

**A STUDY ON THE MOTIVATION LEVEL OF
EMPLOYEES WITH REFERENCE TO MERCHANDISE
WHOLESALE AND IMPORT TRADE ENTERPRISE
(MEWIT)
(THE CASE OF ADDIS ABABA)**

**PREPARED BY:
LEGESSE GAGLEW**

**SUBMITTED TO:
DEPARTMENT OF MANAGEMENT**

**ADVISOR:
MR. ROGERS P. JOSEPH**

*Jimma University
Library Periodical*

**MAY, 2002
JIMMA, ETHIOPIA**

ABSTRACT

Motivation is one of the most important elements that contribute for the achievement of organizational objectives. This study on the title, "A Study on The Motivation Level of Employees With Reference to Merchandise Wholesale and Import Trade Enterprise", is undertaken with the objectives of (1) finding out the level of motivation in MEWIT,(2) determining the relationship between factors like income level, position, age, sex and motivating factors,(3) alleviating problems that result due to lack of motivation,(4) giving emphasis to human aspects of the organization, and (4) giving recommendations and suggestion to the organization on the level motivation, how the existing system of motivation is valued by the employees, and how it is ought to be changed if changes are got to be necessary.

To meet the objectives a random sampling technique is used and questionnaires were distributed to forty-six (46) individuals out of the total population of 350 employees in Addis Ababa branch of MEWIT. Interviews were also made with five (5) individuals. The analysis techniques used were statistical (percentage, graph and pie chart) and qualitative methods of analysis.

The expected result of the study was that there is a relationship between motivation and performance and the degree of motivation of employees is reflected on their job. As the result of the study shows, the expected result is true.

TABLE OF CONTENTS

	<u>Pages</u>
1. Acknowledgement -----	i
2. Abstract -----	ii
3. Table of Contents -----	iii
 CHAPTER I – PROPOSAL -----	 1-12
1.1 INTRODUCTION -----	1
1.2 OBJECTIVES OF THE STUDY -----	4
1.3 METHODOLOGY -----	4
1.4 STATEMENT OF THE PROBLEM -----	5
1.5 SIGNIFICANCE OF THE STUDY -----	6
1.6 SCOPES AND LIMITATION OF THE STUDY -----	7
 CHAPTER 2 – LITERATURE REVIEW -----	 9-12
 CHAPTER 3 – RESULT, DISCUSSION AND FINDINGS -----	 13-23
3.1 RESULT -----	13
3.2 DISCUSSION -----	16
3.3 FINDINGS -----	22
 CHAPTER 4 – RECOMMENDATION AND CONCLUSION -----	 24-26
4.1 RECOMMENDATION -----	24
4.2 CONCLUSION -----	26
 12. QUESTIONNAIRE -----	 27
 13. BIBLIOGRAPHY -----	 30

LIST OF TABLES AND CHARTS

	<u>Pages</u>
Figure 1 – How ability and motivation affect performance -----	11
Table 1 - Shows the relationship between designation and motivated factors valued by individuals with that designation -----	17
Figure 2 – A pie chart showing the proportion of factors of motivation as valued by employees of MEWIT -----	18
Table 2 – It shows age distribution of the population under the study (MEWIT's employees) and the relationship between age, sex and motivating factors-----	19

CHAPTER I

1.1 INTRODUCTION

Now days every business entity is expected to be adaptive to changes that occur in the environment. In its efforts to make profits by satisfying its customers, the major and most important element for the organization to be competent and profitable, it has to treat its employees in such a way that they can make their contribution to the best for the achievement of organizational objectives.

Motivation of employees affects productivity, and part of managers' job is to channel motivation toward the achievement of organizational objectives or goals. The study of motivation helps managers understand what prompts people to initiate action and why they persist in that action over time¹.

It is necessary that managers understand factors that can force individuals work harder in order to both achieve the goals set by the management and rewards valued by employees for performing a particular job. The rewards may be either intrinsic rewards or extrinsic rewards or both. Intrinsic rewards are the satisfactions a person receives in the process of performing a particular task or action. The completion of a complex task may bestow a pleasant feeling of accomplishment, or solving a problem that benefit others may fulfill a personal mission. Extrinsic rewards are given by another person, typically a manager and include promotion pay increases, giving recognition for ones achievement, etc.

