

***Factors Affecting Employee's Job motivation: A Study on
Addis Ababa city Road Authority Lot three project office***

***A thesis Submitted to the School of Graduate Studies of Jimma University in
Partial Fulfillment of the Award of the Degree of Masters of Business
Administration (MBA)***

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DECLARATION

I declare that the research report entitled "Factors Affecting Employee's Job motivation in the case of Addis Ababa City Road Authority Lot three Project Office", submitted to Research and Postgraduate Studies' Office of Business and Economics College is original and has not been submitted previously in part or full to any university or institutions.

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16 JULY 2020

Signature



CERTIFICATE

We certify that the Research Report entitled "*Factors Affecting Employee's Job motivation in the case of Addis Ababa City Road Authority Lot three Project Office*" was done by Mr. *Tilahun Wolde Deme*, for the partial fulfillment of Master's Degree under our supervision.

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Abstract

Motivation is one of the most critical elements in the area of Human Resources Management. Companies design motivation systems not only to encourage employees to perform their best in the most efficient way, but also to attract future candidates to apply for specific posts. To be able to create an efficient motivation system, the key is to answer the question: What really motivates employees in an organization? To this end, the purpose of this research is to investigate factors affecting motivation amongst the employees of the company. Survey questionnaires were undertaken among 224 employees of the organization to collect data and analyze through correlation and multiple regressions using SPSS software. The study was designed to employ cross-sectional studies. In this study, the descriptive and explanatory research designs were also used to fulfill the objectives of the research. Accordingly the study investigates and finds the thesis result; the key factors that contribute to employee motivation are job satisfaction, reward and training and development; though the most important factor that enhances employee motivation in AACRA Lot3 is job satisfaction, besides the importance of the other three factors in this case should not be undermined. Generally the Company should conduct periodical assessments on other factors not incorporated in this study, because it can help to address the unsatisfied need of employee's motivation.

Key words :-

Addis Ababa City Road Authority Lot Three Project Office, Employees, Job satisfaction, Motivation, and Rewards.

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List of Abbreviations

AACRA -: Addis Ababa City Road Authority

AACRA L3 -: Addis Ababa City Road Authority Lot three

NGO -: Non-Government Organization

WES -: Work Execution Service

HQ -: Head Quarter

AACA -: Addis Ababa City Administration

PMS -: Performance Management System

DLGH -: Department of Local Housing

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CHAPTER ONE

INTRODUCTION

This chapter will briefly highlight on a few motivational theories that could be used to motivate employees at the work place. The chapter also highlights on the background and statement of the problem, going through the purpose of the study and the research questions to be used in the survey, the importance as well as the scope of the study and organization of the study will be discussed.

1.1. Back ground of the study

Motivation as defined by (Nelson and Quick, 2013) is the process of arousing and sustaining goal-oriented behavior. The authors posit that “the word motivation comes from the Latin root word *‘mover’* which means “to move” According to (Wesson, 2010) posit that formally, motivation can be defined as the energetic forces which originate from within and outside the employee and which initiates an effort related to work hence determining the intensity, persistence and direction to be taken, and is therefore very important because job performance is believed to be related strongly to both motivation and ability. (Wesson et al., 2010) go on to say that motivation determines what an employee does at any given time and where their efforts will be channeled. There are two different ways that managers can use to motivate different employees at the workplace namely; using extrinsic motivators (those that are visible to others and are tangible) such as promotions, pay and benefits; and intrinsic motivators (those that are internally generated and associated with the task itself) such as performing meaningful work, feelings of achievement, responsibility, competitiveness and accomplishment (Luthans, 2011). Studies as indicated by (Champoux, 2011) therefore show that managers have a major function at the work place of endeavoring to enhance and sustain employee motivation. As further noted by (Kelly and Cole, 2011) motivation is that driving force that encourages individuals to behave in certain ways as they try to achieve a certain goal(s). Over the years, psychologists have come up with different motivational theories aimed at explaining why people behave differently, as well as how managers can be an effect on behavior, (Champoux, 2011). The author goes on to explain that once a manager understands these theories, they are able to better motivate their employees. Motivation is improving organizational behaviors, encourages an ongoing activity and directs activities towards specific targets”.

Many scholars and practitioners in the broad field of management have argued that human asset in the 21st century is the most valuable and volatile asset any organization can possess. Even with the best strategy and appropriate organizational architecture in place, an organization will be effective only if its members are motivated to perform at a high level. This is because other strategies such as obtaining market niche, developing cost-based advantage and creating a differentiation-based advantage can be copied, substituted and matched by the competitor; whereas human-based skills, specialized know-how or experience that are developed by a company over a period of time are difficult for competitors to duplicate (Thompson, 2011). Motivation is a function of many complex attitudes, workers personal feelings and biases, their values, economic and cultural environment, job security, realization of job expectations, emotional stability, the flow of communication between management and the workers. Many studies have evolved around various motivational techniques for directing employees towards organizational productivity. However, the challenge to management is to recognize and understand the impact of various motivational systems on individual and group behavior within an organized work endeavor. In as much as motivation impacts on employee performance, there is need to blend the appropriate motivational tools with effective management and leadership to achieve the desired organizational goal. Available researches have shown that successful companies are those with strategic plan and proper methods to motivate their employees with the right kinds of motivation (Gautam, 2006).

The majority of the organization today realizes the importance of having a motivated workforce as it enables them to perform better at work and in the long-term, helps to boost growth of the organization. The companies therefore strive to provide better working environments, employment contract terms, and welfare provisions as well as providing opportunities for employees to grow and nurture their talents. All this is done to attract and retain the best employees in the market. (Gamble and Thompson, 2011) support this and put human assets and developing skilled and special expertise as one of the four most used and reliable strategies by companies that give them an edge over competitors. This is because other strategies: focusing on a narrow market niche, developing cost-based advantage and creating a differentiation-based advantage can be substituted and matched by the competitor; whereas human-based skills, specialized know-how or experience that are developed by a company over a period of time are difficult for competitors to duplicate.

Worker's motivation can be exaggerated by a numeral of feature; some researchers have found that aggravation is the most powerful influence on worker's work motivation. Researchers have found that the worker's work motivation can be also affected by factors such as managerial system, rewards, workers relationship and the like. Financial related and socio cultural problems also relate as factors affect the work motivation. Environment and social factors not only make use of a great influence on the worker's motivation but also affect organization's productivity (Robbins, 2001). According to (Kamalian, 2010) rewards and recognition are essential factors in enhancing employee motivation and job satisfaction which directly associated to organizational achievement. To motivate people it is necessary to appreciate how motivation works, this means understanding motivation theory and how the theory can be put into practice. However, one of the biggest challenges that the business world is facing today is lack of awareness how to motivate their employees and enable them more dedicated, persistent and have intensified effort towards achieving the organization's goals. Basically, the way employees are motivated should not be made arbitrarily and should be undertaken in a more systematic and coordinated manner, even this should be supported with continuous and realistic assessment or survey of how different factors can affect employee motivation.

1.2. Statement of problem

Employee motivation is a topic that has received very significant attention by managers and researchers alike (Gautam, 2006). It is acknowledged with certainty that no organization may possibly succeed without their employees. Employees are the main reason any organization might have the potential to keep in existence for a long time. According to (Fugate and Kinicki, 2012) effective employee motivation is and has been one of the most important yet difficult duties of management, and, that its success has become more important now than ever especially in light of the global competition for organizations to produce lower priced yet better quality products while still managing a diverse workforce. Employees tend to feel more motivated when they are involved in making effective strategic contributions in their organizations and are also committed to the achievement of major objectives when they are involved. Therefore well motivated employees are bound to influence the efficiency of an organization towards achieving its goals (Martin and Thompson, 2010).

In line with the AACRA vision “Enabling the Addis Ababa City to have efficient and reliable transport Services so that it could sustain being political city of Africa and center of International organizations and to be a model to other cities with both Management and Service delivery skills” by using its core values of commitment, transparency, integrity, accountability, excellence, creativity, sustainability, and motivating their employees into delivering their best would go a long way in ensuring that the organization stays ahead of competition and ultimately attains its goal. The current (AACRA human resource data report, 2018) shows that employee turnover is a recent phenomenon, and there is also movement of several senior employees to other attractive local and international positions within and abroad. The exit-interview report also shows that some of resigned employees reflect the mismatch between the pay amount and the current inflation and this could be one reason for dissatisfaction. Normally, staff of the Addis Ababa city road authority are among the best performing graduates, because at time of recruitment those which have vast experiences on the job will be primarily selected, besides some of the experiences may not be gained through training as it is a make inquiries dealing with new ideas, innovations, etc., on the other hand if such employees are leaving for a better opportunity then the whole effort will be lost. The loss of senior qualified employee has significantly impact on the general operation of Addis Ababa city road authority. This in turn, leads the low performance in the development of national road construction and infrastructure facility, and compromising the rate of development and delivery of innovations. With the increasing demand for high-quality engineering output by the government and beneficiary residents, the loss of highly qualified employee has a considerable negative effect on the achievement of the set objectives of the organization (A.A.C.R.A lot three Engineering service report, 2018). Previous studies have not been carried out same issues on the same organization, but studies conducted on employee motivation recommend further research is needed on both the public and private sectors of employment. One such similar study by (Gichure, 2014) showed its study result such that the main motivating factors for health workers were good management, supervisors and managers' support and good working relationship with colleagues. On the other hand, unfair treatment, poor management and lack of appreciation were the main demotivating factors. Furthermore, 47.2% of health workers believed that existing schemes for supervision were unhelpful in improving their performance. Another similar study done by (Soud, 2014) recommends that future researchers should conduct a comparative study on the impact of employee motivation among the public and private sector to have a wider intricate concept.

The study done by (Aklilu Assefa, 2019) revealed that there were no satisfactory intrinsic rewards (promotion, recognition and employee training) in Mirona industry plc Addis Ababa however; employees' motivational perception on job performance was very high. The results of this study done by (Kassa Belay, Ranjan S. Karippai, Dawit Alemu, Abera Deressa and Jemal Yousuf, 2012) indicated that about 67% of DAs were in medium level of work motivation, while about 29% of them were low level in Rural Capacity Building Project Ministry of Agriculture Addis Ababa, Ethiopia. Future research should also concentrate on one of the several factors (either extrinsic or intrinsic) and control for the other so as to establish exactly the manner and extent in which the chosen factors do determine employee motivation. Due to the above reason AACRA face two main challenges. First, there will be significant hindrance in the execution of the organization strategic plan. Second, young engineers may not have the opportunity to benefit from the experience of the senior employees. This situation may also create discontinuity among some of the road construction programs, which will negatively affect project implementation. Hence, this problem is the most threatening gap and thus needs urgent intervention.

This study will try to find out what makes employee to leave AACRA, and what factors dose motivate them to retain in the study organization, and tries to capture which actual experience, feelings and perception of employee's behavior are most appropriate indicators that set the working conditions of employees in helping them to increase motivation towards their work. The study intends to fill the gap by considering the variables like job satisfaction, reward, professional training and development, and recognition effect on employee motivation. The study also aimed at which factors affect employee motivation in Addis Ababa city road authority lot three project offices.

1.3. Research Question

- 1 How does job satisfaction affects employees' motivation in Addis Ababa city road authority lot three project offices?
- 2 To what extent does reward system affect employee motivation in the study area?
- 3 How does the professional training and development affect employee motivation in Addis Ababa city road authority lot three project offices?
- 4 To what extent does recognition affect employee motivation in the study area?

1.4. Research Objectives

The principal or general objective of the study is to examine factors that affecting employee's job motivation, and also give more emphasis to dig out the feature and characteristics of employee motivation such that how does job satisfaction affect, to what extent does reward system impact, how does professional training and development get in the way, and to what level does recognition affect employee motivation. Furthermore the study discovers which factors are more related with the study area explicitly employees of Addis Ababa city Road Authority lot three project offices.

1.5. Significance of the Study

Basically, research studies are important tools used for decision making. Unless organizational decisions could not be supported by appropriate studies and assessment, their practicality and application may not be realistic and it could lead to wrong conclusions. The study used for organizations, other stake holders and readers. It can be significant for managers to adopt new strategies and create feasible policy, to motivate their employees in other ways and to improve performance. Furthermore, it can help employees of the company to uncover some of the problems related with reward, recognition and training management practice in Addis Ababa city road authority. Like other research, the findings and recommendations of this study can be a bench mark for other local researchers since majority of them does not have appetite to conduct research on private construction sector. Finally, the government bodies like Ministry of construction, Investment office and other Civic Societies like Workers Federations can also be used this paper to address how employees in construction area perceive motivation and performance , and also used to establish policy in the practice of human resource management.

1.6. Scope of the Study

Conceptually the study focuses on factors that affecting employee's job motivation in the Addis Ababa city road authority lot three project offices. Significant that several factors cause for the problem employee motivation in the authority, but on this research it has chosen to focus on only how reward, job satisfaction, professional training and development and recognition factors for low employee motivation in the authority.

The study is limited to employees of AACRA lot 3 project office due to time constraints which do not make it possible to cover as many companies as possible. Furthermore, the study applied a random sampling technique to select a representative samples size from the total population. Geographically the study is conducted only in Addis Ababa city road authority lot three project offices it is because; Addis Ababa as compared to the rest of other regions comparatively be a good representative and is helpful to get valuable information for the study and, the researcher is aware of the problem due to employed in Addis Ababa city road authority lot three project offices. Furthermore the center location is easy to get to, and it can help to save money and time. The study will be much more logical if it would have been conducted in all Addis Ababa city road authority project areas of the city in general, but every project offices have comparable or similar context.

1.7. Organization of the Study

This study is organized in five parts. Chapter one is about introduction of the study which contains background of the study, statement of the problem, research question objective of the study, significance of the study, scope and definition of key words of the study; chapter two is about review of related literature; chapter three is about research methodology and design of the study comprising all methods and tools which are employed to achieve the stated research objectives; and chapter four data analysis, finally chapter five will be summary conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

A review of relevant literature was made to develop theoretical base for this study. The objectives of this review were to outline conceptual framework for the study. The review addressed concepts, important facts, and different empirical studies on work motivation and job performance of employees in public and private sector and related fields. Finally, the conceptual framework was presented based on the analysis of the issue under consideration.

