Table-4.13, the (R-Square) value is 0.7629. This means that the independent variables (Reward, Promotion, Recognition, Training, Fringe Benefit, Job Security, Salary, Working Environment) predict the dependent variable (employee

performance) by 76.29%, thus, leaving out 23.71% unexplained variables in this research. This means that there are other extra independent variables that were not put into consideration in this study that is significant in explaining variation in employee performance.

To test significance of this model ANOVA (F- test) was performed. As shown above on multiple regression analysis (table 4.14), it can be observed from the ANOVA table that the model as a whole is significant ($F_{(8, 159)} = 63.95, P=.000$). F test is a statistical test its purpose is to examine whether the independent variables, taken together, have a significant effect to the dependent variable. If the significance value of the F statistic is small; that means smaller than the error margin 0.05, then the independent variables explain the variation in the dependent variable significantly.

It can be observed in table 4.14 above, there is a significant relationship between motivational factors (Reward, Promotion, Recognition, Training, Fringe Benefit, Job Security, Salary, Working Environment) and employee performance ($P<0.01, F>1$) which indicates that the proposed hypothesis which states that there is positive and significant relationship between motivation and employee performance is accepted.

Table 4.16. Regression Coefficients

Model	Unstandardized		t_{cal}	P-value	Standard	
	Beta Coef.					Beta Coef.
	Coef.	Std. Err.				
Reward	0.131	0.058	2.26	0.009*	0.089	
Promotion	0.273	0.092	2.98	0.003*	0.135	
Recognition	0.384	0.055	6.98	0.000*	0.410	
Training	0.556	0.042	13.19	0.000*	0.949	
Fringe Benefit	0.419	0.081	5.17	0.000*	0.501	
Job Security	0.146	0.063	2.32	0.006*	0.113	
Salary	0.197	0.039	4.97	0.000*	0.249	
Working Environment	0.211	0.034	6.21	0.000*	0.197	
Constant	2.022	0.388	5.21	0.291	-	

Note: * indicates the regression coefficient significant at 1% level of significance

Source: (SPSS output of the questionnaire survey, 2020)

The model for the relationship between Reward, Promotion, Recognition, Training, Fringe Benefit, Job Security, Salary, Working Environment and Employee Performance can be seen as:

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \epsilon_i$$

$$Y = 2.022 + 0.131X_1 + 0.273X_2 + 0.384X_3 + 0.556X_4 + 0.419X_5 + 0.146X_6 + 0.197X_7 + 0.131X_8$$

Therefore, Employee Performance (Y) in PS in MMW would be:

$$Y = 2.022 + (0.131RD) + (0.273PN) + (0.384RN) + (0.556TG) + (0.419FB) + (0.146JS) + (0.197S) + (0.211WE)$$

From the table 4.15 shown, we can easily compare the relative contribution of each of the different variables by taking the beta value under the unstandardized coefficients. The higher the beta value, the strongest its contribution becomes.

As output of the model shown in table 4.15 reveals, the most influential factor that significantly affect the employee performance is Training with a beta value (beta = 0.556), at 95% confidence level ($p < 0.01$), The Beta-value of 0.556 indicates that one unit increase or positive change in "training" would lead to a 0.556 unit increase the level of employees' job performance. Therefore, the fourth hypothesis that is "Training has a positive and significant effect on employee performance" is accepted and it is consistent with previous studies of Zerihun (2013).

The results of regression, as presented in table 4.15 above, shows that recognition has a positive and significant effect on employee performance with a beta value (beta = 0.384), at 95% confidence level ($p < 0.01$), The Beta-value of 0.384 indicates that one unit increase or positive change in "recognition" would lead to a 0.384 unit increase the level of employees' job performance. As a result the third hypothesis which state "Recognition has a positive and significant effect on employee performance." is accepted, it is similar with previous study (Beer and Walton, (2014).

The results of regression, as presented in table 4.15 above, shows that fringe benefit has a positive and significant effect on employee performance with a beta value (beta = 0.419), at 95% confidence level ($p < 0.01$), The Beta-value of 0.419 indicates that one unit increase or positive change in " fringe benefit" would lead to a 0.419 unit increase the level of employees' job performance. As a result the second hypothesis which states "Fringe benefit has a positive

and significant effect on employee performance.” is accepted. And it is similar with previous study Helen N.Kamau (2011),

The findings of regression, as presented in table 4:15 above, reveals that reward has a positive and significant effect on employee performance with a beta value (beta = 0.131), at 95% confidence level ($p < 0.01$), The Beta-value of 0.131 indicates that one unit increase or positive change in "reward" would lead to a 0.131 unit increase the level of employees' job performance. Therefore, the eighth hypothesis which state “Reward has a positive and significant effect on employee performance.” it is accepted. It is similar with previous study (Bowen, Bob Nelson as cited by Giancola (2011) and Mahazril et al. (2012).