There are different works that focused on motivation. One of the works is scientific management theory developed by Frederick W. Taylor. This theory pertains to systematic analysis of an employee's job for the purpose of increasing efficiency. Economic rewards are provided to employees for high performance. The emphasis on pay evolved into the perception of workers as economic people – people who would work better for higher pay. This approach led to the development of incentive pay systems, in which people were paid strictly on the quality and quantity of work outputs.²

Gradually a more sociable and interactive employees in the minds of managers replaced the economic man. As indicated in Hawthorne studies, non-economic rewards, such as congenial work groups who meet social needs, seemed more important than money as a motivator of work behavior. With this study the concept of social man was born. Further study led researchers to conclude that simply paying attention to employees could change their behavior for the better. This was called the Hawthorn Effect.¹

Three types of studies dominate contemporary approaches to employee motivation. The first of these are content theories, which stress the analysis of underlying human needs; content theories provide an insight into the needs of people in organizations and help mangers how the need can be satisfied in the work place. Process theories concern the thought processes that influence behavior; they focus on how employees seek rewards in work circumstances. Reinforcement theories focus on employee learning of desired work behaviours.³

Different research works summarized above reached at different conclusions. From this, it is possible to say that employees in different situations may have different motivating factors. Different situations include economic conditions, political systems, technological level, living standard, etc. Therefore, it is necessary to find out factors that can motivate employee for better performance, and the researcher believes that with implementation of the research results, better performance rates can be achieved such that giving impetus for organizational growth ensuring the profitability of the firm.

Contributing to an organization's growth is contributing to general economic growth of the country, though the significance to the economy may not be considerable.

This problem is not solved yet, because of: less emphasis placed on motivation, the need to solve problems that arise because of matters related to motivational factors through development of stringent policies, rules and over controlling techniques, trying to solve problems through meetings, etc. rather than through proper study of the needs of employees and provision of factors that can be valued by employees as motivating. This research work can be at least a learning ground for problem identification and solution finding for merchandise wholesale and Import Trade Enterprise,

To sum up motivation refers to the forces either within or external to a person that arouses enthusiasm and persistence to pursue a certain course of action. It is the job of managers to identify factors most valued as motivating by employees. This research work identifies those factors in MEWIT.

1.2 OBJECTIVES OF THE STUDY

The objectives of carrying out the research activity on the title ' A Study on The Level of Motivation With Reference to MEWIT' are:

- Finding out the level of motivation in MEWIT.
- Determining the relationship between factors like income level, position, age, sex and motivating factors.
- Alleviate problems that result due to lack of motivation.
- Giving emphasis to human aspects of the organization
- Giving recommendations and suggestions to the organization on the level of motivation, how the employees value the existing motivation system, and how it is ought to be changed if changes are gotten to be necessary.

1.3 METHODOLOGY

When carrying out the research activity, the data gathering, processing and analysis techniques were conducted in the following way.

The study was conducted in a governmental organization called Merchandise Wholesale and Imported Trade Enterprise, abbreviated as MEWIT, which is found in Addis Ababa. The enterprise has sixty (60) branches in different regions and parts of Ethiopia with two thousand employees; of which 350 employees are found in Addis Ababa.

The study was undertaken only in Addis Ababa; of the total number of employees in the Addis Ababa branch (350), 10% was taken as a sample for the study and questionnaires were distributed among the sample group. The questionnaires were structured and close-ended type; of course there were some open ended questions which were to be answered by the respondents.

The number of questionnaires distributed to the respondents were 46 in number; out of which forty(40) questionnaires were successfully collected. In addition to the distribution of questionnaire, interviews were also made to substantiate the research activity with additional information.

The analysis process was based on statistical techniques and qualitative analysis methods.

1.4 STATEMENT OF THE PROBLEM

This proposal is meant to solve problems that can arise due to lack of motivation and to improve the existing motivation system of the enterprise.