2.2. Concept of Employee Motivation

Different people define motivation in different ways but agreement is on the fact that motivation is an inner feeling that forces a person to perform a task or a person's willingness to do things without any pressure (Katz D. 1964). Motivation is defined by (Hodgetts and Hegar, 2008) as a group of processes that encourage a person to take action towards a particular goal. They further assert that any study of motivation must focus on both the why and the how of what influences peoples' action. The how is covered by the incentive that can attract an individual enough for them to perform a certain task. The why is not easy to describe, and covers the needs, drives, wants and impulses that move a person to act. (Armstrong, 2006) defines motivation as those factors that influence people to take specifications, and further states that if you motivate people, they will move in the direction that you want them to in order to achieve certain goals. He says that people will most likely repeat certain actions if the goals that were set to fulfil certain needs are achieved or accomplished. Therefore companies need to figure out the drives of individual employees as a basis to understanding what will motivate them to take required actions. The more people are motivated to achieve the goals set for them, the more they are likely to do their best at work and this can even improve their motivation further (MTD Training, 2011). (Stratford, 2012) states that employees in a company are involved in almost every aspect of the company hence effective motivation systems need to be put in place to influence employees to be as productive as they can be. (Bruce, 2003) claims that there is a direct link between employee motivation and their performance because employee enthusiasm and excitement was reflected in the quality of their work.

According to (Kroth, 2007) states that a well-motivated employee will not always be productive commensurate with his/her internal motivation, this is because there are other factors such as resources and a good working environment that can affect motivation. It is therefore clear that managers need to focus on both intrinsic and extrinsic factors of motivation that may affect the employees because both are required for developing a comprehensive motivation system for staff. Research work carried out by (MTD Training, 2011) points out that companies need to understand how people feel motivated so that they can be able to encourage them to perform at their peak while at work. (Armstrong, 2006) suggests that if companies do not encourage employees to perform their best, the employees can do the bare minimum required just to keep from being fired. (Stratheford, 2012) argues that all workers have different characters hence require different ingredients of motivation.

To motivate people it's important to understand how motivation works. The policy of using incentives to motivate an employee is not new. The important thing is to understand that there is difference between different individuals; every individual will not be motivated in the same way. Individuals react in different ways so organizations should adopt different ways of motivation (Stratheford, 2012). People are different because their ability, intelligence, attitudes, character and the influence for their environment differs, and as a result, their needs and wants which affect their motivation, will differ (Armstrong, 2006). Companies therefore need to take into consideration what the people they want to motivate believe is important to them in order to offer them incentives to satisfy their desires. According to (Kroth, 2007) there are two types of motivations, one is internal desire and the other one is external desire.

I. Internal Desire or intrinsic Motivation

Internal desire is such type of feeling that motivates a person to work or to do something which is not forced or which is not related to outside of us. Internal Desire or intrinsic Motivation is a self-generated and it arises from inside. There are some factors that motivate a person to work and achieve something without focusing on money or any other materialistic objects. In human beings there are many things that force him internally for example physiological, security, social needs, self-esteem and self-actualization.

➤ Techniques of intrinsic employee Motivation are:

Challenges -: there are some people who feel motivated by challenges so they like challenges. In this case businesses should put them to challenging tasks.

Autonomy-: some people like to work in their own way so to motivate them give them freedom.

Opportunity of advancement-: for those who want to achieve something in their career they want more and more opportunities to achieve their goals in life. Organization should provide them opportunities to grow higher and higher to achieve their dreams.

Learning-: some employees like to develop their skills so for their motivation organizations should arrange training sessions, seminars and give them those projects in which they can improve the talent and skills and learn something new.

Job or role design-: intrinsic motivation can be enhanced by job or role design. According to an early writer on the Significance of the motivational impact of job design (Katz, 1964). The job itself must provide sufficient variety, sufficient complexity, sufficient challenge and sufficient skill to engage the Abilities of the worker. Intrinsic motivation is all about competence which an individual wants to achieve.

II. External desire or extrinsic motivation

Motivation that comes from outside the individual, extrinsic motivation has a very high impact on a person, for example if you arrange a trip for employees to enhance the work performance; this will have its effect on the employee. The impact of extrinsic motivation or the tools that are used for extrinsic motivation are very fast and high but it's not necessary that it will last for the long time.

➤ **Techniques of Extrinsic employee Motivation:**

Rewards-: the most effective way of extrinsic motivation is to reward the employee. Give him rewards for his high performance. Organizations can reward employees with money, incentives, gifts and bounces.

Increasing pay-: is a very powerful tool that most of the organizations use to motivate their employees and most of the employees also think that they feel motivated when the organizations increase their salaries.

Promotion-: Career advancement is very important for an employee and every employee wants advancement in his career so promotion is also one of very important tool to motivate an employee.

Disciplinary action-: Its type of an indirect motivation because an employee knows that if he/she does not work hard for the achievement of organizational goals and strategies then the organization will take disciplinary action against him (Kroth, 2007).

Withholding pay:- it's a type of motivation that employee works for his pay because he knows that if he will not work then the organization will not release his pay.

Criticism:- Employees work hard to avoid criticism. People do not like to be criticized for their work, so to avoid criticism they work hard mostly (Katz, D., 1964).

There for to achieve high goals and strategies organization need motivated employee, employees that work in the organization as they are working for their own gains. In today's competitive environment organizations need motivated employees and it's the responsibility of the organization that they make such policies that improve employee performance. Organization should know the tactics how to motivate their employees or to judge their behaviors, feelings and emotions (Armstrong, M., 2009).

2.3. Approaches to Motivation

The three approaches highlighted by (Armstrong, 2008) that employed to motivate employees are:- valuing people, providing financial rewards and non-financial rewards. He elaborated that people need to feel valued and managers can do this by showing trust, giving them just treatment and by providing them with financial and non-financial rewards to show they are appreciated. Financial rewards are in the form of payment or any other remuneration. He further states that workers who are used to getting a fixed salary may not be motivated by it, but was come dissatisfied when it lacks because it provides the means to satisfy the physiological, security and self-esteem needs to a great extent. He also states that despite this, pay acts as a dominant factor in the selection of employers and also for retaining employees in certain companies. Non-financial rewards include recognition, achievement, and opportunity for advancement, responsibility and independence. (Armstrong, 2008) suggests that recognition is one of the most successful ways that managers can use to motivate their employees because it means that management will listen to their contributions and employees will receive feedback from them when they have been successful in achieving goals set for them. The other aspects of non-financial rewards involve giving employees more responsibility, enabling them to be exemplary in their work which they will undertake with minimal supervision and providing opportunities for the employees to advance their education and professional qualifications (Armstrong, 2008).The following are the positive effects for the organization and for individual employees when there is high motivation in the workplace.

Job satisfaction improves, work effort increases, working environment improves, employees focus on attaining results, drive for work is created, employers can tap the full potential of employees, everyone is able to fully understand their role and the entire teams' skills increase (Management Training and Development Ltd. 2011). The issues also include disagreeable management decisions, lack of rewards or praise (Bruce, 2003). (Robbins and Judge, 2007) adds having unsatisfactory reward system, inadequate performance appraisal systems, and poor communication in the workplace and misunderstood goals to the list. Indicators of low motivation in the workplace include: high rate of absenteeism, high rate of employee turnover, increase accidents in the workplace, unnecessary wastage and breakages in the office, an increase in number of complaints and grievances from employees (Educational Institute, 2007).

2.4. Theories of Motivation

Early theories of motivation based on studies and research initially focused on the needs that people deem important and want to satisfy. Later theories on setting goals and more recently on long term goals; what employees think is important in their work-based life so as to encourage them to perform at their best (Latham, 2007). According to (Robbins and Judge, 2007) the 1950s saw the formulation of the early and bulk of motivation theories which formed the foundation for future theories in later years. Despite the criticisms of these early theories, they are still being used by managers on regular bases while discussing employee motivation. The early theories include Maslow's Hierarchy of Needs, McGregor's Theory X and Theory Y and Herzberg's Two-Factor theory. Later the contemporary theories of motivation which form the basis of current motivation theory includes Victor Vroom's Expectancy theory, Latham and Locke's Goal-setting theory and Adams' Equity theory.

2.4.1. Maslow's Hierarchy of Needs Theory

Abraham Maslow developed a theory based on satisfaction of human needs to achieve motivation. He claimed these needs were universal and the fundamental one was physiological. The rest of the needs were safety needs, social needs, esteem needs and self-actualization needs. Physiological needs are the most basic and include food, shelter and clothing. These needs can be met by paying salaries and wages and ensuring a safe working environment. Safety needs refer to physical and economic protection.

Employers can satisfy these needs by providing benefits for example retirement plans; the Social needs refers the need for people to belong or be accepted by family, other Employees want to maintain good relationships with workers, managers, individuals and groups and participate in team work (Maslow, 1954). Esteem needs include the need for others to recognize our value in society which leads to acquiring self-respect and status amongst other attributes. Self-actualization refers to one's drive towards attaining their potential and self-fulfillment (McGregor, 1969).

The hierarchy of needs theory functions in a way that already fulfilled needs no longer provided enough incentive to motivate employees. That is, once the lower-order needs were satisfied to a greater extent, ascendancy of the higher-order needs was triggered. Therefore, if managers want to motivate employees, they need to understand at what stage/level of the hierarchy the employee currently is and focus on providing opportunities to satisfy those needs at that level or above it (Robbins and Judge, 2007). (McGregor, 1969) however states that esteem and self-actualization needs rarely satisfied. He asserts that the typical industrial organization offers few opportunities for the satisfaction of these egoistic needs to people at lower levels in the hierarchy. If the practices of scientific management were deliberately calculated to prevent these needs which, of course, they are not fulfilled they could hardly accomplish this purpose better than they do".

2.4.2. Theory X and Theory Y

According to (David McGregor, 1969) posited that management is tasked with the duty of guiding people's efforts and actions so that they seek to fulfill the organizational goals. With this in mind, he proposed that managers have two perceptions correlated with their assumption that is the nature of human beings and by extension. These assumptions were labeled Theory X and Theory Y under Theory X, he asserts four assumptions about employees: that they are lazy and will generally try to avoid work, that force must be used in order to make them work, that they avoid responsibility and have no ambition and that they place security above all factors associated with work (McGregor, 1969).He goes on to state that Theory X is an inadequate method to assess motivation because the nature of employees as assumed are a consequence of management practice and not by the very nature of human beings. Then he brings up Theory Y which he claims based on the true assumptions of human nature, which that employees enjoy work and consider it as normal part of life, that they work with minimal supervision if committed to achieving organizational objectives, that they can learn to accept responsibility and finally that they are capable of innovative decision-making even when not in managerial positions (Latham, 2007).

(McGregor, 1969) declared that Theory Y can be applied in the job enlargement concept as it encourages lower level employees to accept responsibility and also provides opportunities for employees to satisfy their social and egoistic needs. He further states that it can be used to involve employees in the decision-making process (Latham, 2007). However, one of the criticisms of this theory was that it lacked empirical evidence to support it.

2.4.3. Herzberg's Two Factor Theory

This theory, also called the Motivation-Hygiene Theory is one that identifies intrinsic factors that contribute to satisfaction and how the worker's environment can contribute to dissatisfaction of employee following research conducted by Frederick Herzberg in answer to the question "what do people want from their jobs" (Robbins and Judge, 2007). From the research, motivational factors are those that resulted in a positive feeling and self-actualization among employees which includes achievement, recognition, responsibility, work itself, advancement and growth. Motivators lead to performance but their presence alone does not guarantee employee productivity (Herzberg *et al*, 1959). Hygiene factors were named so because the environment in which the individual's has to perform their duties were psychologically unhealthy. They are non-task characteristics of the work environment that create negative feelings in the individual and company policy and administration, supervision, salary, relationship with co-workers, personal life, status and security. The presence of these factors does not result in satisfaction but will simply reduce dissatisfaction. If provided, hygiene factors are not a strong motivator because their motivation effect will not last long, however, if not provided or if wrongly provided can be a major cause of dissatisfaction (Herzberg *et al*, 1959). Managers who want to motivate their employees should therefore focus on factors revolving around the actual work or to the benefits that employees can derive from the work (Robbins and Judge, 2007).

2.4.4. Expectancy Theory

Victor Vroom developed a mathematical model to explain motivation in organizations known as the expectancy theory. It focused not on the needs of a person but on the outcomes based on their effort. It is one of the most widely acknowledged descriptions of employee motivation because most of the evidence supports the theory (Robbins and Judge, 2007). He came up with three variables which are necessary for motivation namely, valence, instrumentality and expectancy.

Valence is the value of the outcome of work, expectancy refers to one's belief that effort will lead to a particular outcome and instrumentality is the belief linking one outcome to another. The theory explains that an employee is willing to perform with a high level of effort if s/he believes that it will lead to desired outcomes (Armstrong, 2006). (Robbins and Judge, 2007) posit that the theory focuses on three relationships, namely effort performance relationship which is the perception of the individual that specific effort will lead to performance, performance-reward relationship which is belief by the individual that a certain level of performance will result to the desired outcome and the rewards-personal goals relationship is the extent to which organizational rewards will satisfy the individual's desired personal goals. It is hence important to understand the linkages between the three relationships for its application to be relevant.

2.4.5 Goal -Setting Theory

According to (Armstrong, 2006) the theory was developed by Latham and Locke and he posits that "motivation and performance are higher when individuals are set specific goals, when goals are difficult but accepted and when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Finally, feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals".