The findings of regression, as presented in table 4:15 above, reveals that promotion has a positive and significant effect on employee performance with a beta value (beta = 0.273), at 95% confidence level ($p < 0.01$), The Beta-value of 0.273 indicates that one unit increase or positive change in "promotion" would lead to a 0.273 unit increase the level of employees' job performance. Therefore, the fourth hypothesis which state “Promotion has a positive and significant effect on employee performance.” it is accepted. It is similar with previous study Owusu T. (2012)

The findings of regression, as presented in table 4:15 above, reveals that salary has a positive and significant effect on employee performance with a beta value (beta = 0.197), at 95% confidence level ($p < 0.01$).), The Beta-value of a 0.197 indicates that one unit increase or positive change in "salary" would lead to 0.197 unit increase the level of employees' job performance .Therefore, the six hypothesis which state “Salary has a positive and significant effect on employee performance.” it is accepted. It is similar with previous study Zerihun (2013

The findings of regression, as presented in table 4:15 above, reveals that job security has a positive and significant effect on employee performance with a beta value (beta = 0.146), at 95% confidence level ($p < 0.01$), The Beta-value of 0.146 indicates that one unit increase or positive change in "job security" would lead to a 0.146 unit increase the level of employees' job performance. Therefore, the seventh hypothesis which state “Job security has a positive and significant effect on employee performance.” it is accepted. It is similar with previous study Bomhan Richard, (2014)

Lastly, table 4:15 reveals that, working environment has a positive and significant effect on

employee performance with a beta value (beta = 0.211), at 95% confidence level ($p < 0.01$), The Beta-value of 0.211 indicates that one unit increase or positive change in "working environment" would lead to a 0.211 unit increase the level of employees' job performance. As a result, the fifth hypothesis that is "working environment has a positive and significant effect on employee performance" is accepted and it is similar with previous study Helen N.Kamau (2011)

4.8 Effect of motivation on Employees' Performance

The subsequent section presents the effect of independent variables (i.e., reward, promotion, recognition, training, fringe Benefit, job Security, salary, and working Environment) on dependent variable (i.e., employee performance) in MMWPS.

In general, table 4:14 indicates that all independent variables accounted for 87.34% of the variance in employee performance $R = 87.34\%$ indicates that there is a very strong positive correlation between the dependent variable (employee performance) and the set of eight independent variables (motivational factors). The model summary indicates the (R-Square) value which helps in explaining variance in the dependent variable (employee performance). Based on the results in Table-4.15, the (R-Square) value is 0.7629. This means that the independent variables (Reward, Promotion, Recognition, Training, Fringe Benefit, Job Security, Salary, Working Environment) predict the dependent variable (employee performance) by 76.29%, thus, leaving out 23.71% unexplained variables in this research. This means that there are other extra independent variables that were not put into consideration in this study that is significant in explaining variation in employee performance.

The above explanation indicates motivation have effects on their employee performance among employees in the MMWPS. And also well motivation package have high effects on their performance which also agrees with Maslow (1946) that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance. Employees are social being with needs and they will always want to satisfy these needs, and only motivation will push them to achieve that aim in the face of obstacles

From the discussion of the quantitative analysis above, it can be concluded that, factors

such as reward, promotion, recognition, training, Fringe Benefit, job security, salary, working Environment) do influence employees' performance. Therefore, there is relationship between motivation and performance and motivation does have effect on employees' performance.

Table 4.17 Employees' response on effect of motivation on employee performance

Effect of Motivation	Frequency	Percent	Valid Percent	Cumulative Percent
Dis agree	8	4.8	4.8	4.8
Neutral	2	1.2	1.2	6.0
Agree	92	54.8	54.8	60.7
Strongly agree	66	39.3	39.3	100.0
Total	168	100.0	100.0	

Source: (Researcher's Own survey, 2020)

The MMWPS staff has been sought as to whether motivation has an effect on their level of performance. Out of the total employees respondents, 92 representing 54.8% agree ,66 representing 39.3% strongly agree that motivation has an effect on their performance while only 8 (4.8%) responded in the negative. And only 2 (1.2%) responded in neutral.

From the above result only 8 (4.8%) respondents have not agreed that motivation has no effect on their performance where as 54.8% and 39.3% of employees agree or strongly agree (the sum of agree and strongly agree (94.1%) indicates that motivation has a valuable effect on their performance. From the majority of the respondents we can conclude that, motivation is directly proportional to performance.

This result clearly presupposes that the more motivate the workforce, the higher their level of input into work and hence increase in performance. Furthermore, the staff could do much better than their current performance. Majority of the respondents have agreed the direct relationship between their better performances if they are motivated by the organization, it is similar to (As Appiah Daniel, 2011) cited the work of Karan, 2009 the relation between motivation and performance looks like to be an obvious one. If an individual are highly

motivated, they will perform better. In turn, better performance may well lead to a sense of achievement and result in greater motivation. Most people have an intuitive sense that motivation is linked with performance.

Skinner (1953) continues to urge that in order to understand motivation, there lays great need in understanding human beings. In this regard, human behavior has been strongly correlated with the level of human motivation; meaning the higher the level of motivation, the better the behavior. With this in mind, it has been made clear that, proper Employee motivation leads to good organizational behavior, increased employee efficiency and output from the above explanation table 4:18 on Google and Virgin has proven that employees who are happy and satisfied in their job are highly motivated to work towards attaining goals and Objectives thereby improving their performance. Henceforth, employee performances have directly impact on organizational productivity and success. Therefore, it can be said that motivation and employee performance are positively correlated. And, it has to be noted that both intrinsic and extrinsic motivational factors lead to employee motivation and thereby improving their performance level.