It is known that motivation is a challenge for management. It is difficult, if not impossible, to determine the reward each individual worker, in the organization values for the contribution he or she makes. What poses difficulty for determination of motivational factors is that they are from within employees and they differ from an employee to another employee.

The conduct of this study will help minimize, if not avoid, problems of motivation and it will help determine whether there is any relationship between income and motivation, position in the organization and the motivating factors valued by individuals in that position. In addition to the above factors, sex, age, and designation are considered and their relationships with motivation are found out.

Generally, the level of motivation in MEWIT is studied and comments and suggestions on the motivational system in the organization are made.

1.5 SIGNIFICANCE OF THE STUDY

The importance of having a study on the title, "A study on the Level of Motivation of Employees with Reference to MEWIT" is that, for the first case it gives an insight in to the strengths and weaknesses of the organization in the area of motivation.

The second reason is that, after having pointed out whether a strength or weakness exists, the organization can maintain its system of motivation or can improve it depending on the result of the study. The result will be used for improvement and growth especially through consideration of human aspects of the enterprise.

The third reason is that if there is no any particular motivation system in the enterprise, hopefully this study will give an impetus to the management for using motivation systems to get work done and raise the morale of employees.

The fourth one is that the study will identify the different rewards valued by different employees in different positions and at different income levels; of course, without neglecting factors like age, sex and marital status.

To sum up, the study is primarily focused at identifying factors of motivation at different organizational levels with consideration of variables like age, sex, designation and responsibility in the organization. To meet this objective carrying out a study on the motivational level is inevitable.

1.6 SCOPE AND LIMITATION OF THE STUDY

The study is conducted in the Addis Ababa branch of Merchandise Wholesale and Import Trade Enterprise and it will consider 10% of employees in the branch as a sample for the study.

The study concentrates only on factors that influence motivation. The suggestions employees give on motivation related issues are included. Therefore, the study is confined within the realms of human resource management, specifically motivation.

Limitations that are faced in using questionnaires for research activities are:

- low rate of return
- it can be used only for literate respondents
- the control over the questionnaire may be lost once it is sent
- there is in-built inflexibility
- it is the slowest method of data collection

Two other possible bottlenecks in research activities, specifically in this research, are sample selection and usage of the results of the study to derive conclusion about the whole population. This is so because they require a specialized knowledge in research.

CHAPTER 2

Literature Review

Employees are most highly motivated to the organization when they view their inputs of time, effort, legality, and cooperation as favorable relative to the various forms of compensation they receive in exchange. Employee perceptions of the fairness of this exchange are strongly influenced by the compensation they believe other employees are receiving⁶.

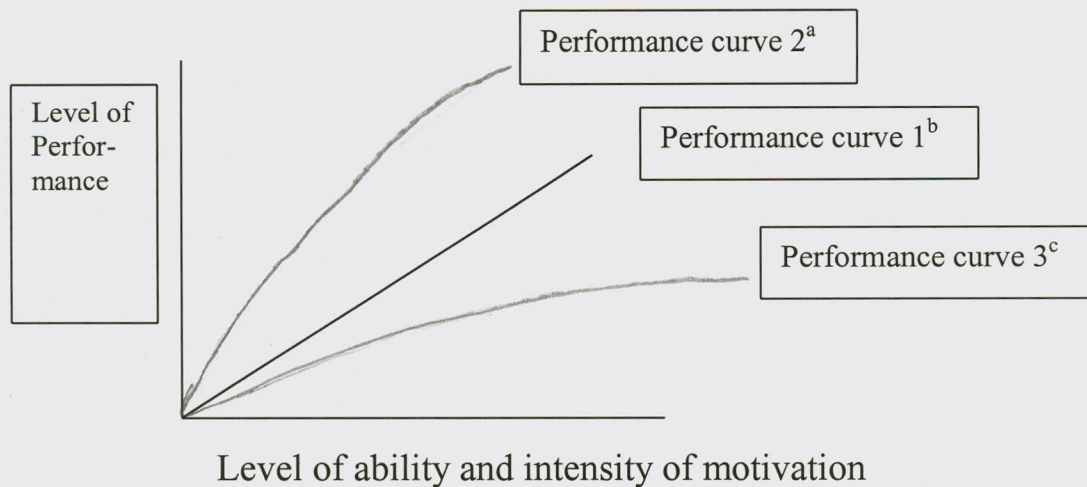
Because the performance of other provides employees with a measure of success where more objective measures are lacking, spontaneous competition between employees is one of the important motivational forces within organizations. Competition that is deliberately promoted by management may be effective under certain circumstances, but it should be used with caution and combined as manipulative and cause destructive conflict⁶.