2.4.6. Equity Theory

This theory looks at an organization's policies and procedures and their fair application, declaring that it influences the employee's level of motivation. The theory is proposed by J.S. Adams and posits that if rewards and punishments are accorded correctly, employees feel that the company is fair. Equity should not be confused with equality, which means giving everyone the same treatment (Armstrong, 2006). (Robbins and Judge, 2007) give friends, other co-workers, peers, counterparts in other organizations or neighbors as the referent that an employee may choose to compare their experience or situation with. (Hodgetts and Hegar,2008) provide an example saying that if employees A and B earn the same salary and employee A feels that s/he does more work than employee B, employee A will feel s/he is being treated inequitably and may result in taking some action to rectify the perceived inequity if her/his salary is not increased. According to (Robbins and Judge, 2007) possible actions that employees may take to rectify an inequity are as follows :-

Reduce or increase the effort they put in their work, reduce or increase the level of their productivity, distort the perception they hold on their performance, change the referent they have been comparing themselves to or choose to resign from the company. (Stratheford, 2012) declares that distributive justice, which is ensuring equitable allocation of rewards and penalties, is important to employee motivation and involves a system that deals fairly salaries, bonuses, leave time, working hours, promotions, transfers, dismissals, training, demotions and salary raises. More recently, (Robbins and Judge, 2007) asserted that distributive justice which the equity theory focused on has developed into organizational policy and procedure.

2.5. Factors Influencing Motivation

(Vroom, 1964) highlights the following as factors that have an influence on employee motivation and hence an impact on their productivity are supervision, workgroup, job content, wages or salary and opportunities for promotion. Vroom elaborates further that under supervision, the kind of reflection for the employees' needs and feelings is what the supervisor should concern themselves with. He also states that supervisors who give their staff opportunities to assist in decision making promote their level of motivation, which in turn increase their productivity. (Herzberg *et al*, 1959) also state that the greatest motivation of an individual to work arises from a sense of personal growth in responsibility; of which can be granted to the worker by their supervisor. (Likert, 1969) claims that organizations which apply the principle of supportive supervision practice an increase in non-economic motivation in general and from each individual employee who will result in increased teamwork which will improve productivity as each individual was focused on achieving the organizations goals. He further states that the crucial factor in the relationship between the employee and the supervisor is that it is applied from the perspective of the employee. This shows the importance of effective supervision, and more so, a good relationship between the employee and the supervisor for increased employee motivation. Under workgroup motivation thought, the Hawthorne experiments provided empirical evidence that productivity increased even after work environment factors were not conducive to the women workers under study, such as when they were denied their rest breaks. This is because they developed other motivators such as creating social groups amongst themselves which raised their self-esteem (Dhameja and Dhameja, 2009). This, therefore, highlights the importance of cohesiveness and social groups to improve workers' motivation. It also distinguishes between the intrinsic and extrinsic motivators and shows the workers' need for internal as well as external motivators. (Sorcher and Meyer, 1969) in their study

of motivating factor they discovered that employees were more motivated and production was higher when there was less noise and the distance between work stations was minimal hence it allowed the workers engage in conversation amongst themselves in the factory; and lower production resulted when conversations between the workers was impossible. They however declared the low production a result of distraction in the work room from the noise and the increased motivation a result of environments where the employees could treat in friendship while working. As far as wages as a determinant of motivation goes, (Vroom, 1964) concluded from a study carried out in an oil refinery that workers may be satisfied with their wages, but can become dissatisfied with it if they compare themselves with their peers and discover that they are paid less. (Lawler and Porter, 1969) argue that organizations that wish to have highly motivated employees have to provide higher salaries and bonuses to the highly productive workers. (Latham, 2007) assessed that the beginning of the twenty century witnessed both support and criticism of the conclusion that money is the primary motivation for worker efficiency. In the mid twenty century, (Herzberg *et al*, 1959) stated that salary would have more of a negative effect on motivation than it would act as a satisfier. Managers hence need to keep in mind that in as much as pay is not a motivating factor *peseta* is still important to employees and can lead to poor productivity and cannot be substituted with non-financial incentives.

Finally, opportunities for advancement are viewed by (Vroom, 1964) as a difficult motivational factor to study because once an employee is promoted, the new position involves different work groups, job content and salary. (Herzberg *et al*, 1959) hold that job advancement is a strong factor in motivating high productivity in employees and at the same time will have an insignificant effect in triggering low motivation when absent. Promotions are likely to motivate higher productivity even though they are not necessarily followed by a difference in the salary structure.

2.5.1. Job Satisfaction

According to (Cole and Kelly, 2011) job satisfaction is defined as “an attitude or internal state which is associated with the working environment and working experiences”. From the analysis of studies done on over 1,000 workers, there was a noted “significant positive relationship between motivation and job satisfaction” (Kreitner and Kinicki, 2010). According to (Robbins and Judge, 2010) pay is noted as one of the major aspects of job-satisfaction. The two authors’ state that the relationship between a salary and job satisfaction is rather interesting especially for those who live below the poverty mark in that pay correlates with their overall happiness and job satisfaction.

According to (Kinicki and Fugate, 2012) a survey done on employees showed that one of the main causes of job satisfaction is need fulfillment or the aspect of one's job that is of great importance in their job satisfaction adding that compensation and benefits were some of the choices mentioned by the employees. Apart from helping people in attaining their basic needs, money is also said to be instrumental in individuals attaining their higher-level need satisfaction (Luthans, 2011). For the reason that employees believe pay as a way of reflecting how managers view their contribution towards the organization. This is an indicator that pay is indeed one of the major factors which influence job satisfaction. Having a fair pay, fair benefits as well as fair promotion opportunities are some of the guidelines that organizations could use to enhance job satisfaction (Luthans, 2011). (Quick and Nelson, 2013) concede that pay is one of the job dimensions that are related to job satisfaction. (Colquitt, et al., 2010) also concur that pay satisfaction in reference to the feelings that employees have about their pay including if it's what they feel they deserve, whether it is secure and adequate for both luxury and normal expenses tops the list of overall job satisfaction values. The authors note that to get the pay satisfaction, many employees related to the content of a task that is being performed and this is related to Psychologist Frederick Herzberg's content theory known as Herzberg's two factor theory or motivation-hygiene theory (Robbins and Judge, 2010). Employees generally compare what they are paid in comparison with their colleagues and also based on their job duties. However (Quick and Nelson, 2013) also point out that pay is just marginally relative to job satisfaction as it does not always follow that those who are well paid are automatically satisfied with their jobs.

2.5.2. Rewards

(Luthans, 2011) agrees that today, money is the most dominant of an organization's reward system. This can be in the form of salaries, incentive pay and bonuses. Rewarding human beings in general with money according to (McShane and Von Glinow, 2011) is among the oldest and most widely practiced applied performances. The authors add that monetary awards align goals of employees with that of the organization. According to (Phillips and Gully, 2012), pay for performance in form of money can be one powerful motivator as it determines how people are able to satisfy most of their wants and needs. Financial rewards can be in form of individual, team or organizational rewards (McShane and Von Glinow, 2011). While (McShane and Von Glinow, 2011) acknowledge that a study on money shows that it generates varying emotions mostly negative such as depression and anxiety, they also note that many experts are of the opinion that

because of its symbolic value today, money is a more important motivator than it was before. In view of this, the authors believe that it is important for employers while giving out financial rewards to remember that money can influence emotions, and shape people's self-concept since it is more than just a means of exchange between an employer and an employee. However, money is not the only motivator of good performance or the greatest for that matter as (Andersen, 2012) maintains. Andersen notes that there are other motivators such as autonomy and flexibility rewards. In addition, other alternative motivators to money are such as recognition, non-monetary rewards and simple gestures of appreciation (Phillips and Gully, 2012). Others are such as benefits (welfare and health, paid time-off as well as retirement packages) and personal growth (career development, training, work-life balance and performance management) which have proved to be effective on employee engagement (Kinicki and Fugate, 2012). According to (Newsroom, 2011) performance appraisals also play a major role in an organization's reward system.

2.5.3. Recognition

Employee recognition at the work place is noted by (Kinicki and Fugate, 2012) to be a key component of an employee's engagement. (Luthans, 2011) concedes that recognition in different forms to reward and identify outstanding performance plays a vital role in an organization's reward system yet this is often overlooked. He continues to say that both formal and social organizational recognition when used by managers and supervisors is very important in employee performance effectiveness and their daily behavior. He states that research done shows that social recognition such as genuine appreciation for a job well done, praise, approval, attention and formal acknowledgement has a great impact on performance in all types of organizations. As noted by (Andersen, 2012), recognition of employees and people in general makes them endeavor to even do better in whatever they do. According to (Robbins and Judge, 2010), a survey done on 1,500 employees in different work settings showed that they considered recognition as the most powerful motivator at the workplace. (Kinicki and Fugate, 2012) also state that according to a report from a human resource magazine, companies that attain high financial results are noted to be top performance in employee engagement and that recognition is component of employee engagement. Further, the two report that the best practices followed by those companies which place value on recognition.

consistency in the recognition processes and opportunities as well as fairness across the organization; control of a tracking and reporting system whereby to know who was recognized, why and how much they got; communication and an understanding by managers on how and why the recognition; choice by employees on whether to receive short or long term types of recognition; awards and commitment by management to fund the practice and make reward and recognition a priority. With such best practices in place in any organization, any employee will feel great at being appreciated and consequently, human nature calls one to continue behaving in a way that garners more appreciation (Andersen, 2012). There are several employee recognition programs as noted by (Robbins and Judge, 2010) ranging from formal recognition programs whereby specific behavior types are encouraged and there are procedures in place for attaining recognition, to the informal private and spontaneous “thank you” way of recognizing an employee. (Luthans,2011) agrees that all effective programs seemingly have two common things; they lead to better employee performance as well as retention; and that by design, they strive to meet specific and changing employee needs. In this, he notes that a recognition system or program that works or worked in one organization may not work in another and therefore, many organizations today have tried several systems before settling on the one that works best for their employees many of them being highly effective. One such system of praising, recognizing and hence motivating employees is used by David Gachuru the general manager of Sarova Panafric Hotel Nairobi, Kenya (McShane and Von Glinow, 2011). He believes in motivating “employees with much more than money”: “if an employee’s work calls for a thumbs-up, I will appreciate him or her as many times as possible” (p 137). In the report, Gachuru is said to congratulate top-performing employees at bimonthly meetings as well as giving them paid-for holidays together with their families, and their achievements are also highlighted in the hotel’s own newsletter. Recognition programs are advantageous because they are inexpensive (Robbins and Judge, 2010) for example praising someone is free and this could be one explanation why the recognition programs have become popular. (Robbins and Judge ,2010) illustrate this with findings from a 2002 survey done in 391 companies 84% of which had an employee achievement recognition program and 4 out of 10 companies said they had stepped up employee recognition as compared to a year earlier. According to (Luthans, 2011) firms which follow a recognition system in place have reported improvement in retaining their best employees as well as increased cost-benefit results.

However, although it seems most authors agree that recognition is a good way of motivating employees, (Robbins and Judge, 2010) observe that critics argue that the employee recognition programs are susceptible to manipulation by management especially in jobs where criteria for high performance is not clear hence giving lee way for managers to manipulate the program and only recognize their friends or favorite employees. Abuse of a system like this may undermine the logic and importance of a recognition program and can lead to demoralized employees. In general, the power of rewarding employees with generous flexibility and autonomy should never be underestimated (Andersen, 2012).

2.6. Empirical Literature Review

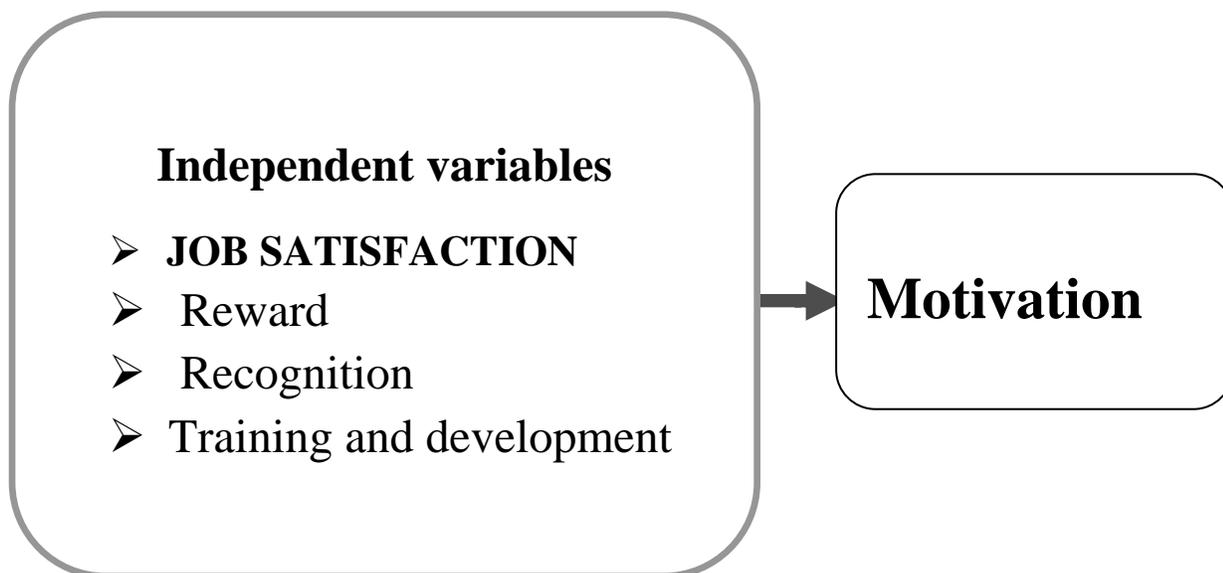
According to (Munzhedzi, 2011) the research on Performance Management system and improved productivity: A case of the department of local government and housing in the Limpopo province stressed that PMS has not contributed to the improvement of productivity of the DLGH in the Limpopo province concluded that PMS plays significant role in the improvement of productivity but in this study PMS has not contributed to the improvement of productivity of the DLGH in the Limpopo province because of poor understanding of the PMS in the Department and setting of unrealistic performance targets which are unrealistic. Also another research has broadly analyzed the impact of the social context of performance appraisals on employee reactions to these appraisals (Pichler, 2012). For instance, employees' satisfaction with the performance appraisal process as a whole, the performance appraisal feedback, or employees' evaluations of the perceived quality, justice, and fairness of the performance appraisal regime (Greenberg, 1986; Sommer & Kulkarni, 2012 Gupta & Kumar, 2013). Furthermore, employee participation in the performance appraisal process is positively related to the satisfaction with the performance appraisal system, perceived fairness, and acceptance of such a practice. Performance appraisal sounds simple but researches tell us that it is commonly used in performance feedback and identify individual employee's strengths and weaknesses (Ruddin, 2005). For example, studies were done using a direct effects model to investigate communication openness based on different samples, such as perceptions of 229 workers of public listed companies in Klang Valley, Malaysia and perceptions of 133 employees in multinational companies Malaysia (Darehzereshki, 2013). Outcomes of these studies found that perceived value of outcome and perceived fair treatment had increased when the appraisers able to clearly giving explanations about the appraisal system goals,