The relationship between employee motivation and job performance has been studied for a long period. However, earlier research could not succeed in establishing a direct relationship between the two Vroom (1964). Yet it seems that the factors do influence each other. Petty et al. (1984) reviewed the 15 studies Vroom (1964) used in his research and added another 20 more recent studies; they concluded that employee motivation and performance are indeed related. The results of their research indicate that the relationship between individual, overall job satisfaction and individual job performance is more consistent than reported in previous researches (e.g. Vroom, 1964). And Hackman and Oldham (1976) argue that when employee satisfaction is added, a circular relationship is formed with performance, satisfaction and motivation. The term satisfaction is also used by Herzberg (1959); he argues that when intrinsic factors (motivators) are present at the job, satisfaction is likely to occur as well as an increase in employee motivation. Amiable (1993) states that work performances are dependent upon the individual's level of motivation; the individual's level of motivation can be intrinsically and/or extrinsically based. It is also argued that certain job characteristics are

necessary in establishing the relationship between employee motivation and performance (e.g. Brass, 1981; Hackman & Oldham, 1976; etc.).

When an employee is having a clear purpose and is motivated, he would work efficiently to achieve his /organizations goals and objectives effectively. Therefore, both employee and Organization development is achieved. As Lathan & Pinder (2005), motivation and performance is positively correlated.

Southern (2007) proposes that boosting employee morale and enthusiasm in the organization is one the most important things that can be done by management. If management is not paying attention to the morale of employees, they can be assured that the business will begin to see drop in productivity, as well as a lack of loyalty. The keys to raising the morale of your office or workplace begin with you simply paying attention. Boosting morale is not difficult if you are paying attention to how you would like to be treated.

In order to make optimum utilization of human resources the MMWPS management needs to identify the required motivational variables and make improvement in its motivational system by integrating motivational strategy with human resource strategy so as to develop unique motivational strategy and integrated with performance appraisal system that will help to improve employees' performance as well as achieving organization goals.

It was also found that training was considered as the main motivational factor that influence employees' to work hard and better, which imply that low rate of skill gap training reduce morale for high employees' performance. Therefore, MMWPS management should check its training system to reflect employees' education level, skill, knowledge, ability and employees' responsibility as well as considering work experience so as to encourage better performance for its employees.

4.9 Chapter Summary,

This chapter covers data presentation and analysis of the study. From the data collected, this chapter performed the descriptive analysis in order to determine the response rate and data presentation. From the descriptive analysis in chapter four, it was observed that majority of the respondents are male and majorly between the age category of 18-30 and 31-40 years. Furthermore, correlation analysis was employed to identify what the relationship between independent variables (reward, promotion, recognition, training, Fringe Benefit, job security, salary, working Environment) and the dependent variable (employee performance). The correlation analysis was also adopted to test the hypotheses of the study and regression analysis for identifying in what extent the independent variables predicts the dependent variable. In this case, Statistical Package for Social Science Version-20 was employed for the correlation and regression analysis. The correlation result shows that there was a positive and significant relationship between motivational factor (reward, promotion, recognition, training, Fringe Benefit, job security, salary, working Environment) and employee performance. The regression results shows, among the eight independent variables which variable is more predict the dependent variable employee performance. Hence, from the results, training, was highly predictive the employee performance followed by fringe benefits recognition, promotion, working Environment, salary, job security and reward can predict the employee performance.

In descriptive statics frequency and percentage table 4.17 shown that 54.8% and 39.3% of employees agree or strongly agree motivation has a valuable effect on their performance. From the majority of the respondents we can conclude that, motivation is directly proportional to performance. This result clearly presupposes that the more motivated the workforce, the higher their level of input into work and hence increase in performance. Furthermore, the staff could do much better than their current performance. Majority of the respondents have agreed the direct relationship between their better performances if they are motivated by the organization.

From table 4.7 indicate from the arithmetic mean values generated by the descriptive statistics, indicates that employees have not good level of job performance because the mean value is considered as low. Therefore, we can conclude that employees' of MMWPS have low level job performance because they are highly dissatisfied with eight motivational factor (i.e. reward, recognition, promotion, Job security, training, working environment, fringe benefit, and salary) practices of the sector.

CHAPTER FIVE

5 SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

The purpose of this study was to investigate the relationship between the independent variables motivation (i.e. reward, promotion, recognition, training, fringe Benefit, job Security, salary, and working Environment)) and the dependent variable (employee performance) in MMWPS. To achieve this purpose, a general objective, specific objectives and research questions were formulated. Additionally, eight hypotheses with a combination of null hypotheses and alternative hypotheses were formulated in line with the research questions. For data analysis, descriptive statistics and inferential statistics were used. In this section the main findings of the research is summarized and conclusions on major findings are presented. Recommendations are given based on the research findings and the limitation of the study is mentioned. Finally, the study forwarded some suggestions for further investigations.