A motivation problem exists within an organization when there is a discrepancy between expected and achieved results due to lack of effort rather than to lack of ability, training, or other factors. The motivational problem may be expressed in terms of the failure of employees to obey a specific safety rule (smoking in a restricted area only), failure to perform certain supervisory activities (handling disciplinary problems in private, etc. The determination of whether non performance results from low motivation is a matter of rejecting at least four other possible causes of the substandard behavior:

1. A problem of communication in this case failure to perform is caused by the employees' misinterpretation of what is expected.
2. A problem of ability: the person in question lacks the physical or mental ability to perform according to expectations and is therefore untrainable.
3. A problem of training: in this case performance will be inadequate regardless of motivational level until training occurs.
4. A problem of opportunity: the employee knows what to do and when to do it but is held back by environmental conditions (for example, inadequate tools, obsolete methods, being faced by the performance of others or by market conditions⁶).

The relationship would be simple of productivity were a function of ability alone, for employees' output would vary directly with increases in their abilities, as shown by performance curve 1 in figure 1. Since this is the performance curve that would result of productivity were based on ability alone, performance should increase directly and proportionally as ability increases. But, because of the employees' freedom of choice to perform effectively, ineffectively, not at all, motivation is necessary to increase output. Thus the employees' actual performance is also related to the type and extent of motivation involved⁷.

James University
Lilongwe, Malawi



- a. Result of increasing ability and strong positive motivation
- b. Level of performance expected with a given increase in ability but disregarding motivation
- c. Result of increasing ability but with a strong negative or weak motivation

Figure 1. How ability and motivation affect performance.

You can see from performance curve 2 that the employees' output increases at an increasing rate when there is increasing ability and/or strong positive motivation. The person's performance level will continue to be low when there is strong negative or weak positive motivation, regardless of change in ability, as shown by performance curve 3⁷.

It can be concluded from this discussion that employee performance is function of ability times motivation. Although motivation provides the best potential source of increased productivity, it does not necessarily mean a greater expenditure of energy on the part of the worker. Instead, it implies that employee abilities will be used more efficiently with the same-or less – expenditure of effort. This, in turn, should lead to improved satisfaction⁷.

Though low motivation can result in low performance, it should be noted that not all low performances are caused by low motivation. Inadequate knowledge, routine of the task, inability to cope up with changes, etc. can be other causes of low performance.

CHAPTER 3

Result, Discussion and Findings

3.1 RESULT

The population of the study constitutes 55% male and the remaining percentage (45%) is female. The marital status of the population is that out of the total, 33% applies to the single (unmarried) individuals and 67% of the population is married. The subjects of the study are within the age range 25-55 years old.

Of the total population, only 7.5% are satisfied with their current income level, and the remaining 92.5% is not satisfied.

The basis of promotion in Merchandise Wholesale and Import Trade Enterprise are merit and seniority. The percentage of employees who claim the base of promotion as merit, amount to 7.5%, and those who claim seniority are 2.5%. The remaining group of workers argues against the above respondents. This group says that there is no any base for motivations in MEWIT or else the base of motivation is unknown. This is a response of 90% of employees. 7.5% of employees are highly satisfied by the motivation systems used, 12.5% are neutral and 80% of the employees say they are dissatisfied.

80% of employees do not agree with those employees who claim that there are rewards for better performance (20%). The former or 80% of employees

do not have a risk of losing their job and 20% of them are suspicious about having a steady employment.

67.5% of the population say that their organization is making use of their individual abilities fully and 32.5% say that the organization is not making use of their abilities fully.

The factors of motivation used to initiate workers for better performance include: financial rewards (7.5%), recognition (7.5%) and fringe benefits (5%). However 80% of the employees say that the organization does not use any motivation system.