policies and procedures, as well as adequately providing feedback in determining employee performance scores. (Brown, 2010) analyze the relationship between performance appraisal quality measured by clarity, communication, trust, and fairness of the performance appraisal process and job satisfaction and commitment based on a sample of more than 2,300 Australian non-managerial employees of a large public sector organization. They find that employees who report a low performance appraisal quality (lowest levels of trust in supervisor, poor communication, and lack of clarity about expectations, perception of a less fair performance appraisal process) also report lower levels of job satisfaction and commitment. Furthermore, (Lorna and James, 2014) found that clarity of performance expectations affected the job performance to a great extent. Feedback mechanism and open door policy affected job perform to a great extent. Integrity and reliability affected job perform to a great extent. In addition, distributive fairness affected job performance to a moderate extent. The study found that ideas and innovations, absenteeism and timeliness had improved for the last five years; the study also found that appraisal motivates staff by clarifying objectives and setting clear future objectives with provision for training and development needs to establish the performance objective. Communication provides employees with the chance of exercising a level of process control. Trust in supervisors is important for determining satisfaction with the appraisal system. Appraisals based on personal traits have little value for providing diagnostic feedback to employees or for designing training and development programs to ameliorate identified skill deficiencies. According to (Amber & Mubashir, 2013) conducted on the impact of performance management on the organization performance i.e. analytical investigation on the business model of Mc Donald's. The researcher conclude that performance appraisal have positive relationship with employee performance because it is very important to recommend appropriate training and development session for the below average workers. This help the below average workers to improve their productivity in the long run. Research conducted on factors affecting employee motivation by (Lindner, 1998) using a descriptive survey of twenty five employees in research center, rank-ordered the motivational factors affecting employee motivation as: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems. the research of (Ölçer, 2005) to determine what are the ranked factors that affect working staff motivations are job security, good relations with superiors, wage and

appreciation based on fair 19 performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works in accordance with employee's skills and work rotation. Ölçer stressed that there is a meaningful relation in a positive way between motivation level and performance level. A study on employee motivation in fast food industry conducted by (Hossain and Hossain, 2011) found several different factors according to the order of importance good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work. Based on a researches and extensive literature review the following conceptual frame work has been adapted.

2.7. Conceptual frame work

Conceptual framework presents the repetition of job satisfaction, reward, recognition and training and development. The under stated picture shows the relationship of the dependent variables and independent variable (employee motivation).



Source: Herzberg's two factor motivational theory and Abraham Maslow need hierarchic theory.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter gives an outline of research methodology which contains study area, data type and data source, sampling design and sampling technique, method of data collection and method of data analysis and model specification.

3.2. The Study Area

The history of Addis Ababa began after Taytu and Minelik in 1887 got interested to the beautiful land scape which has been called Addis Ababa. Addis Ababa is the educational and administrative center of Ethiopia. It is the site of Addis Ababa University (1950) and contains several teacher-training colleges and technical schools. Several international organizations have their headquarters in the city. Minelik II constructed the first ever two roads in the city as well as in the country that stretch from Addis Ababa to Addis Alem and from his palace to British embassy in 1902. In 1904 the first roller was imported by the emperor and was being pulled by many people for its operation. The country's modern road construction is highly interlinked with Emperor Haile Sellase ruling period. During the regime of Haile Sellase a number of contractors were organized to carry out road construction. When it was decided for Addis Ababa to have a mayor and a council in 1942, the city roads construction and maintenance was organized under the municipality. This department stayed till the replacement of the Haile Sellase regime by the Derge regime performing its duties. But no fundamental organizational change of the department was observed in the Dreg regime. Addis Ababa administration during EPRDF period the "bureau of works and urban development" and the bureau organized a department under it to carry out the road construction and maintenance works. The newly established road department constructed and maintained the city road till the establishment of the Addis Ababa city roads Authority in march 15,1998 by regulation no 7/1998. The total length of road constructed in the city till the establishment of the authority in March 15, 1998 was 1300km of which 900 km was gravel road and the remaining 400 km was Asphalt surfaced road. The Addis Ababa city roads authority has done remarkable progress in the city roads expansion and upgrading in the last 11 years since its establishment. Today the city roads length reached 3324 km. the road network coverage has reached 12.21% compared with the developed area of the city.

3.3. Data Sources and Data type

The main source of the data for the research is primary and secondary data. According to Kothari (2004), Primary data are fresh data that are gathered for the first time and thus happened to be original in character. Primary data of the study was information gathered from employee and managers of the study area. Questionnaire that has both open ended and closed ended question were prepared and delivered to employee in order to gather the primary data. Also Semi-structured Interview was prepared in order to gather information from managers of Addis Ababa city road authority lot three project offices. Secondary were gathered from various sources, brochures, annual reports, directives, websites, journals, periodicals released by the Addis Ababa city road authority.

3.4. Sampling Design and Sampling Techniques

To decide on sample respondents from total study population, probability sampling (Simple random sampling) technique were employed since it avoids biasness and helps to generalize data gained from sample respondents and avoiding an error which could rise from sampling. A sample was drawn from a population which refers to all possible cases of what the researchers were interested in studying and the population is often people who have some particular characteristics in common therefore, simple random sampling (lottery method) was used.

3.4.1. Target population

Kothari (2004) uses the term “target population” to refer to the intended population covered by a study in a specific geographical area such as country, region and town in terms of age group and gender. Accordingly, the target population of this study was all permanent employees which currently working in Addis Ababa city road authority lot three project offices those are a total of 512 employees.

3.4.2 Sampling Technique and Sample Size

According to (Kothari, 2004) sample size should be optimum in which it fulfills the requirement of efficiency, representativeness, reliability and flexibility. The number depends on the accuracy needed, the population size, population heterogeneity and resources available. So, the sample size should be determined by using statistical formula. Of course, different authors use different

formulas to determine the sample size of the study. As cited in Glenn, 2012, there are several approaches to determine the sample size, this includes using a census for small populations, imitating a sample size of similar studies using published tables and applying formula to calculate a sample size. Among all these alternatives, this study prefers the formula derived by (Yamane, 1967) cited in (Glenn, 2012) rule of thumb, based on the information from the data, for the population of 512 at 5% margin of error and 95% confidence level the sample size is 224. The sample size determined using the formula given by (Yamane, 1967) in drawing an adequate sample size from a given population at 95% confidence level, 0.05 degrees of variability as shown below.

$$n = \frac{N}{1 + (N)e^2} n = \frac{512}{1 + (512)(0.05)^2} \approx 224$$

Where; N = Total population

n = sample size

e = level of precision

3.5. Research Design

Research design is a master plan used to identify methods and procedure to accomplish the research objectives and to answer research questions (Saunders et al. 2007). The paper used Descriptive research design to describe preferences, practices, characteristics, commonalities, or differences from the total population. Lack of generalizability and the potential for multiple interpretations of the data are the limitations of Descriptive design. The emphasis of explanatory study is to assimilate a situation or a problem in order to explain the relationships between variables; it also has a nature of explaining cause-and-effect relationships between the dependent and independent variable. Although, explanatory method was used to determine the effect of each factors. In order to achieve the main objective of this study, both qualitative and quantitative methods were used to analyse the data collected.

3.6. Method of Data Collection

The method of data collection which has been employed to this study was survey method, Survey research method was used for this research because it is an appropriate method for measuring respondent's opinion and attitude of employee on factors affecting employee motivation.

The data collection tools that were used to gather data from sample respondents are questionnaire, interview and document analysis.

3.6.1. Questionnaire

Questionnaires were used to collect data from the 214 employees drawn based on random sampling. (Saunders, 2009) acknowledged definition of questionnaire as a general term which includes all techniques of data collection in which each person is asked to respond to the same set of questions in a predetermined order. Questionnaires were used since it can help to administered to a large number of people at less cost and reach respondents who are not easily approachable. Questionnaires also give respondents adequate time to give well thought out answers (Kohtari, 2004). Since most of the questions demand the level of agreement of the employees, a Likert scale was used. A five-scale format namely strongly agrees, agree, neutral, disagree, and strongly disagree, and Close ended format is chosen as it is easier and quicker for respondents to answer; easier to compare the answers of different respondents easier to code and statistically analyze.

3.6.2. Interview

As sources of primary data, interviews were conducted to directors and questionnaires were distributed to managerial staff (i.e. team leaders and lead employees) and non-managerial staff. Interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses (Kohtari, 2004:97). Furthermore its ability to enable the researcher gain insights into the respondent's opinions, feelings, emotions and experiences make the interview method appropriate in this case. Among the various forms of interview, the semi structured one was used. Such interview was used since it was believed that it allows the researcher to know specific information which can be compared and contrasted with information gained in other interviews at the same time maintaining flexibility. It also help to gain a full understanding of the various components of management.

3.6.3. Document Analysis

The study was used different written data those collected from various sources. Both qualitative and quantitative data were gathered in the form of secondary data. Quantitative data includes organization policy or procedure related to promotion, annual or semiannual human resource reports, books, review articles, published reports, and web site were used for the study.

3.7. Method of Data Analysis

The data analysis, used for understanding and successful accomplishment of the study data were collected, recorded, edited, organized, analyzed, interpreted and presented in relation to research questions. Data collected using the above mentioned instruments were analyzed using both qualitative and quantitative analysis. Quantitative data were interpreted through questionnaire survey and presented in graphs and tables with frequency distributions, standard deviation and means; whereas qualitative data gathered using interview were interpreted through narration. The “mixed methods” refers to an emergent methodology of research that advances the systematic integration, or “mixing,” of quantitative and qualitative data within a single investigation or sustained program of inquiry. The basic premise of this methodology is that such integration permits a more complete and synergistic utilization of data than do separate quantitative and qualitative data collection and analysis.

3.7.1. Descriptive Statistics

The researcher used descriptive statistics like mean; standard deviation, frequency, and percentage were used to describe demographic data.

3.7.2. Inferential Statistics

Inferential statistics was used to identify the degree of correlation between the variables using Pearson’s Correlation. Further regression analysis was done to determine the degree of relationship between dependent and independent variable.

3.7.3. Model specification

In this study multiple linear regression models were used to achieve research objectives. The basic objective of using multiple linear regression analysis is to make the research more effective in analyzing impacts of job satisfaction, reward system, professional training and development, and recognition on the employee motivation.

According to Gujarati (1995) defines a regression function as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + u_i$$

Where Y is the dependent variable (over all employee motivation)

β_n is the coefficient of independent variables

X_n is independent variables (job satisfaction, reward, professional training and development, and recognition)

U_i is error term. U_i can be described as;

$$U_i = Y - \beta_0 - \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n$$

β_1 is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero. Multiple linear regression model assumptions will be conducted based on a (Gujarati, 1995). Checking goodness of fit carry significant benefits for the research; because once the model is fitted, it is effective in describing the outcome of variables. Let summarize each assumptions one by one.

3.7.4. Multi-co linearity

It meant the existence of a perfect or exact, linear relationship among some or all explanatory variables of a regression model. If there is perfect collinearity among the independent variables, their regression coefficients are indeterminate and their standard errors are not defined. Therefore, independence of independent variables was tested by Variance inflation factor (VIF) and tolerance.

$$VIF(X_j) = \frac{1}{1-R_j^2} \quad \text{Tolerance } 1-R^2$$

Where; X_j = the jth explanatory variables regressed on the other independent variables.

R_j² = the coefficient of determination when the variable X_j regressed on the remaining explanatory variable.

3.7.5. Normality

The distribution of residuals should be normal at each value of the dependent variable is one of multiple linear regression assumption. This means that errors are normally distributed, and that a plot of the values of the residuals was approximated a normal curve (Keith, 2006). According to Gujarati (1995) u_i are independently and normally distributed with mean zero and a common variance α^2 was given as; $u_i \sim N(0, \alpha^2)$.

3.7.6. Homoscedasticity

The variance of the residuals for every set of values for the independent variable is equal and violation is called Heteroscedasticity. This means that researcher assume that errors are spread out consistently between the variables. Symbolically described as follow;

$$\text{var} = \left(\frac{u_i}{x_1, \dots, x_k!} \right) \alpha^2$$

For all U_i is disturbance term or error term X_k is explanatory variable α_2 is the constant or homoscedastic variance of u_i .

3.7.7. Validity and reliability of research instruments

Reliability can be defined as the extent to which a measurement instrument yields consistent, stable and uniform results over repeated observation or measurements under the same conditions each time (Bowling 1997). From the above definition, research instruments had pre-tested under similar conditions. During this execution, reliability was checked from the consistency and uniformity of test results. 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 should collected from reliable sources, i.e. respondents who have experiences in organization and reliability test using spss version 23. Furthermore the study was examined by the advisor and other colleagues to determine its clarity. The reliability of the research instrument (structured question- aire) was also measured by the Cranach's alpha. Overall Cronbach's alpha result for completing the questionnaire items is 0.856 and 30 peoples are participated in the pre-test to respond on the practise of job satisfaction, rewards, recognition, and professional training on employees' motivation. This shows that all the 35 items are reliable and valid to measure the opinions of employees towards employees' perception. The researcher also assumed independence of independent variables was tested using Variance inflation factor (VIF) and tolerance under Multi-co linearity. The other assumption is that the variance of the residuals for every set of values for the independent variable is equal which means errors are spread out consistently between variable.