5.2 Summary of Findings

To test Hypothesis multiple regression analysis was performed the overall model statistics box of dependent variable employee performance revealed R value of $R = 0.8734$ which indicates strong correlation between employee performance and the set of eight independent variables (motivational factors). The R square value of 0.7629 that all independent variables included in the model explained 76.29% of variance in dependent variable (employee performance). Hence, the overall multiple regression statistic of Employee performance ($R^2 = 0.7629$), is supported the view that motivational factors have a positive influence on employees' performance. This means that the independent variables (Reward, Promotion, Recognition, Training, Fringe Benefit, Job Security, Salary, Working Environment) predict the dependent variable (employee performance) by 76.29%, thus, leaving out 23.71% unexplained variables in this research.

From the Pearson correlation coefficient table 4.9 of dependent variable (employee performance) positive and significance relationship between eight independent variables; Reward ($\beta = 0.2169$, $p = 0.0047$), Training ($\beta = 0.7355$, $p = .0000$), Promotion ($\beta = 0.4161$, $p = .0000$), Recognition ($\beta = 0.5050$, $p = .0000$), Fringe benefit ($\beta = 0.5764$, $p = .0000$), Job security ($\beta = 0.2280$, $p = .0000$), Salary ($\beta = 0.3056$, $p = .0001$), and Working environment ($\beta = 0.2280$, $p = .0000$) Among these independent variables, Training makes the strongest contribution to explaining the dependent variable employee performance followed by Fringe benefit, and Recognition. Hence, a change in the above mentioned variables will result in a

substantial change on the dependent variable employee performance.

To test significance of this model ANOVA (F- test) was performed. It can be revealed above the ANOVA table 4.16 that the model as a whole is significant ($F_{(8, 159)} = 63.95$, $P=.000$). Hence, it is concluded that the proposed hypothesis which states that there is positive and significant relationship between motivational factors and employee performance ($P<0.01$, $F>1$) which indicates that the proposed hypothesis which states that there is positive and significant relationship between motivation and employee performance is accepted.

Using the correlation analysis methods, this study tested four hypotheses as formulated and identify the relationship between variables. So far, the finding of the study is provided below, together with the decision on hypothesis. In this case, the finding of the study was summarized in briefly as follows based on the objectives;

Objective-1: To examine the effect of reward, job security and salary on employee performance

The finding obtained on the relationship between reward, job security, salary and employees' performance indicate the presence range of coefficient greater than 0.2 ($r>0.2$) as the Rule of thumb for Correlation Coefficient, Source: Weiliang et al. (2011) at $p < 0.05$ rejecting the null hypothesis (H_0), but accepting the alternative hypothesis (H_a). This shows reward, job security, salary has an effect on employee performance and they are positively linked. This positive relationship show that if reward, job security, salary separately increases, employee performance also increases

Objective-2: To identify the influence of recognition and training on employee performance

The finding obtained on the relationship between recognition and training and employees' performance indicate the presence range of coefficient greater than 0.2 ($r>0.2$) as the Rule of thumb for Correlation Coefficient, Source: Weiliang et al. (2011) at $p < 0.05$ rejecting the null hypothesis (H_0), but accepting the alternative hypothesis (H_a). This shows recognition and training has an effect on employee performance and they are positively linked. This positive relationship show that if recognition and training separately increases, employee performance also increases.

Objective-3: To examine the effect of working condition, promotion and fringe benefit on employee performance

The finding obtained on the relationship between working condition, promotion and fringe benefit and employees' performance indicate the presence range of coefficient greater than 0.2 ($r > 0.2$) as the Rule of thumb for Correlation Coefficient, Source: Weiliang et al. (2011) at $p < 0.05$ rejecting the null hypothesis (H_0), but accepting the alternative hypothesis (H_a). This show working condition, promotion and fringe benefit has an effect on employee performance and they are positively linked. This positive relationship show that if working condition, promotion and fringe benefit separately and respectively increases, employee performance also increases.

Objective-4: To identify the relationship between employee motivation and employee performance.

In general, table 4:14 indicates that all independent variables accounted for 87.34% of the variance in employee performance $R = 87.34\%$ indicates that there is a very strong positive correlation between the dependent variable (employee performance) and the set of eight independent variables (motivational factors) The above explanation indicates motivation have effects on their employee performance among employees in the MMWPS. And also well motivation package have high effects on their performance which also agrees with Maslow (1946).

From the table 4:16 result only 8 (4.8%) respondents have not agreed that motivation has no effect on their performance where as 54.8% and 39.3% of employees agree or strongly agree motivation has a valuable effect on their performance. From the majority of the respondents we can conclude that, motivation is directly proportional to performance..

5.3 Conclusion of the Study

Based on the major findings, the following conclusions are made. Motivational factors examined in this study, that means Reward, Promotion, Recognition, Training, Fringe Benefit, Job Security, Salary, Working Environment motivating factors practiced in in Menze mama midir public office are not satisfied employees of the organization. There is also an implementation and design problem. As a result, the job performances of employees are not good and the organizations do not achieve their targets.

The result of the study indicates that, employees are most motivated with the training motivational factors. However, employees are less motivated with reward, job security, salary and Working environment motivational factors. The correlation result shows that, a positive and significant relationship between reward and employee performance, recognition and employee performance, promotion and employee

performance, job security and employee performance, salary and employee performance, training, and employee performance and working environment and employee performance. And fringe benefit and employee performance.