The values the employees attach to the motivation system used by the enterprise are very good by 10% of employees, good by 7.5%, fair by 2.5% and poor by 80% of the employees.

12.5% of employees say that their work environment is very good, 7.5% say it is good, 5% it is fair and 75% of the employees say that it is poor.

Employees to initiate workers for better performance suggest different factors. These factors include financial rewards, recognition, promotion, fringe benefits, and opportunities for personal growth, improvement of office and office facilities, impartial treatment of employees by management, regular pay increases, and a promise to grant a certain percentage of the profit of the company to employees.

35% of employees say that they are busy all the time whereas 65% of employees say they are not busy.

Of the total population, only 5% claim that merchandise wholesale and import Trade Enterprise offers opportunities of advancement for its employees. Whereas the remaining percentage, i.e. the majority (90%) of the workers say it does not offer any opportunities of advancement.

87.5% of the workers of the enterprise say that they usually try out their own ideas in their regular activities, but the remaining 12.5% do not. 95% of the employees make decisions about their work on their own and 5% of the employees get decision, made by their supervisors about their own work.

Only 5% of the employees say that their supervisors interfere unnecessarily with their work. The majority of the population (95%) say that they are free of any unnecessary interferences by supervisors.

Every worker (100%) appreciates supports from their supervisors. However, 90% say that the organization is unfair in the administration of its policies, even though 10% say that the organization is fair in its administration.

As it can clearly be seen from the results, the level of motivation in Merchandise Wholesale and Import Trade Enterprise is low and employees are poorly initiated to do better works for the organization.

3.2 DISCUSSION

The majority of MEWIT's employees say that there is no motivation system used by the enterprise; this is a complaint of 80% of the employees. Eventhough the majority denies the existence of any motivation system, 10% of the employees say that there are excellent motivation or the rewards for good performance given to employees are good whereas 2.5% of the employees agree with the existence of rewards, but as the results of the study show, the rewards are poor motivators.

80% of the employees complain that there is no any reward for good performance but the 20% says the opposite. From these arguments it is possible to understand that there is no transparency in the organization. The workers are not made to know what the organizations policy concerning motivations. Eventhough rewards exist, ignorance of the existence can demotivate employees and these employees nay not be initiated to contribute for their organization as much as they are able to.

As results of the study show, the higher an individual is in the organizational hierarchy, the greater is his or her need for recognition. This is so because the financial needs of people at higher levels are relatively better met than those at lower levels. Usually people at the bottom are relatively less educated than these at the top and their salary or income is closely associated to them educational status. (See the table next page)

The factors thought to be motivating by employees include: financial rewards, recognition, fringe benefits, opportunities for personal growth,

improvement of office conditions and office facilities, promotion, impartial treatment of employees by management, increment of wages and salaries and a grant of a certain percentage of the company's profit when the company makes considerable amount of earnings.

S. No.	DESIGNATION	FACTORS OF MOTIVATION AS VALUED BY EMPLOYEES		
		Financial reward	Promotion	Recognition
1	Security guard	66.7%	-	-
2	Secretary	-	34.8%	16.7%
3	Cashier	-	4.3%	-
4	Statistician	33.3%	8.7%	-
5	Market researches	-	4.3%	16.7%
6	Librarian	-	4.3%	-
7	Accountant	-	30.4%	20.0%
8	Auditor	-	4.3%	16.7%
9	Manager	-	8.9%	29.9%
	Total	100%	100%	100%

Table-1 shows the relationship between designation and motivating factors valued by individuals with that designation.

As it can be seen in the above table, employees with lower income, such as security guards need financial rewards, and secretaries need promotion in larger proportion as compared to others. The security guards need or prefer financial reward to any other motivating system because their incomes are not enough to meet their needs; even the basic ones. Secretaries, who are also low-paid employees, prefer promotion to other methods because usually promotion is accompanied by increments in pay. Accountants and managers, who are relatively at higher levels, need recognition in larger proportion in comparison to other employees.