3.8. Ethical considerations

These are the principles or standards that protect the rights of participants in a research study. They are actions taken to assure safety and rights of participants are not violating whatsoever. These considerations are therefore usually made to ensure that research involving human or living thing subjects is carried out in accordance with high ethical standards. These standards include voluntary participation ,informed permission ,confidentiality of information, ambiguity to research participants and approval from relevant authorities such as independent review boards (IRBs) to conduct the research study (Resnik, 2005).

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.1. DATA PRESENTATION AND ANALYSIS

After data collection the data also processed and analyzed in accordance with the outline and the purpose of research. Data processing implies editing, coding, classification and tabulation of the collected data so that they are amenable to further analysis and the data analysis has been done based on the information obtained from 224 employees. In order to get a representative data, 224 questionnaires were developed and distributed to the employees of AACRA LOT 3 project office. Out of 224 questionnaires distributed to the respondents, 205 questionnaires were collected and, analysis is based on the valid 205 questionnaires responded by employees, the rest which are not correctly filled (7) and not returned are (12).

Table 1: Response rate of questionnaires administered

Items	Employees of AACRA Lot 3 project office		
	Correctly filled and returned	Not correctly filled	Not returned
Number of respondent	205	7	12
Percentage	91.52	3.12	5.36

Source: own survey, (2020)

As clearly presented on the above table, the rate of respondents is 205 (91.52%). This implies the response rate is large enough to analyze the data whereas, uncollected questioners which accounts 7 (3.12%) of respondents not correctly filled and the rest 12 (5.36%) were not return the questioners.

4.2. Reliability of the Instrument

As proclaimed by Bhattacharjee (2012), reliability is a concept of the degree to which the measure of consistent or dependable. The research has administered the most commonly used internal consistency reliable measure of Cronbach's alpha originally designed by Lee Cronbach in 1951. According to Sekaran (2003), reliabilities less than 0.6 are considered to be poor, in the range of 0.7 to be acceptable, reliability over 0.8 is good and the coefficient closer to 1 is better.

Table 2: Reliability coefficients

Reliability Statistics

Cronbach's Alpha	No of Items
0.856	35

Item statistics

Scale	No of items	Cronbach alpha coefficient
Indicators of motivation/Leadership	5	0.748
Employee job satisfaction	3	0.674
Reward and incentives	5	0.691
Recognition	5	0.806
Professional training and development	5	0.706

Source: own survey, (2020)

As table 2 shows the instrument used in this study was reliable since a reliable Cronbach's alpha coefficient is greater than 0.6. The reliability statistics with 35 numbers of items with a Cronbach alpha coefficient of 0.842 and it is a good result According to (Sekaran, 2003). Furthermore the above item statistics display four independent variables i.e. Employee job satisfaction with Cronbach's alpha coefficient of 0.671, Reward/Incentives with a coefficient of 0.683, the other independent variable Recognition has a coefficient of 0.765, and Professional training and development has a Cronbach alpha coefficient of 0.706, and the dependent variable which is Indicators of motivation with Cronbach's alpha coefficient of 0.748, as all the variable coefficients are between 0.6 and 0.8, the overall reliability coefficient is considered as good which is more than acceptable.

4.3. Demographic profile of respondents

The first part of the questionnaire consists of the demographic information of the participants. This part requested a limited amount of information related to personal and demographic characteristics of respondents. Accordingly the following demographic variables about the respondents were concise and showed in the subsequent table. The variables include: Gender, Age, Educational background, Job category and number of years work with the employer organization or work experience.

Table: 3. Characteristics of respondents by Gender

Gender				
	Frequency	Percent	Valid Percent	Cumulative Percent
valid				
Male	119	58.0	58.0	58.0
Female	86	42.0	42.0	100.0
Total	205	100.0	100.0	

Source: own survey, (2020)

As indicated in table 3, about 58.05% of respondents are male and the remaining 41.95% of the respondents are female. Men and women do not give same value to rewards. Women give more value to work with, good hours and meeting people instead of extrinsic reward factors (Warr, 2008).

Table: 4. Characteristics of respondents by Age

Age				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
20-23	23	11.2	11.2	11.2
24-40	146	71.2	71.2	82.4
41-50	29	14.1	14.1	96.6
50 and above	7	3.4	3.4	100.0
Total	205	100.0	100.0	

Source: own survey, (2020)

The respondents were asked to indicate the age group they belonged to and the results are as shown. Table 4 shows that 71.2% of the respondents were between 24-40 years, 14.1% were between 41-50 years, 11.2% were between 20-23 years, and 3.4% were 51 and above years of age. Employees with younger age were more motivated with extrinsic factors and demotivated by intrinsic factors while employees with an older age are more motivated in intrinsic factors and demotivated by extrinsic factors (Wan Fau8iah and Tan, 2013).

Table: 5. Characteristics of respondents by level of education

		level of education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	37	18.0	18.1	18.1
	Diploma	82	40.0	40.2	58.3
	First degree	72	35.1	35.3	93.6
	second degree and above	13	6.3	6.4	100.0
	Total	204	99.5	100.0	
Missing	999	1	.5		
Total		205	100.0		

Source: own survey, (2020)

The respondents were asked to indicate their level of education and the results are as shown. Table 5 shows that 40.2% of the respondents were Diploma, 18.1% were certificate, 35.3% were first degree and 6.4% were second degree. This shows that majority of the respondents were diploma and above. More educated persons is more satisfied with intrinsic rewards since it is psychological need like promotion, recognition etc. whereas less educated persons satisfied with extrinsic rewards or financial benefits, (Ahmet, 2007) .

Table: 6. Characteristics of respondents by Job Grade

		Job Grade for a specific position			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	higher officials	1	.5	.5	.5
	Middle level manager	11	5.4	5.4	5.9
	professionals	140	68.3	68.3	74.1
	others	53	25.9	25.9	100.0
	Total	205	100.0	100.0	

Source: own survey, (2020)

The respondents were asked to indicate their work position and the results are as shown. Table 6 shows that 68.3% of the respondents were working in lower position, 25.9% were professionals

5.4% respondents were working in medium level working position and, 0.5% respondents were working in higher level working position. This shows that majority of the respondents were professionals and working in lower level position. Almost 94.5% of employees are professionals (engineers, surveyors etc.) and lower level employees (labor forces, janitors etc.) The result also implies for the management to be consider a strategy that improve employment relationships.

Table: 7. Characteristics of respondents by Employee work experience

Employee work experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Two Years	48	23.4	23.4	23.4
Three years	37	18.0	18.0	41.5
Four years	33	16.1	16.1	57.6
Five years and above	87	42.4	42.4	100.0
Total	205	100.0	100.0	

Source: own survey, (2020)

The respondents were asked to indicate their work experience and the results are as shown. Table 7 shows that 42.4.1% of the respondents were five years and above, 23.4% were two years, 18.0% were three years, 16.8% of employees were four years. This shows that majority of the respondents were five years and above. The number of years or work experience can contribute a lot towards the way he/she thinks, and how he/she performs his/her duty and the like. To this end, it is believed that the more an individual stays in operational, administrative and staff level employment, the better he/she can acquire an experience, consequently it help to understand which factor affect his/her motivation, and how to deal with these factors to minimizes conflict of interests.

4.4. Level of employees’ perception towards motivational factors

This section presents the employees’ perception towards motivational factors in AACRA lot3. Motivational factors are composed of four independent variables i.e. employee job satisfaction, reward or incentives, recognition, professional training and development and one dependent variable which is known as indicators of motivation. The respondents were asked to rate each

statement concerning their perception of these factors. As stated in the research methodology, Likert scale is used to measure the Influence of motivational factors used to build employee's motivation. The researcher has explored the level of employee's perception towards motivational factors in AACRA Lot3. The degree of motivation towards motivational factors is set from 1 to 5 (5 is the highest motivation whereas, 1 is the lowest motivation).The translation of ranking is analyzed based on the criteria of employees' satisfaction which designed by Best (1977: 174). The score between 1.00-1.80 mean values have lowest motivation. The score between 1.81-2.61 mean values have low motivation level (Low).The score between 2.62-3.41 mean values have average motivation level (Average).The score between 3.42-4.21 mean values have good motivation level (High).The score between 4.22-5.00 mean values have very good motivation level (Highest).The average perceptions of 19 proposed motivational factor Questionnaires was rated by the respondents. Table8, shown below presents the item statistics, which is sorted by occurrence in the questionnaires.

4.4.1. An assessment of factors that determine employees' observation towards motivation

In this section, the researcher by applying descriptive statistics (specially mean and standard deviation) for the sake of better understanding and summarization of 19 items which grouped into 5 basic factors one dependent and four independent variables based on which every questionnaire item is measuring; and each analysis is made individually as well as in a grouped manner.

Table 8 Employees' perception towards motivation

Motivational factors	N	Mean	Std. Deviation
Addis Ababa City Road Authority provide you appropriate training program relating to your jobs T&D	205	2.70	1.190
Employees give importance to moral incentives (Appreciation, respect, etc.) as well as physical Incentives REC	205	2.86	1.055
I'm not aware of the procedures for nominating an employee for an award REC	205	2.93	1.260
How relevant were the trainings you received to your work T&D	205	2.95	1.097
I can select an award, if recognized, that will have value to me	205	3.01	1.354

How will you rate the quality of the training program /s for which you have participated	205	3.21	1.226
My supervisors does a great job informing us about things that affect our work	205	3.22	1.149
How often do you undergo training	205	3.38	.829
Fair payments is very crucial but the company pay is not competitive for employee motivation	205	3.39	1.214
Car benefit (only taxable value each month to be paid)	205	3.40	1.282
I always strive to find better ways of doing things	205	3.74	.954
Employee(s) of the Month awards should be issued	205	3.77	1.085
An attractive incentive plan(like, commission, Over time work. etc.) motivated employees	205	3.86	1.078
Free medical service	205	3.97	.904
When I do something successfully, it feels like a personal accomplishment	205	3.98	1.012
Annual bonus based on the company's achievement in project targets	205	4.26	.873
How were you selected for training	205	4.49	.922
Average overall employee motivation		3.507	1.086

Source: own survey, (2020)

4.4.2 Relative importance of motivational factors

To identify factors motivating employees in the workplace, 19 attributes have been selected and shown in the above (Table 8). The importance of various attributes has been ranked by measuring mean and standard deviation. The Higher mean score stands for high level of agreement; whereas low mean score dictates high level of disagreement. The standard deviation on the other hand presents the degree of dispersion responses from the mean score. Accordingly, the highest mean value is found for the variable "How were you selected for training" and the lowest mean value are found for the variable "I can select an award, if recognized that will have value to me". The analysis of each factor is discussed below and the means and the standard deviations of these variables are depicted in Table 8 above.

The above table reveals that the mean value of such variables "How were you selected for training", "Annual bonus based on the company's achievement in project targets", "When I do something successfully, it feels like a personal accomplishment", "Free medical service", "An attractive incentive plan like, commission, Over time work, to motivate employees", "Employee(s) of the Month awards should be issued", "I always strive to find better ways of doing things", "There are positive working relationships within the team and we are mutually respectful to each other", and other 12 variables are found to be in ascending order. From this 8 item Variables which scores more than the average mean values 4.49, 4.26, 3.98, 3.97, 3.86, 3.77, 3.74, and 3.43 with SD = 0.922, 0.873, 1.012, 0.904, 1.078, 1.085, 0.954, 0.996, respectively shows the degree of motivation towards motivational factors such that the first two item represents professional training and development and reward or incentives have highest value, and the mean values 3.98, 3.97, 3.86, 3.77, 3.74, and 3.43 are considered as higher mean score with the SD =1.012, 0.904, 1.078, 1.085, 0.954, .996, respectively proves the degree of motivation towards motivational factors such as job satisfaction, reward and recognition, and this implies the importance of safety, social and esteem needs according to (Maslow, 1943).

The overall result shown above helps to create positive working relationships within the study organization and it also shows the concerns of employees are the reduction of negative effects. The above result implies minor changes in any of the variables under rewards; recognition, and job satisfaction would make employees worried about their social and security needs. The result also shows the study organization consider the strategy to ensure a smooth relationship between its employees. On the other hand, job satisfaction is a hygiene factor many employees related to the content of a task that is being performed is related to Psychologist Frederick Herzberg's content theory known as Herzberg's Two Factor Theory or motivation-hygiene theory (Robbins and Judge, 2010). If there is lack of job satisfaction, dissatisfaction will occur. But if it's presence in the workplace will show the existence of employee motivation. Providing training and development program helps to improve employee creativity and also aids employee to challenge the assigned tasks that will lead to higher performance. On the other hand if a strong reward system exists it lead employees toward a better motivation and synergistic solution. In this regard the two variables appreciated by the respondents of the current study (ranked 1st and 2nd according to the mean value of 4.49, and 4.26 and SD = 0.922, 0.873).

Introducing friendly social environment is quite convincing issue which causes employee motivation and work satisfaction. Apart from this employee's bad feeling toward reward, recognition and training program can also impact on their job performance which leads to dissatisfaction. Job satisfaction is one of essential factor motivating employees. In the current study respondents reflect on the statement. "When I do something successfully, it feels like a personal accomplishment", which marked as an important variable of motivational factor (ranked 3rd according to the mean value 3.98 and SD =1.012). However it is relatively powerful variable that impact on employee motivation. The result substantiate AACRA to create and provide a good working condition that helps employee attentive in their assigned jobs, and provide the facility related with tasks, besides job satisfaction might gained through training, recognition and reward as it is a make inquiries dealing with new ideas, innovations, etc., it can also prevent employee's dissatisfaction and motivate them. However, in addition to training program fair payment and good incentives should be provided with the aim of attracting and retaining qualified people. Organizations should not trust solely on salary, bonus and other monetary and non-monetary incentives to motivate the diverse work force. Likewise, variables such as, positive working relationships within the team and mutually respectful to each other, and employee(s) of the month award issued as well as how employees always strive to find better ways of doing things etc.