In terms of the stated research hypotheses the following specific empirical findings emerged from the study. All the eight motivational factors including reward, promotion, recognition, training, fringe benefit, job security, salary, working environment have positive and significant effect on employee performance. The result of this research also revealed that training is the most important factor to have a positive and significant influence on employee performance

The finding of this study indicates that employees have not good level of job performance because the mean value is considered as low. Therefore, we can conclude that employees' of MMWPS have low level job performance because they are highly dissatisfied with eight motivational factor (i.e. reward, recognition, promotion, Job security, training, working environment, fringe benefit, and salary) practices of the sector.

Motivation is important to an organization since it increases the performance level of employees, and it reduces employees' turnover and absenteeism, and helps to accept organizational changes.

In addition to this, these motivational factors listed above significantly explain the variations in employee performance.

The finding of this study reveals that motivation is directly proportional to employee performance. The result clearly presupposes that the more motivated the workforce, the higher their level of input into work and hence increase in performance. Furthermore, the staff could do much better than they are currently doing. Therefore motivation is a tool kit to activate and arouse workers performance in a given organization and productivity of an organization at large.

The general objective of the study was to investigate the effect of motivation on employee performance. Therefore according to the assessment of the study the motivation in increasing job performance also increases. The study used descriptive techniques to assess the employee's motivation toward the job performance. Besides the results of study reveal that there is a connection between employee motivation and employee performance where by whenever motivation increases the performance increase too, The findings reveal that majority of employees listed number of motivation items which motivate them mostly like reward, promotion, recognition, training, fringe benefit, job security, salary and working environment of good performers.

5.4 Recommendation

The study investigated that the MMWPS has limitations in properly designing or implementing of motivational factors assessed in this research which are reward, promotion, recognition, training, fringe benefit, job security, salary, working environment motivating factors. Hence, the public sector leaders and human resource managers should give due attention in designing as well as implementing of those motivational factors. Employees became dissatisfied by motivational practice implemented by public sector, which stated in this research and this would result failure in employees performance. As performance of employee goes down from time to time the public cannot get sufficient and satisfactory service from the sectors.

Based on the findings and conclusions of the study, the researcher forwards the following recommendations.

- First the finding of this study can be recommended that training is the main motivational factor of employee performance. The result indicates training has significant effect on employee performance. This means the Beta-value of 0.556 indicates that one unit increase or positive change in "training" would lead to a 0.556 unit increase the level of employees' job performance. Thus, to provide both formal, (i.e. at a class), or informal, (i.e. on-the-job) to employees' would be improving performance and organizational effectiveness. Therefore the organization managers should get best performance in the future through to improve awareness employees' to do open support employees by identifying their gap of knowledge, skill, and ability to achieve the organizational goal.
- The next finding fringe benefit it is the most important motivational factor that have a positive effect on employee performance in public sector. therefore , it is better if MMWPS leaders should practice thus, improving fringe benefit that is indirect compensation given to an employee and it focus on maintaining the quality of life for employees and providing a level of protection and financial security for workers and for their family members some common examples are; retirement or pension plans, medical insurance, education reimbursement and time off .Like base pay plans, this fringe benefit package will help to attract, retain and motivate qualified, competent, this mechanism would help public sector to use full potential of their human resource and enable them to achieve their target easily.
- From the finding of this study working environment motivational factor was considered as one of the most essential factors that influence employees' performance of MMWPS but the employees in the worda are less motivated for this factors. Therefore the managers should make the conducive working

environment by providing sufficient facilities and equipment (computers, printers, machines, tables, chairs, and clean office), avoiding employees' workload and encouraging social interaction program in order to raise their relation so that to achieve the goal of an organization.

- From the finding of this study recognition: motivational factor was considered as one of the most essential factors influencing employee performance, therefore, employees are not likely to be motivated by money all the time. In fact, innovative non-monetary incentive like paid vacations, time off from work, gift certificates can be quite effective in encouraging employees' techniques that contribute employees for better performance. Thus the leader and group leaders should design this kind of motivational package to provide job satisfaction to employees' for their best performance.
- From the finding promotion is one of the motivational factors influencing employee performance. The result indicates that an increase in promotion results in a positively change in their performance. For instance, incentive, reward and promotion are important for inspiring employees to promote them for better performance and positive competition among member of the organization. Therefore organization leader should design appropriate mechanisms for recognize and providing promotion those who have performed their activities in a better way in transparent manners.
- From the finding reward is one of the motivational factors influencing employee performance. The result indicates that an increase in reward will result in a positively change in employee performance. Though, the employees of MMWPS were less motivated with this factor .when rewards are given to employee, who achieves high performance, they can be an important instrument to encourage the continuance of the desired behavior. In the workplace, external rewards include incentives, benefits and other. Monetary forms of rewards. Such external rewards are often used as motivators by managers. Therefore the managers of MMWPS should be design appropriate reward strategy and program based on employees' performance.
- From the finding salary is one of the motivational factors influencing employee performance. The result indicates that an increase in salary results in a positively change in employee performance. Though, the employees of MMWPS was less motivated with this factor ,It was also found that salary was considered as the main factor that influence employees' to work hard and better, which imply that low monthly pay reduce morale for high employees' performance. Therefore, civil service commission human resource department should review its wage system to reflect employees' education, economic status and employees' responsibility as well as considering market wages so as to encourage better performance for its employees.