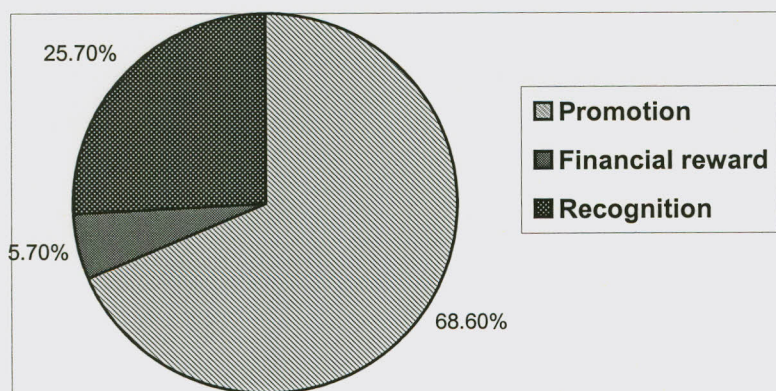


Fig.2 A pie chart showing the proportion of factors of motivation as valued by employees of MEWIT.

Of the total population under the study, 68.6% prefer promotion to any other reward. The reason behind their preference, as indicated in the above paragraph, is to meet their needs. This is so because when an individual is promoted, he or she gets more authority and responsibility together with increased pay than when he/she was in the previous position. 25.7% of the workers of the enterprise need recognition as a factor of motivation. What these people who want recognition need is a full appreciation for works done. Giving praise develops a positive self-concept in employees and leads to a better performance. Praise is a motivator because it meets the employees' need for esteem. Giving praise creates a win-win situation. It is probably the most powerful, simplest, least costly, and most under used motivational technique⁴. 5.7% of the employees need financial reward. The promise of a financial reward for better performance will initiate for a better action where by moving to meet dual goals at a time. The one is meeting the specified standard such that contributing to a higher level of output for the organization and the other one is meeting their own financial needs.

S. No	AGE DISTRIBUTION	SEX			FACTORS OF MOTIVATION						TOTAL
		M	F	Total	Promotion		Financial reward		Recognition		
					M	F	M	F	M	F	
1	26-35	4	8	12	-	58.3%	16.7%	-	16.7%	8.3%	100%
2	36-45	11	7	18	33.3%	27.7%	-	5.6%	27.8%	5.6%	100%
3	46-55	7	3	10	50.0%	20.0%	20.0%	-	-	10.0%	100%
	Total	22	18	40							
	Grand Total		40								

Table-2 It shows age distribution of the population under the study (MEWIT's employees) and the relationship between age, sex and motivating factors.

According to the study result as shown in the table in the age group twenty-six to thirty five, majority of the female population (58,3%) wants a higher authority with a higher pay; that is they want promotion. But in the same age group the male populations desire for promotion is nill; that is, there is no any percentage of the male population claiming for promotion. In the next age group (from thirty six to forty five), the need of the male population for promotion seems to increase and the female populations need for power (promotion) decreases. As it is shown in the table, the need of males for promotion increases with increases in age; in the contrary, with increases in age, the females desire for promotion falls. The financial needs of the male population is stronger than the needs of the female population in the age groups twenty six to thirty five and forty six to forty five, but females in the age groups thirty six (36) to forty five (45) want more finance than the male population.

The need for recognition in the age group twenty-six to forty five is greater than the females' need for it in the same age group, however in the age group forty six to fifty five, the female needs more recognition than their counterparts in the same age group. Therefore age, sex and factors of motivation have a relationship; this, it is necessary to provide motivational factors to gain an advantage out of the employees performance.

Most of the employees of Merchandise Wholesale and Import Trade Enterprise (80%) like the type of work they are engaged in; but 20% of them would leave the firm if they were able to get the type of work that interests them. All of these workers are found to be dissatisfied for the first reason that they are engaged in activities that are not in line with their interests and for the second reason that they are not getting enough payments; plus there is no any condition created to initiate better performance. Despite the organization's inability to satisfy the needs of workers, 75% of the population gets a feeling of accomplishment out of their work and the remaining percentage (25%) does not feel satisfied whatever quantity and quality of work they perform.