These are the most desires of employees which help them to motivate and keep them productive by enhancing their morale, allows employee to improve positive self-evaluation and ability to contribute the employer. The mean value from the response shows, two variables ranked 6th and 7th with their respective mean and standard deviation score 3.77, 3.74, and SD = 1.085, 0.954, respectively. It is an esteem factor according to (Maslow, 1943) and Herzberg's two factor theory (1959) described as motivators that makes employee more satisfied. Generally the literature shows organizational culture and good working environment as well as providing relevant training denotes as crucial elements that affect the level of employee motivation in the work place. The Free medical service and an attractive incentive plan (like, commission, over time work. etc.) are variables that help to increase motivated employees ranked 4th and 5th mean value 3.97 and 3.86 with a standard deviation of 0.904 and 1.078 respectively. The result implies that enhancing employees social and financial need impact on employee sense of accomplishment and increased responsibility and these two variables are also motivators According to (Herzberg, 1959).

Therefor assuring the presence of these factors in the workplace enhances high motivation and satisfaction. This can prove that if organizations become unable to provide better leadership in terms of working relationship high dissatisfaction will arise (Herzberg, 1959). Accordingly ensuring better leadership might not be guaranteed for employee satisfaction, the result on the above table shows the average mean values for variables such as Car benefit, faire payment, scheduled training program, leaders quality of communication, quality of training program, the way leaders treat their employees, the time schedule for award nomination, group setting in the teamwork, organizational culture and the management approach towards employees interest respectively shows how the three variables reward, recognition, and training and development impact employee motivation. In this regard most authors agree that recognition is a good way of motivating employees, (Robbins and Judge, 2010) observe that critics argue that the employee recognition programs are susceptible to manipulation by management especially in jobs where criteria for high performance is not clear hence giving lee way for managers to manipulate the program and only recognize their friends or favorite employees. Other alternative motivators to money are benefits (welfare and health, paid time-off as well as retirement packages) and personal growth (career development, training, work-life balance and performance management) which have proved to be effective on employee motivation (Kinicki and Fugate, 2012). Generally Literatures concede with the result of the study and it implies that the variables impact on employee’s motivation.

4.5. Descriptive Statistics for Perceptions of Employees Regarding Motivation

4.5.1. Training and Development

Table 9 Selection for training

How were you selected for training	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Supervisors recommendation	5	2.4	2.4	2.4
Compulsory for all employees	5	2.4	2.4	4.9
Upon employee request	16	7.8	7.8	12.7
Performance appraisal	37	18.0	18.0	30.7
Don't know	142	69.3	69.3	100.0
Total	205	100.0	100.0	

Source: Own survey, (2020)

Regarding, the Selection for training the survey results reveal that the majority of respondents 69.3% replied they don't know how the selection of trainees. While 18.0% respondents replied performance appraisal is the method to select trainees, 7.8%, 2.4% and 2.4 % respond selection of trainees are upon employee request, compulsory for all employees, and supervisors' recommendation respectively.

Table 10 training program

How often do you undergo training		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Every six months	4	2.0	2.0	2.0
	Once a year	34	16.6	16.6	18.5
	Every two years	47	22.9	22.9	41.5
	No specific schedule	120	58.5	58.5	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

To know employees perception of the company training program, the researcher has posed a question and 58.5% of the respondents argued that the company does not have specific training program. On the other hand, 22.9% of the respondents reply that provided training every two year. 16.6% replies training program provided once in a year. The remaining 2% of respondent reply that there is training program every six month.

Table 11 the quality of the training program

How will you rate the quality of the training program/s for which you have participated		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	21	10.2	10.2	10.2
	Average	36	17.6	17.6	27.8
	Good	63	30.7	30.7	58.5
	Very good	48	23.4	23.4	82.0
	Excellent	37	18.0	18.0	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

The above data exhibit 41.4% of respondents agree whereas 17.6% and 10.2% of the respondent react that the company training program in terms of quality is poor and somehow moderate respectively. The majority which consists 30.7% of the respondent feel that the quality of training program is good enough. From the assessment it can possibly argue management has to be considering the right policy that improves the quality of employee training that impact employ motivation and quality of work.

Table 12 job related training program

Addis Ababa City Road Authority provide you appropriate training program relating to your jobs	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	45	22.0	22.0	22.0
Disagree	34	16.6	16.6	38.5
Neutral	78	38.0	38.0	76.6
Agree	33	16.1	16.1	92.7
strongly agree	15	7.3	7.3	100.0
Total	205	100.0	100.0	

Source: Own survey, (2020)

The respondents were asked if there was opportunity in the company to get job related training and the results are shown. Table 12 shows that 22.0% strongly disagreed, 16.6% disagreed, 38.3% were moderately agreed, 16.1% agreed while 7.3% strongly agreed. This results show that majority of the employees were not agreed that there was an opportunity to job related training.

Table 13 relevancy of training

How relevant were the trainings you received to your work	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Not relevant	35	17.1	17.1	17.1
Not sure	23	11.2	11.2	28.3
Effective	64	31.2	31.2	59.5
Very effective	83	40.5	40.5	100.0
Total	205	100.0	100.0	

Source: Own survey, (2020)

The respondents were asked to indicate their perception on the relevance of training program arrangement, the results are shown. Table 13 shows that 17.1% strongly disagreed, 11.2% were moderately agreed, 31.2% agreed and 40.5% strongly agreed. This results show that majority of the employees were agreed on relevance of training program arrangement in a company.

➤ **Aggregate training and development practice analysis**

Table 14 Aggregate training practice analysis

Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
How relevant were the trainings you received to your work	205	1	4	2.95	1.097
Addis Ababa City Road Authority provide you appropriate training program relating to your jobs	205	1	5	2.70	1.190
How will you rate the quality of the training program/s for which you have participated	205	1	5	3.21	1.226
How often do you undergo training	205	1	4	3.38	.829
How were you selected for training?	205	1	5	4.49	.922
Aggregate Mean	205	1	5	3.35	1.053

Source: Own survey, (2020)

The aggregate result about training Program practice in Addis Ababa City Road Authority lot 3 office. Posited good with mean value ($M=3.35 > 3.00$). Pursuant to the analysis, the practice of training program in AACRA lot 3 offices is satisfactory.

After analyzing the study, the researcher compares and contrasts the findings with other literature review or empirical study, and revealed the following :- this result confirms with the theory of Vallet, Prefer and Svenja. Training opportunity is beneficial for the firm in variety of ways, such as, it plays a vital role in building and maintaining capabilities both on individual and organizational level, and thus participates in the process of organizational change (Valleet al., 2000). Moreover, it enhances the retention capacity of talented workforce (Jones and Wright, 1992; Shaw et al.1998). Furthermore, it indicates the firm’s long term commitment towards its workers and increases the employee’s motivational level (Pfeffer, 1994).

4.5.2. Reward

Table 15 the annual bonus

Annual bonus based on the company's achievement in project targets		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.5	1.5	1.5
	Disagree	9	4.4	4.4	5.9
	Neutral	13	6.3	6.3	12.2
	Agree	87	42.4	42.4	54.6
	strongly agree	93	45.4	45.4	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

As it can be seen from the above Table 15, 45 % and 42.4 % of the respondents strongly agree and agree respectively, while 4.4 % and 1.5% of respondents are strongly disagree and disagree respectively that annual bonus is based on the companies achievement, 6.3% respond as moderately agree.

Table 16 Free medical service

Free medical service		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.0	1.0	1.0
	Disagree	7	3.4	3.4	4.4
	Neutral	54	26.3	26.3	30.7
	Agree	75	36.6	36.6	67.3
	strongly agree	67	32.7	32.7	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

The respondents were asked to indicate their perception on the existence of free medical service, the results are shown. Table 16 shows that only 1.0% strongly disagreed, 3.4% were disagree 26.3% were moderately agreed, 36.6% agreed and 32.5% strongly agreed. This results show that majority of the employees were agreed on free medical service in a company.

Table 17 An attractive incentive plan

An attractive incentive plan(like, commission, Over time work. etc.) motivated employees		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	4.9	4.9	4.9
	Disagree	14	6.8	6.8	11.7
	Neutral	33	16.1	16.1	27.8
	Agree	86	42.0	42.0	69.8
	strongly agree	62	30.2	30.2	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

The respondents were asked to indicate their perception on the company incentive plan, the results are shown. Table 17 shows that only 4.9% strongly disagreed, 6.8% were disagree 16.1% were moderately agreed, 42.0% agreed and 30.2% strongly agreed. This results show that majority of the employees were agreed on incentive plan in a company.

Table 18 Fair and competitive payments

Fair payments is very crucial but the company pay is not competitive for employee motivation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	18	8.8	8.8	8.8
	Disagree	32	15.6	15.6	24.4
	Neutral	47	22.9	22.9	47.3
	Agree	68	33.2	33.2	80.5
	strongly agree	40	19.5	19.5	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

As can be seen from table 18 above, 52.7% of respondents agree that AACRA Lot3 does not have fair and competitive payment, whereas 24.4% of respondent disagree about the issue, the remaining 22.9% of the respondent are indifferent. This results show that majority of the employees were agreed on the company pay is not competitive.

Table 19 Car benefit

Car benefit (only taxable value each month to be paid)	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	24	11.7	11.7	11.7
Disagree	25	12.2	12.2	23.9
Neutral	47	22.9	22.9	46.8
Agree	63	30.7	30.7	77.6
strongly agree	46	22.4	22.4	100.0
Total	205	100.0	100.0	

Source: Own survey, (2020)

Table 19 above depicts that, 53.1% of respondents agree, 33.9% disagree, and 22.9% of the respondent are indifferent on the car benefit. However, 33.9% disagree about the issue. The rest 22.9% of the respondent moderately agree. This results show that majority of the employees were agreed on the company Car benefit.

➤ **Aggregate reward practice analysis**

Table 20 Aggregate reward practice analysis**Descriptive Statistics**

	N	Min	Max	Mean	Std. Deviation
Annual bonus based on the company's achievement in project targets	205	1	5	4.26	.873
Free medical service	205	1	5	3.97	.904
An attractive incentive plan(like, commission, Over time work. etc.) motivated employees	205	1	5	3.86	1.078
Fair payments is very crucial but the company pay is not competitive for employee motivation	205	1	5	3.39	1.214
Car benefit (only taxable value each month to be paid)	205	1	5	3.40	1.282
Aggregate reward	205	1	5	3.78	1.070

Source: Own survey, (2020)

The aggregate result showed reward practice in Addis Ababa City Road Authority lot 3 offices, the descriptive mean value ($M=3.75 < 3.00$), result is higher than the hypothetical average. According to the analysis the study implies that there is reward system practice in AACRA lot 3 office.

After analysis, the researcher compares and contrasts the findings with other literature review or empirical study, and revealed the following :- the research result is congruent with motivation theorists such as (Maslow, 1946), (Her8berg, 1968), (Alderfer, 1972) and (McClelland, 1988) they suggested that managers have to make their employees self-actualized, in order to use their maximum creative potential. According to Siagins, there is a significant and positive connection between the implementation of promotion and employee motivation, meaning the better the implementation of promotion, the motivation will increase (Siagians, 2002). It is also consistent with (Ponnu and Chuah in, 2010) they argued as there is a strong significant relationship between organizational reward system and employee motivation.

4.5.3. Job Satisfaction

Table 19 personal accomplishment

When I do something successfully, it feels like a personal accomplishment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	8	3.9	3.9	3.9
	Disagree	8	3.9	3.9	7.8
	Neutral	35	17.1	17.1	24.9
	Agree	84	41.0	41.0	65.9
	strongly agree	70	34.1	34.1	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

Table 19 showed majority of respondent 41.0% are agree, 34.3% strongly agreed, 3.9% strongly disagree, and 3.9% of respondent disagree that when I do something successfully, it feels like a personal achievement. This results show that majority of the employees were agreed on personal accomplishment.

Table 20 strive to doing things

I always strive to find better ways of doing things		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	2.4	2.4	2.4
	Disagree	12	5.9	5.9	8.3
	Neutral	61	29.8	29.8	38.0
	Agree	81	39.5	39.5	77.6
	strongly agree	46	22.4	22.4	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

The respondents were asked to indicate their perception on strive to better ways of doing things, the results are shown. Table 20 shows that only 2.4% strongly disagreed, 5.9% were disagree 29.8% were moderately agreed, 39.5% agreed and 22.4% strongly agreed. This results show that majority of the employees were agreed on strive to better ways of doing things.

Table 21 The culture in AACRA

The culture here makes you feel proud to work in AACRA		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	16	7.8	7.8	7.8
	Disagree	56	27.3	27.3	35.1
	Neutral	59	28.8	28.8	63.9
	Agree	57	27.8	27.8	91.7
	strongly agree	17	8.3	8.3	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

Table 21 showed Employee perception on the culture here makes you feel proud to work in AACRA. 35.1% disagree, 36.1 % agreed, and 28.8 % of the respondent moderately agrees. This results show that majority of the employees were agreed on strive to better ways of doing things.

➤ **Aggregate Job Satisfaction practice analysis**

Table 22 Aggregate Job Satisfaction practice analysis

Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
When I do something successfully, it feels like a personal accomplishment	205	1	5	3.98	1.012
I always strive to find better ways of doing things	205	1	5	3.74	.954
The culture here makes you feel proud to work in AACRA	205	1	5	3.01	1.096
Aggregate Job Satisfaction	205	1	5	3.58	1.021

Above Table 22 described the aggregate result of job satisfaction perception on employee motivation. The result disclosed all variables had aggregate mean value ($M=3.58 > 3.00$) have satisfactory, this implies job satisfaction perception on employee motivation in AACRA lot 3 offices is satisfactory. After analysis, the researcher compares and contrasts the findings with other literature review or empirical study, and revealed the following :- According to (Spector, 1997) Job satisfaction is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". It has been recognized to have its positive impact on employee motivation and employees' commitments (Levy, 2003); from the analysis of studies done on over 1,000 workers, there was a noted "significant positive relationship between motivation and job satisfaction" (Kreitner and Kinicki, 2010)

4.5.4. Recognition

Table 22 Moral incentive

Employees give importance to moral incentives (Appreciation, respect,) as well as physical Incentives	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	24	11.7	11.7	11.7
Disagree	47	22.9	22.9	34.6
Neutral	79	38.5	38.5	73.2
Agree	44	21.5	21.5	94.6
strongly agree	11	5.4	5.4	100.0
Total	205	100.0	100.0	

Source: Own survey, (2020)

The respondents were asked to indicate whether Employees give importance to moral incentives and physical Incentives. Table 22 shows that 11.7% strongly disagreed, 22.9% disagreed, 38.5% were moderately agreed, 21.5% agreed and 5.4% strongly agreed. This indicates that majority of employees were moderately agreed that employee give importance to moral incentives and physical incentives.