- Finally motivation is an important part of managing process of a team of highly qualified and motivated employees for achieving the objectives of the organization in MMWPS. Therefore any concerned body should practice sound employee motivational schemes top priority so as to get maximum to accomplish its objectives, so that to increase its efficacy. Besides researcher would like to suggest that any concerned and interested body conduct research to add any comments related to the topic.

5.5 Future research

- The researcher was limited to eight motivational factors which effect motivation employees 'job performance but the future researchers may focus on different variables(extrinsic and intrinsic) or combination of those variables included in the future researches.
- The study was conducted in the service providing public sectors limiting its scope. The future researches may examine the determinant factors on employees' job performance on other sectors.
- The current study focused only on the quantitative measure, so future approach should also include a qualitative inquiry for a better understanding of the issue under study.

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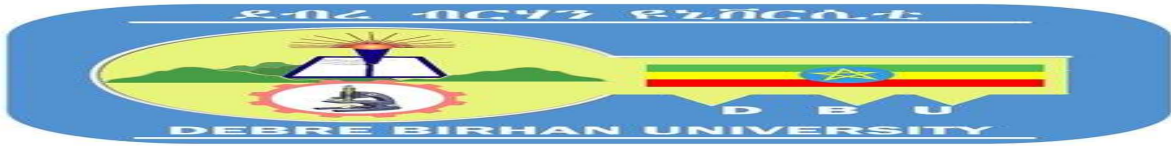
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**Appendix1:
Questionnaire**

**DEBRE BIRHAN UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT (MBA PROGRAM)**

To: Respondent

Dear Sir/Madam/

My name is Tilahun G/yohanes I am a postgraduate student in the Department of Management, College of Business and Economics, Debre Birhan University. As part of the course requirement for the award of MA degree in Business Administration, I am conducting a research work on ‘The Effect of motivation on Employees ‘Performance in public sector. As part of my project I would like to gather some information from you which will help me in an in depth study of the project. I would be indebted if you co-operate with me in filling the questionnaire. Since the questionnaire is being used for academic purpose only, the information gathered will be strictly confidential.

Here I kindly request you to attempt all the questions in the questionnaire to meet the aim of the study. Whatever information is provided will be treated with utmost confidentiality and strictly will be used for academic purpose only. This questionnaire is contains six pages both the translate Amharic version questionnaire and English questionnaire and the cover page and three sections; section-one contains demographic information with five questions, section-two contains motivational factor with twenty eight questions, and section-three contains employee performance with three questions. Section-four one multiple choice question totally it contains thirty seven questions.

For further information fell free to contact me through E-mail tilahungebere25@gmail.com or Mobile number 0921130785/0909337640.I would like to thank you in advance for your cooperation.

Sincerely Yours

Tilahun G/yohanes

SECTION-ONE: DEMOGRAPHIC INFORMATION

Instruction: Please select and encircle the letter which contains the characteristics that express you.

- 1) What is your gender? 1) Male 2) Female
- 2) What age group (in years) are you in? 1) 18-30 2) 31-40 3) 41-50 4) above 50
- 3) Marital status: 1) Single 2) Married 3) Divorced 4) Widowed
- 4) Current education level: 1) Certificate 2) Diploma 3) Bachelor degree 4) Master degree 5) Doctorate degree 6) Other (Please specify-----)
- 5) How long have you worked in this organization? -----years: 1) 0-5 2) 6-10 3) 11-15 4) Above 15

SECTION -TWO: MOTIVATIONAL FACTOR

Please indicate the level of your agreement or disagreement with the following statement where number 1 will represent strongly disagree, Number 2- disagree, number 3, Neutral, Number 4- agree and Number 5- strongly agree.

1	Reward	1	2	3	4	5
1	I am proud to be working at this company because I have been rewarded for being achievement.					
2	I am pleased with the fair award given by my organization					
	In addition to monthly salary I have received reward during achieving organizational goal					
4	My department is rewarded with the best performing staff					
2	Promotion					

1	I am satisfied with the carrier advancement opportunities in my organization					
2	Promotions in the organization are based upon qualification but not performance.					
3	In my organization it provides fair promotions opportunities					
4	My job allows me to learn new skills for career promotion					
3	Recognition					
1	I feel appreciated when I achieve or complete a task					
2	I receive adequate recognition for doing my job well					
3	My manager always thanks me for a job well done					
4	Training					
1	It is possible to achieve performance simply because of training					
2	I am satisfied with the training opportunities for my organization					
3	My organization give training based employee skill gab					
5	Fringe Benefit					
1	I am satisfied with my total benefits package.					
2	My fringe benefits are paid timely.					
3	It is only when I achieve my work goal that my employer offers me benefits					
6	Job security					
1	I feel safety because of the comfort I am provided at work					
2	Because of I have job security ,I feel proud my work					
3	I feel safe with the workflow created by my recent leader					
7	Salary					
1	I am satisfied with my salary					

2	The salary, I receive is appropriate for the work I do					
3	I am happy with the salary increase in my institution					
4	My salary is high in comparison to my colleagues pay for doing a similar job.					
8	Working Environment	1	2	3	4	5
1	I am satisfied with the working environment					
2	Most employees in my organization enjoy their work					
3	My office allow me to work freely					
4	My superior provides an environment in which I feel safe and secure					

SECTION –THREE EMPLOYEE PERFORMANCE

Please indicate the level of your agreement or disagreement with the following statement where number 1 will represent strongly disagree, Number 2- disagree, number 3, Neutral, Number 4- agree and Number 5- strongly agree.