In the Enterprise, 35% of the workers say that they are busy all the time and 65% of them say they rarely be busy. The enterprise has more employees but it is not making use of the available human resource. Using the available resource involves not only development of policies, rules, procedures and control systems but also understanding the needs and meeting those needs as much as possible, this will initiate workers to envision how to contribute for the growth of the enterprise. 87.5% of MEWIT's employees say that they

usually try out their ideas in their regular activities, but the remaining percentage (12.5%) of employees do not add any new feature to their work except those developed by the organization. From this, it is possible to infer that there is freedom of workers concerning their task. This freedom gives employees a sense of self-reliance and responsibility while performing their tasks. In the contrary, 12% of the employees say they do not try out their own ideas this is because their supervisors strictly control them. Strict controls are important in certain conditions; for example tasks, which need a due attention, should be given the necessary concern.

The majority of the workers seem to have no complaint about the inter-employee relationship and the relationship between employee and his or her supervisor. As the study result shows, 95% of the workers are free to make decisions on their own jobs and there is no unnecessary interference of the supervisors; the supervisors support the workers when the need arises by giving clear guidelines of how to accomplish the specific tasks and by avoiding confusions that can possibly arise at different circumstances.

However, the remaining percentage of employees (5%) has a complaint against unnecessary interferences and work loads imposed upon them by their supervisors; even though they appreciate the continual support they get from their super ordinates.

3.3 FINDINGS

To sum up, the overall activities that are done on issues related to motivation in Merchandise Wholesale and Import Trade Enterprise are poor; for instance, as shown in the result and discussion section, there is no any motivation system in the organization according to the complaints of the majority of employees. This indicates that the employees of the firm are poorly motivated.

There is a relationship between factors like income level, position, age and motivating factors. The higher an individual is in the organization hierarchy, the greater is his income and his need for recognition. The more an individual is down the organization hierarchy, the more his or her need for promotion or financial reward and the lesser is the need for recognition.

Of the total population under the study, the majority (68.6%) needs promotion as a factor of motivation, they opt for this motivational factor because it meets dual goals at a time-financial needs and needs for power. The young population of males needs more recognition than the old within the same sex group; but the reverse is true for females. The females in their early ages seem to demand more promotion than recognition.

The larger number of employees is not busy all the time; that is they sit idle for hours within a single working day. This shows that the organizations inability to understand the rewards motivating employees does not give incentive for employees to be creative at their work.

Workers of MEWIT are free to make appropriate decisions on their jobs and there is relatively no unnecessary interference by supervisors. Employees are more comfortable with inter-employee relationship and the relationship between employees and their supervisors than any thing else in the enterprise.

CHAPTER 4

RECOMMENDATION AND CONCLUSION

4.1 Recommendation

The overall performance of the organization on areas of motivation is poor; therefore, the researcher recommends the following points to alleviate the existing problems and to offer the enterprise an opportunity of growth by satisfying the needs of employees.

1. Employees at lower position in the organization need rewards that are more related to financial increments, that is, they want financial reward and promotion (promotion brings more income and power). Introducing these motivation systems to benefit and motivate employees is important if the organization wants its goals to be achieved.
2. Employees who are relatively at higher organizational level want more promotion and recognition. Their need for promotion arises more from their desire to influence others and their desire for power. "People with a high need for power tend to be characterized as wanting to control the situation, wanting influence or control over others, enjoying competition in which they can win (they do not like to lose) and willing to confront others". These desires come from the need to bring change using their authority and responsibility to do so. The enterprise should understand these issues and introduce such motivators and should be transparent enough to orient them about the availability of such factors in the organization to motivate employees. Expectancy theory of Talman and Vroom states that motivation

depends on the expectation that effort will produce performance⁵. From this theory, it is possible to infer that employees expectation of the available reward will motivate them to contribute more efforts to attain the reward they value.

Giving recognition for those who have a better performance is appropriate. "Giving praise develops a positive self concept and leads to better performance recognition (praise) is probably the most powerful, simplest, least costly, and yet most under used motivational technique⁴." The researcher recommends the organization to make use of this technique.