Table 23 Awareness of nomination

I'm not aware of the procedures for nominating an employee for an award	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	39	19.0	19.0	19.0
Disagree	31	15.1	15.1	34.1
Neutral	63	30.7	30.7	64.9
Agree	50	24.4	24.4	89.3
strongly agree	22	10.7	10.7	100.0
Total	205	100.0	100.0	

Source: Own survey, (2020)

The respondents were asked to indicate awareness of nominating an employee for an award and the results are shown. Table 23 shows that 19.0% strongly disagreed, 15.1% disagreed, 30.7% were moderately agreed, 24.4% agreed and 10.7% strongly agreed. This results show that majority of employees were agreed on awareness of nominating an employee for an award.

Table 24 Awareness of nomination

Employee(s) of the Month awards should be issued	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	9	4.4	4.4	4.4
Disagree	21	10.2	10.2	14.6
Neutral	32	15.6	15.6	30.2
Agree	89	43.4	43.4	73.7
strongly agree	54	26.3	26.3	100.0
Total	205	100.0	100.0	

Source: Own survey, (2020)

To get evidence whether employees of the month award affect employee motivation, a question is forwarded to respondents. In this survey, 43.4 % and 26.3% of the subject employee agree and strongly agree respectively conform that the monthly award should be issued, 14.6% of the

respondent disagree, 15.6% of the respondent prefers to be neutral. This results show that majority of employees were agreed on the month awards should be issued.

Table 25 The effort to nominate employees

It doesn't take much time and effort to nominate employees for an award		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	19	9.3	9.3	9.3
	Disagree	46	22.4	22.4	31.7
	Neutral	57	27.8	27.8	59.5
	Agree	48	23.4	23.4	82.9
	strongly agree	35	17.1	17.1	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

Table 25 above shows how the subject employees react on the issue of nominating award. 40.5 % of respondent agreed, whereas 31.7 % of respondent disagree, the rest which covers 27.8% are neutral. This results show that majority of employees were agreed on It doesn't take much time and effort to nominate employees for an award.

Table 26 the selection for award

I can select an award, if recognized, that will have value to me		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	40	19.5	19.5	19.5
	Disagree	38	18.5	18.5	38.0
	Neutral	35	17.1	17.1	55.1
	Agree	64	31.2	31.2	86.3
	strongly agree	28	13.7	13.7	100.0
	Total	205	100.0	100.0	

Source: Own survey, (2020)

The table above shows how the subject employees react on the provision to select awards given to the nominee. The data shows 44.9% agreed that employee has a right to select the award given, whereas 38% of respondent disagree, some of the respondent which covers 17.1%are neutral.

➤ **Aggregate Recognition practice analysis**

Table 27 Aggregate Recognition practice analysis

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Employees give importance to moral incentives (Appreciation, respect, etc.) as well as physical Incentives	205	1	5	2.86	1.055
I'm not aware of the procedures for nominating an employee for an award	205	1	5	2.93	1.260
Employee(s) of the Month awards should be issued	205	1	5	3.77	1.085
It doesn't take much time and effort to nominate employees for an award	205	1	5	3.17	1.221
I can select an award, if recognized, that will have value to me	205	1	5	3.01	1.354
Aggregate Recognition	205	1	5	3.15	1.195

Source: Own survey,(2020)

The aggregate result on recognition practice in Addis Ababa City Road Authority lot 3 office, posited good with mean value ($M=3.15 > 3.00$). Pursuant to the analysis, the practice of recognition in AACRA lot 3 offices is satisfactory. After analysis, the researcher compares and contrasts the findings with other literature review or empirical study, and revealed the following :- the result conformed to (Nelson, 2005). In his study he concludes that recognition leads to improved communication, better cooperation, motivation and decreased absenteeism and turnover. (Kinicki and Fugate, 2012) also state that according to a report from a human resource magazine, companies that attain high financial results are noted to be top performance in recognition. Further, the two report that the best practices followed by those companies which place value on recognition.

Table28 Summarized statistics of all factors

Factors of employee attitude	N	Mean	Std. Deviation
Job satisfaction	250	3.58	1.021
Reward (Incentives)	250	3.78	1.070
Recognitions	250	3.15	1.195
Training and Development	250	3.35	1.053
Overall employee motivation	250	3.46	1.085

From the above summarizing table 28, it can be clearly understood that AACRA Lot3 is working with employees perceived satisfactory on the variables reward or incentive (average mean of 3.78 with SD =1.070) followed by job satisfaction (average mean of 3.58 with SD = 1.021), training and development (average mean of 3.35 with SD = 1.053) and Recognitions (average mean of 3.15 with SD = 1.195) respectively. The overall assessment indicate independent variables impact on employee motivation with average mean scores of 3.46 and SD = 1.085.

4.6. Correlation analysis

As proclaimed by Marczyk, DeMatteo and Festinger (2005), correlations are perhaps the most basic and most useful measure of association between two or more variables expressed in a single number called a correlation coefficient (r). Correlations also provide information about the direction of the relationship (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). In general, coefficient of correlations between .01 to .30 are considered as small, correlations between .30 to .70 are moderate, correlations between .70 to .90 are considered large, and correlations between 0.90 to 1.00 are considered as very large. Generally the correlation coefficient which is greater than 0.3 and the significance level below 0.05 are considered to be acceptable in any research or study.

4.6.1. Inter component correlation

Table 29 Correlation between the four independent variables

		Correlations				
		leadership	job satisfaction	reward	recognition	training
Indicators of motivation	Pearson Correlation	1	.594**	.451**	.288**	.265**
	Sig. (2-tailed)		.000	.000	.000	.000
job satisfaction	Pearson Correlation	.594**	1	.476**	.378**	.106
	Sig. (2-tailed)	.000		.000	.000	.131
reward	Pearson Correlation	.451**	.476**	1	.568**	.118
	Sig. (2-tailed)	.000	.000		.000	.091
recognition	Pearson Correlation	.288**	.378**	.568**	1	.188**
	Sig. (2-tailed)	.000	.000	.000		.007
training	Pearson Correlation	.265**	.106	.118	.188**	1
	Sig. (2-tailed)	.000	.131	.091	.007	

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

Table 28 shows that associations between all variables are positive as presented above. Significant relationship is also found among variables. Job satisfaction has significant relationship with employee overall motivation at the value .000 which is less than 0.05. Reward or incentive also has significant and positive relationship with employee motivation at the value.000 which is less than 0.05. Recognition has significant relationship with employee overall motivation at the value .000 which is less than 0.05. The fourth factor Training and development has significant relationship with employee overall motivation at the value .000 which is less than 0.05. The analysis is basically done for the sake of testing whether multicollinearity is the problem of this research or not before proceeding to regression analysis. According to (Ho, 2006) when the predictor variables are correlated among themselves, the unique contribution of each predictor variable is difficult to assess. As per statisticians' suggestion cited by (Negi, 2009) if a correlation coefficient matrix demonstrates the degree of association between variables about 0.75 or higher, there may be multicollinearity and should be rectified before using such variables as predictors in regression analysis. Hence specific to this study, as long as all the four correlation coefficients are below 0.75, hence there is no problem of multicollinearity being assumed thus, it allows using the data for regression analysis. Regression is a method of estimating or predicting a value on some dependent variable given the values of one or more independent variables. Like correlations, statistical regression examines the association or relationship between variables. Unlike correlations, the primary purpose of regression is prediction (Marczyk, DeMatteo and Festinger, 2005). Since we have four independent variables, multiple regression models were used as a measure for their relationship. Eventually, the prediction equation is used to calculate as: $Y = A + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4$; where Y is the predicted dependent variable, A is the constant term, B is the beta coefficient of each independent variables and X is the value of each independent variables. The following regression model tests are made to assure whether the relationship between independent and dependent variables exist.

Table30 Testing the model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1454.950	4	363.738	37.349	.000 ^b
	Residual	1947.752	200	9.739		
	Total	3402.702	204			

- a. Dependent Variable: Indicators of motivation
- b. Predictors(Constant), training& development, job satisfaction, recognition, reward

To test how well the regression model fits the data, ANOVA (analysis of variance) provides F value where F equals to mean square of explained data divided by mean square of residual data (Sekaran, 2003). Table 29 revealed an F value of model 1 to be 37.349Thus; one can decide that regression model best fits the data at a significance level of .000.

Table31 Multiple regressions

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-1.001	1.968		-.509	.612		
job satisfaction	.592	.075	.487	7.908	.000	.755	1.324
reward	.188	.056	.232	3.360	.001	.598	1.673
recognition	-.043	.044	-.065	-.978	.329	.649	1.540
Training	.279	.077	.198	3.634	.000	.963	1.038

- a. Dependent Variable: Indicators of motivation
- Source: Own survey, (2020)

Table32 Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 ^a	.428	.416	3.12070

- a. Predictors: (Constant), training and development, job satisfaction , recognition rewards
 - b. Dependent variables: Indicators of motivation
- Y = overall employee motivation (dependent variable)

A = Constant

X1 = job satisfaction

X2 =reward or incentive

X3 = training and development

X4 = Recognition

In this case: overall employee motivation = $-1.001 + (0.487 * \text{job satisfaction}) + (0.232 * \text{reward}) + (0.198 * \text{training and development}) + (-.065 * \text{recognition})$ From this result, one can deduce that, the two factors job satisfaction and reward systems are the major predictor of overall employee motivation, followed by training and development, and recognition respectively. Table 31 shows the multiple-regression of independent variables on employee motivation. The regression table measures the amount of total variation in the dependent variable due to the independent variable. Table 32 above, also shows the value of Adjusted Square which is .416. This value indicates that there is almost 41.6% variation in the dependent variable (overall employee's motivation) due to a one unit change in independent variables. The value of F must be greater than 5. In this study, Table 29 above shows that the value of F is 37.349 at .000 significant levels which is greater than 5, it shows that the model is good as its sig. value is less than 0.05.

I. Predicting the level of motivation from the four independent components

The relative importance of the significant predictors is determined by looking at the standardized coefficients. In this study, job satisfaction and reward have the highest standardized coefficient (0.487 and 0.232) and the lowest significance value (0.000) which is the best predictor. Analyzing the whole table results, the order of significance for predictors of overall employee motivation is job satisfaction, reward, and training and development have the highest beta coefficient which implies that the three independent variables such as job satisfaction, reward, and training and development have significant impact on employee's motivation.

II. Evaluating the strength of prediction

In regression analysis, apart from prediction, strength or magnitude of the relationship requires further attention. According to Ho, (2006), a measure of the strength of the computed prediction equation is R-square, sometimes called the coefficient of determination. In the regression model, R-square is the square of the correlation coefficient between the observed and predicted value of dependent variable. If R square is 1, there exists a perfect linear relationship between the predictors and dependent variable. When the value of R-square equals 0 it indicates no linear relationship between the dependent and independent variables.

In this research, since adjusted R square for all the four components is 0.416 from table 32 above, we can say that the strength of relationship between job satisfaction, reward, and training and development as components of predictors and overall employee motivation as dependent variable is significant, except recognition which is not significant.

Table33 Predictor of employee motivation

Rank	variables	Beta	t	Significance
1st	Job satisfaction	.487	7.908	.000
2nd	Reward or incentive	.232	3.634	.000
3rd	Training and development	.198	3.360	.001
4th	Recognition	-.065	-.978	.329

Source: Own survey, (2020)

Furthermore, the beta value indicates the amount of change in the dependent variable (overall employee motivation) due to changes in independent variables (job satisfaction, reward, training and development, and recognition). This implies that if there is a 1% change in the value of job satisfaction then employee motivation increases by 48.7% but other factors remain constant. If there is a 1% change in the value of reward then employee motivation increased by 23.2% other factors remain constant. If there is a 1% change in the value of training and development then employee motivation increased by 19.8% other factors remain constant. If there is 1% change in the value of recognition then employee motivation increased by - 6.5% but other factors remain constant. In this study, job satisfaction, reward system and training and development have significant impact on employee motivation except that recognition has a negative beta value which is not significant.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter summarized the study and the discussions guided by the study objectives. The chapter also gives the study conclusions that have derived from the research findings. Besides, the chapter also proposes recommendations for improvement and those for additional studies.

5.1. Summary of Major findings

The very objectives of this study were to investigate the factors that affect employee motivation in the case of AACRA Lot3. The four specific objectives of the study were to find out the influence of job satisfaction, to explain the effect of reward system, to find the effect of professional training and development, and to examine the effect of recognition on employee motivation respectively.

- Comparison of the mean value of all motivational factors indicates that the aggregate mean score of employee perception towards reward or incentive, job satisfaction, training & development and recognition scored $M = 3.78$, $M = 3.58$, $M = 3.35$ and $M = 3.15$ respectively have a mean score higher than 3. In general, the aggregate mean values of each (four independent variables) are greater than the hypothetical average mean, which implies that the satisfactory level and practice of reward, job satisfaction, training & development and recognition are higher in AACRA lot3 project office.
- The attributes perceived overall motivation are dispersed between the four motivational factor measurements. The highest mean of motivational factor is reward or incentive ($M = 3.78$), followed by job satisfaction ($M = 3.58$) and training and development ($M = 3.35$). However, recognition ($M = 3.15$) has less mean value compared to the other factors.
- The finding from correlation analysis Job satisfaction shows the highest positive correlation ($r = .594^{**}$, $p < 0.01$) with overall employee's motivation reward or incentive which is the second highest positive correlation ($r = .451^{**}$, $P < 0.01$) with overall employee's motivation followed by recognition ($r = .288^{**}$, $p < 0.01$). Correlations are perhaps the most basic and most useful measure of association between two or more variables expressed in a single number called a correlation coefficient (r). The study result implies that job satisfaction and reward have moderate association b/n variables whereas recognition has small as compared with other factors.