Employee performance measurement developed by Bishop, (1987)

9	Employee performance	1	2	3	4	5
1	My performance is better than that of my colleagues with similar qualifications.					
2	I am satisfied with my performance because it's mostly good					
3	My performance is better than that of the officer with similar qualification in other office.1					

SECTION FOUR

1) Motivation has a strong effect on employee performance.

(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly agree

Thank you! God bless you!



Appendix2

ደብረ ብረሃን

በቢዝነስ እና ኢኮኖሚክስ ኮሌጅ

በቢዝነስ አድሚንስትሬሽን ትምህርት ክፍል

መጠይቅ

ደብረ ብረሃን ዩኒቨርሲቲ በንግድ ስራ አስተዳደር በሁለተኛ ደግሪ መረሃ ግብር እተማርሁ ነው። በመሆኑም ለመመረቂያ ማሟያ የሚሆን የጥናት ጽሁፍ ርእስ «ማበረታቻ በመንዝ ማማ የመንግስት መስሪያቤት የመንግስት ሰራተኞች የስራ አፈጻጸም ላይ የሚያደረሰውን ተጽእኖ ጥናት» በሚል ርእስ እየሰራሁ እገኛለሁ። የሚሰበሰበው መረጃ ለጥናቱ ጥልቀት ስለሚረዳ መጠይቁን በትክክል መሙላት ለጥናቱ ውጤታማነት እጅግ በጣም ወሳኝ ነው። መጠይቁን መሙላት በእርስዎ ላይ ምንም አይነት ጉዳት የማያመጣ ሚስት-ራዊነቱን የጠበቀ ከዚህ ጥናት ውጭ ለሌላ ጉዳይ እንደማይውል ከወዲሁ እያረጋገጥሁ ግዜዎትዎን መሰዋትነት በማድረግ መጠይቁን በመሙላት ለሚያደርጉልኝ ቀና ትብብር ከወዲሁ ልባዊ ምስጋና እያቀረብሁ ጥያቄው ሦስት ክፍል ያለው የሚይዝ ሲሆን የመጀመሪያው ክፍል መረጃውን የሚሞላው/የምትሞላው የህይወት ታሪክ 5(አምስት) ጥያቄ ሁለተኛው ክፍል የማበረታቻ ተጽእኖ 28 /ግያ ስምንት ሦስተኛው ክፍል የሠራተኞች የስራ አፈጻጸም 3 /ሦስት ጥያቄ/ አራተኛ ክፍል 1/አንድ/የምርጫ ጥያቄ ሲሆን በአጠቃላይ 37 /ሰላሳ ሰባት /ጥያቄዎች ያካትታል።

ክፍል አንድ

የመላሽ/ሻያ ግልታሪክ

- 1. አንተን/ቺን በትክክል የሚገልጸውን መልስ ምረጥ/ጭ
 - 1) ምታ ሀ) ወንድ ለ) ሴት
 - 2) እድሜ ሀ) 18-30 ለ) 31-40 ሐ) 41-50 መ) 50-60
 - 3) የጋብቻሁኔታ ሀ) ያገባ/ች ለ) ያላገባ/ች ሐ) የፈታ/ች መ) ባሏ የሞተባት ሴት

4) የትምህርት ደረጃ 1) ሰርትፍኬት 2) ዲፕሎማ 3) የመጀመሪያ ድግሪ 4) ማስተርስ ደግሪ 5) ዶክትሬት ድግሪ 6) ሌላካለይግለፀ-----

5) ለምን ያህል ጊዜ የሚሰሩበት መስሪያ ቤት አገልግለዋል ?

1) 0-3 አመት 2) 4-6 አመት 3) 7-9 አመት 4) ከ10 አመት በላይ

II. ክፍል ሁለት የማበረታቻ ተጽእኖ

ከዚህ በታች ያለው አረፍተ ነገር የሚያሳየው የእርስዎን መስማማትና አለመስማማት የሚገልጽበት ሲሆን ከ1-5 የተሰጡ ቁጥሮች የሚያመለክቱትን 1=በጣም አልስማማም 2 =አልስማማም 3 =ምንም ሃሳብ የለኝም 4=እስማማለሁ 5=በጣም እስማማለሁ ከመረጡት አንዱ ላይ ብቻ ✓ ምልክት ያድርጉ