- ✓ 3. The enterprise should be fair enough to all employees when administering the organizational policies. Discrimination leads employees to develop a sense of unbelongingness to the organization.
4. The organization should give a due concern to employees of the enterprise. With changes in time the needs and values of employees may also change. For this reason it is necessary to undertake a continual assessment of the needs of the employees' needs; so that it will not be difficult for the enterprise to introduce the necessary motivational factors depending on the results of the assessment.
- ✓ 5. MEWIT should offer its employees different personal growth and advancement opportunities like training, seminars and workshops to increase the workers' knowledge and their contribution for the organization.

4.2 CONCLUSION

The overall system of motivation in Merchandise Wholesale and Import Trade Enterprise is poor; only a few employees (20%) argue that there is a system of motivation used by the enterprise; in the contrast the majority of employees complain that there is no any motivation system in the firm, from this argument, it is possible to infer that there is a problem of transparency, (a failure to clearly orient employees about the different rewards which are given to employees for good performance).

Motivation is an inner desire to satisfy unsatisfied need⁴. If the organization promises different rewards, each employee will work better to satisfy his or her unsatisfied need. The work of employees to meet their own needs will contribute its own share the achievement of organizational goals.

Jimma University
Faculty of Business
Department of Management

Instruction

Write down appropriate answers in blank spaces and fill a “✓” mark in the right answer box.

1. Age _____
2. Sex _____
3. Marital status: single Married
4. Family size
 2 – 4 5 – 7 above 7
5. Are you satisfied with your current income level?
 Yes No
6. Which of the following is applicable to your monthly income?
 120 – 200 Birr 400 – 800 Birr
 200 – 400 Birr Above 800 Birr
7. How long have you been working in MEWIT?
 1 – 2 years 5 – 10 years
 2 – 5 years Above 10 years
8. Which of the following rewards do you feel will motivate employees?
 Pay increase better office equipment
 Promotion others (please specify)
9. Are you paid fairly in comparison with other workers?
 Yes No

10. Promotions in your organization are based on

Merit Seniority Merit and seniority

11. Your attitude towards the above basis of promotion?

Highly satisfied Neutral

Moderately satisfied Dissatisfied

12. Are there rewards for better performance in your organization?

Yes No

13. Are you satisfied with the current job of yours?

Yes No

14. Do you have a steady employment (is your job secured)?

Yes No

15. Does your organization make use of your individual abilities fully?

Yes No

16. Do you get a feeling of accomplishment out of your job?

Yes No

17. Would you point out any of the factors used in your organization to motivate employees?

Financial Recognition

Promotion Fringe benefits (non- financial)

18. How do you value the available factors used to motivate employees (if any factor is used)?

Very good fair

Good poor

19. How do you find your work environment?

Very good fair

Good poor

20. Do you think there are factors to be introduced to motivate employees?

Yes No

If yes, what factors should be introduced?

21. Are you busy all the time?

Yes No

22. Does your organization offer you opportunities for advancement?

Yes No

23. Does your organization administer its policies fairly

Yes No

24. Do you have co-workers who are easy to make friends with?

Yes No

25. Have you ever tried out your own ideas in your work?

Yes No

26. Do you made decision about your work on your own?

Yes No

27. Does your supervisor interfere unnecessarily with your work?

Yes No

28. Do your bosses support you on your work?

Yes No

* Please write down your designation

“ THANK YOU!”

BIBLIOGRAPHY

1. Richard L. Daft, (1997): Management
2. Richard M. Hodgets, Donald F. Kuratko, (1991): Management.
3. Plunbett, Attner, (1994): Introduction to Management.
4. Robert N. Lussier, (1997): Management Concepts Applications and Skill Development.
5. John M. Evancerich, (1998): Human Resource Management.
6. J. Clifton Williams, George P. Huber, (1986): Human Behavior In Organizations.
7. Leon C. Meggison, Donald C. Mosley, Paul H. Pietri, Jr., (1983): Management Concepts and Applications.



This work is licensed under a
Creative Commons
Attribution – NonCommercial - NoDerivs 3.0 License.

To view a copy of the license please see:
<http://creativecommons.org/licenses/by-nc-nd/3.0/>

This is a download from the BLDS Digital Library on OpenDocs
<http://opendocs.ids.ac.uk/opendocs/>