- The relative importance of the significant predictors is determined by looking at the standardized coefficients because it can help to determine the significant predictors. From this Job satisfaction and reward or incentives have the highest standardized coefficient with the lowest significance, it means that job satisfaction and reward, are the best predictors. Job satisfaction and employee's motivation had a high correlation ($r = .594$) and the value of R square = .416 which indicates that variability in employee's motivation can be explained by job satisfaction which accounts 59.4%, the remaining (40.6%) of variability could be explained by the other factors.
- The impacts and predictor of employee motivation which measured by beta implied that job satisfaction, reward, training and development, and recognition have a value of 0.487, 0.232, 0.198, and -0.065 respectively, the descending order indicate that job satisfaction and reward are factor which have the highest impact on employee motivation. Whereas, recognition has lower values which implies that it has less impact on employees motivation.
- Rewards are factors which have the highest impact on employee motivation. Whereas, recognition has lower value which implies that this factor has less impact on employee's motivation.
- The research result shows that the key factors that contribute to employee motivation are job satisfaction, reward and training and development. The most important factor that enhances employee motivation in AACRA Lot3 is job satisfaction, besides the importance of the other three factors in this case should not be undermined.
- It is known that the basic needs can help employee to fulfill and retain their lives; and the result of the study implies that how the financial factor in terms of reward play an important role in the employee's motivation. Training and development program has also proven to be a strong influence on employee's motivation. In AACRA Lot3 which is the road building sector, effective training and development program and reward system greatly depends on the company strategy and the leadership style exists; hence we can consider that the two factors can affect employee motivation.
- With regard to the component employees' perception towards motivational factors under this research are job satisfaction, reward, training and development, and recognition were selected by reviewing sources of literature. And the empirical study showed that the above

factors have found to be a strong and positive effect on employee motivation since the mean score are above average (3.78, 3.58, 3.35, and 3.15) respectively. This implies that employees, who receive greater level of reward, are better motivated than others. The results further suggest that the variable recognition is less significant to overall employee motivation.

- The comparison of overall mean value and standard deviation which implies the motivation level of employees is 3.52 and 1.086 respectively; which indicates that the motivation level of employee working at AACRA Lot3 office lies between moderate and high level.

5.2. Conclusion

1. Reward and its effect on employee motivation in AACRA lot3 (Objective 1).

The study find out the following points; the organization allow employees to receive annual bonus based on the company's achievement in project targets, provide free medical service, an attractive incentive plan (like, commission, Over time work. etc.), fair payments is very crucial but the company pay is not competitive, and there is also Car benefit (only taxable value each month to be paid) that AACRA lot3 provide for its employee. The aggregate result shows the effect of reward on employee motivation is significant. The study concluded that rewards such as annual bonus, free medical service, attractive incentives, and car benefits are available in AACRA lot3 and it has significant effect on employee motivation, besides the study concluded that the company does not provide competitive pay for its employee.

2. Job satisfaction and its effect on employee motivation in AACRA lot3 (objective 2).

In this regard the study realize the following points; the organization is convenience that when employee do something successfully, it feels like a personal accomplishment, employee always strive to find better ways of doing things, and the organization culture makes employee feel proud to work in AACRA lot3. The aggregate result shows the effect of job satisfaction on employee motivation is significant. The study concluded that elements of job satisfaction such as feeling of a personal accomplishment, employee strive to find better ways of doing things, and organization culture makes employee feel proud to work in AACRA lot3, therefor job satisfaction has significant positive effect on employee motivation in the case of AACRA lot 3.

3. Training and development program and its effect on employee motivation in AACRA lot3 (objective 3).

The study find out the following points; under the company training and development policy; how employee rate the quality of the training program/s they have participated, How often do employee undergo training, how employee selected for training that AACRA lot3 provide for its employee, how relevant were the training employee received to their work, how the training program is relating to the jobs. The aggregate result shows the effect of training and development on employee motivation is significant. The study concluded that training programs such as quality of the training program/s, the frequency employee undergo training, and the precondition employee selected for training are implemented in AACRA lot3 and it implies the existing training and development program has significant effect on employee motivation, besides the study concluded that the company does not provide relevant training to the work, and relating training program with the jobs.

4. Recognition and its effect on employee motivation in AACRA lot3 (objective 4).

Under this variable the study realize the following points; the organization is appropriate that employees give importance to moral incentives (Appreciation, respect, etc.) as well as physical incentives, employees are not aware of the procedures for nominating, employee(s) of the Month awards should be issued, it doesn't take much time and effort to nominate employees for an award, and employee can select an award, if recognized, that will have value to him. The aggregate result shows the effect of recognition on employee motivation is significant. The study concluded that statements of recognition such as the value of moral and physical incentives, employee(s) of the month awards, time and effort to nominate, and the right to select an award if he/s selected. The practice of recognition in AACRA lot3 is good and it implies recognition has significant effect on employee motivation; moreover the study concludes employees are not aware of the procedures for nominating.

5.3. RECOMMEDATIONS

The outcome of the survey analysis above revel that, the study would like to recommend some of the strategies which might be effective in building positive employees' perception towards motivational factors.

Review of reward and its impact on employee motivation in AACRA lot3.

- The study revealed that under the variable reward annual bonus, free medical service, attractive incentives, and car benefits are available in AACRA lot3 and it has significant effect on employee motivation. The study recommends keeping this practice because the correlation between reward and employee motivation is significantly positive as it is stated by (Lin, 2011) and (Asri et. al. 2007), besides the study also revealed that the company does not provide competitive pay for its employee. The study also recommends that such kind of practice should be maintained to help employees to use their maximum creative potential when their needs are met.

Review of Job satisfaction and its effect on employee motivation in AACRA lot3.

- The study revealed that the effect of job satisfaction on employee motivation is significant. The study concluded that elements of job satisfaction such as feeling of a personal accomplishment, employee strive to find better ways of doing things, and organization culture makes employee feel proud to work in AACRA lot3, therefor job satisfaction has significant positive effect on employee motivation in the case of AACRA lot 3. The study recommend the management keep the current practice because the better the coordinative relationship in terms of trust, confidence, and respect between leaders and followers, the higher rate of employees' job satisfactions will be achieved as stated by (Weng, Lai, Li, 2010).

Review of Training and development program and its effect on employee motivation in AACRA lot3.

- The study determined the effect of training and development on employee motivation is significant. The study also determined that training programs such as quality of the training program/s, the frequency employee undergo training, and the precondition employee selected for training are employed in AACRA lot3. The study recommends keeping this practice because the correlation between training and employee motivation is significant, besides the study also concluded that the company does not provide relevant training to the work, and relating training program with the jobs and the research recommends that such kind of practice should be maintained and the management also arrange frequent training program to update new knowledge to its employees in time. Arranging frequent employees training program seems to be mandatory to enhance employees' abilities and competencies.

Review of Recognition and its effect on employee motivation in AACRA lot3.

- The study discovered that the effect of recognition on employee motivation is significant, that the practice of recognition such as the value of moral and physical incentives, employee (s) of the month awards, time and effort to nominate, and the right to select an award if he/s selected shows the impact of recognition in AACRA lot3 is good and it implies recognition has significant effect on employee motivation; moreover the study also recommend the management maintain employees aware of the procedures for nominating.

Generally the research result shows that the key factors that contribute to employee motivation are job satisfaction, reward, and training and development. But the most important factor that enhances employee motivation in AACRA Lot3 is job satisfaction, besides the importance of the other three factors in this case should not be undermined besides the management consider the experience other construction sectors have especially Ethiopia road authority and Ethiopia Housing Corporation so that it can help to enhance the competitive advantage on factors related with effect of employee motivation.

5.4. LIMITATION OF THE STUDY

Since the researcher uses Likert scale questioner, it has its own limitation. Because Likert scale measures perception and it might lead to unrealistic conclusion. Individual perceptions also not claimed as accurate measures, to show the reality that they are supposed to represent. AACRA is a big and complex organization with four big state lot project offices and four district offices that mainly undertake road and drainage system constriction and maintenance. Currently AACRA has a total of 6200 permanent and temporary employees in all lot and district offices including the head office, the study cannot reach the whole population because of the cost and time limit. Therefor the researcher prefers to apply random sampling technique to make easy access for relevant data and analysis. Tough the study focuses only on AACRA lot three project offices, only 224 employees taken as a sample from 512 employees of lot three project office total populations. Another expected limitation was the data reliability which collected from the target population might not be the right responses due to fear of unnecessary consequences that might come from third parties, probably from the supervisory level employees. The researcher stile tries to make aware of respondents that their response would be kept and handled confidentially. Accordingly, all possible alternative remedial actions have been taken to hinder those limitations from being materialized.

5.5. IMPLICATIONS FOR FURTHER RESEARCH

As the research attempt to examine the factor that affect employee motivation in a single firm which has limited in Addis Ababa; additional studies needed to be under taken to examine the other untouched factors that can affect employee motivation specially in the nationwide and other regions with larger numbers of samples size. Nevertheless, the researcher would argue that these findings provide additional insight about how employees' perceived motivation within AACRA. Results of this study should encourage strategy development for management particularly in the areas of recognition and training and development program.

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1. Questionnaire to be filled by the employees of Addis Ababa city Road Authority Lot 3.

Dear respondents:

This questionnaire is designed for academic purpose to collect primary data for conducting a study on the topic of “**Factors affecting motivation of employees in Addis Ababa city Road Authority Lot 3 project**” for the partial fulfillment of the Masters of business administration (MBA) Program at JIMMA UNIVERSITY.

I kindly request you to provide reliable information; your responses will be kept confidential. I thank you in advance for your cooperation.

* N.B. No need to write your name

* Put (√) inside the box or table for an alternative you think is right.

Part I. Personal information

1. Gender: male female

2. Age: 20-30 31-40
41-50 above 50

3. Educational background:

Certificate

Diploma

Under graduate

Graduate and above

4. Category:

Management

Middle management

Supervisor Staff

5. Number of years in the company (experience):

2 years 4years

3 years 5years and above

Part II: Survey of your perceptions towards motivational factors that affect employee's satisfaction.

This survey deals with your opinion about Addis Ababa Road Authority inspiration System. Please show the extent to which you perceive the organization's motivational scheme. There is no right or wrong answers all I am interested in is a number that best show your perceptions about the motivational factor which affect employee satisfaction in the organization. Based on this please put a tick (✓) in the boxes which mostly explain your attitudes or perception towards motivational factors.

The score levels are described as:

- 1-Strongly Disagree 3- Neutral 5- Strongly Agree
 2- Disagree 4- Agree

Note that: (SD=Strongly Disagree, D= disagree, SA= Strongly Agree, N=Neutral &A=Agree)

N O	Motivational Factors	Scales				
		SD	D	N	A	SA
	Leadership, Culture and Composition					
1	Leadership in AACRA is highly effective					
2	The way you treated by leaders dose makes you feel valued and respected					
3	The culture here makes you feel proud to work in AACRA					
4	You like the culture in this organization and this encourages to put more effort in to the job					
5	There are positive working relationships within the team and we are mutually respectful to each other					
6	The mix of people in the team works well and brings the best out in the team meat					
	Employee Satisfaction	SD	D	N	A	SA
7	The company has good working environment					
8	I always strive to find better ways of doing things					
9	When I do something successfully, it feels like a personal accomplishment					
10	My supervisors does a great job informing us about things that affect our work					
11	Management always encourages other to a commitment to quality					
	Reward/Incentive	SD	D	N	A	SA
12	Annual bonus based on the company's achievement in project targets					
13	Fair payments is very crucial for employee motivation					

14	An attractive incentive plan(like, commission, Over time work. etc.) motivated employees					
15	An extra day off as a reward of a well-done project					
16	Verbal praise of appreciation from the manager in front of the colleagues					
17	Car benefit (only taxable value each month to be paid)					
18	Housing benefit (only taxable value each month to be paid)					
19	Free medical service					
20	Opportunities for promotion					
21	Day-care centre at the company for children under school age					
	Employee Recognition	SD	D	N	A	SA
22	The criteria for the recognition programs has been clearly explained to me					
23	Employees give importance to moral incentives (Appreciation, respect, etc.) as well as physical Incentives.					
24	Success of the employees should be appreciate at all times					
25	I feel like my work is always recognized by the company					
26	I'm not aware of the procedures for nominating an employee for an award					
27	It doesn't take much time and effort to nominate employees for an award					
28	The recipients of the employee awards are adequately publicized					
29	I am aware of the gift awards associated with the program					
30	I can select an award, if recognized, that will have value to me					
31	Employee(s) of the Month awards should be issued					
	Professional training and development	SD	D	N	A	SA
32	Addis Ababa City Road Authority provide you appropriate training program relating to your jobs					

33. Have you had any form of training since you joined the organization?

- a) Yes () b) No ()

If “yes” to the question above, please continue with the questions below.

34. How were you selected for training?

- a) On joining the company
b) Supervisors recommendation
c) Compulsory for all employees
d) Upon employee request
e) Performance appraisal
f) Don't know

35. How often do you undergo training?

- a) Quarterly ()
b) Every six months ()
c) Once a year ()
d) Every two years ()
e) No specific schedule

36. What are the methods of facilitation at the training you have attended?

- a) Lecture b) Demonstrations c) Discussion d) Presentation e) Seminar

37. Do the methods used during training have any impact on your skill?

- a) Yes ()
- b) No ()

38. How will you rate the quality of the training programme/s for which you have participated?

- a) Very poor ()
- b) Poor ()
- c) Average ()
- d) Good ()
- e) Very good ()
- f) Excellent ()

39. How relevant were the trainings you received to your work?

- a) Not relevant at all
- b) Not relevant
- c) Not sure
- d) Effective
- e) Very effective

40. In your opinion, do you think training has helped improve your job performance and motivation?

- a) Yes
- b) No

41. Would you require further training for motivation towards performance improvement to enable you contribute to increased productivity?

- a) Yes ()
- b) No ()

If “yes” to the question above, please provide reasons as to why below.

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If you have any comment regarding employee motivation, please mention it.

Thank you for the time you have spent in completing this questionnaire