1	ሽልማት	1	2	3	4	5
1	በዚህ ተቋም በመስራቱ ኩራት ይሰማኛል ምክንያቱም ስኬታማ ስለሆንሁ ሽልማት አግኝቻለሁ					
2	በእኔ መስሪያ ቤት በሚሰጠው ፍትሃዊ ሽልማት ደስተኛ ነኝ					
3	የመስሪያቤቱን ግብ በማሳካበት ጊዜ ከወረሃዊ ደመወዝ በተጨማሪ ሽልማት አገኛለሁ					
4	የተሻለ አፈጻጸም ያላቸውን ሰራተኞች መስሪያቤቱ ሽልማት ያበረክታል					
2	የደረጃ እድገት					
1	መስሪያቤቱ የደረጃ ዕድገትን እድል መሰላል ስላለ በስራዬ ደስተኛ ነኝ					
2	የደረጃ እድገት የሚሰጠው በትምህርት ደረጃ እንጂ በስራ አፈጻጸም አይደለም					
3	በእኔ መስሪያቤት ፍትሃዊ የሆነ የደረጃ እድገት መሰላል አማራጭ ይሰጣል					
4	ይህ ስራዬ አዲስ የስራ ክህሎት እንዲኖረኝ አድርጎኛል					
1	እውቅና					
2	ስራዬን ከግብ ሳደርስ ራሴን አደንቃለሁ					
3	ለሰራሁት ጥሩ ስራ ተመጣጣኝ እውቅና አግኝቻለሁ					
4	ስራዬን ከልብ ስለምሰራ የስራ ኃላፊዬ ሁሌም ያመሰግናኛል					
1	ስልጠና					
2	በስልጠና ምክንያት በቃላት ብቃት ማምጣት ይቻላል					
3	በመስሪያቤቱ ባለው የስልጠና እድል እረክቻለሁ					
5	የእኔ መስሪያ ቤት በሰራተኞች ችሎታ ላይ የተመሰረተ ስልጠና ይሰጣል					

1	ከደመወዝ ሌላ ተጨማሪ ጥቅማጥቅም				
2	በጠቅላላ ጥቅማ ጥቅሜ ፓኬጅ እረክቻለሁ				
3	የጥቅማጥቅም ክፍያ በግዘው ይከፈለኛል				
6	የመስሪያቤቱን ግብ ሳሳካ ብቻ ነው መስሪያ ቤቱ ጥቅማጥም የሚሰጠኝ				
1	የስራ ዋስትና				
2	በስራዬ ቦታ በሚሰጠኝ ምችት ምክንያት ደህንነት ይሰማኛል				
3	የስራ ዋስትና/ደህንነት/ ስላለኝ በስራዬ ኩራት ይሰማኛል				
4	የቅርብ ሃላፊዬ በፈጠረው የስራ ዋስትና ሰላምና ደህንነት ይሰማኛል				
7	ጥሩ ደመወዝ				
1	በሚከፈለኝ ክፍያ ደስታ ይሰማኛል				
2	የሚከፈለኝ ገንዘብ ከስራዬ ጋር ተመጣጣኝ ነው				
3	በተቋሜ ባለው የደመወዝ ጭማሪ ምክንያት ደስተኛ ነኝ				
4	ከእኔ ተመሳሳይ ስራ ከሚሰሩት ጋር ሲነጻጸር ለእኔ የሚከፈለኝ ክፍያ የተሻለ ነው				
8	የስራ ቦታ				
1	በስራ ቦታ ደስተኛ ነኝ				
2	አብዛኛው ሰራተኛ በስራ ቦታው ደስተኛ ነው				
3	የስራ ገበታዬ ነጻነት ይሰጠኛል				
4	የቅርብ ሃላፊዬ በፈጠረው የስራ ቦታ ሰላምና ደህንነት ይሰማኛል				

ክፍል ሦስት የሰራተኞች የስራ አፈጻጸም

ከዚህ በታች ያለው አረፍተ ነገር የሚያሳየው የእርስዎን መስማማትና አለመስማማት የሚገልጽበት ሲሆን ከ1-5 የተሰጡ ቁጥሮች የሚያመለክቱትን 1=በጣም አልስማማም 2 =አልስማማም 3 ==ምንም ሃሳብ የለኝም 4=እስማማለሁ 5=በጣም እስማማለሁ ከመረጡት አንዱ ላይ ብቻ ✓ ምልክት ያድርጉ

	የሰራተኛ ብቃት	1	2	3	4	5
	እኩል ስራ ከሚሰሩት የስራ አጋሮቼ ጋር ሲነጻጸር እኔ የተሻለ ብቃት አለኝ					
	ባለኝ የስራ ብቃት ምክንያት እረካለሁ					
	የእኔ ብቃት ሌላ መስሪያቤት ከሚሰሩት ሰራተኞች የተሻለ ነው					

ክፍል 4 የምርጫ ጥያቄ

ከዚህ በታች ያለው አረፍተ ነገር የሚያሳየው የእርስዎን መስማማትና አለመስማማት የሚገልጽበት ሲሆን ከ1-5 የተሰጡ ቁጥሮች የሚያመለክቱትን 1=በጣም አልስማማም 2 =አልስማማም 3 =ምንም ሃሳብ የለኝም 4=እስማማለሁ 5=በጣም እስማማለሁ ከመረጡት አንዱ ላይ ብቻ ይምረጡ።

1) ማበረታቻ የስራ አፈጻጸም ላይ ከፍተኛ ተጽእኖ ያሳድራል።

- (1) =በጣም አልስማማም (2) አልስማማም (3)=ምንም ሃሳብ የለኝም (4) =እስማማለሁ
(5)=በጣም እስማማለሁ

ይህንን መጠይቅ በቀናት ስለሞሉልኝ እግዬያብሔር ይስጥልኝ!!!