

***THE IMPACT OF MOTIVATION FACTORS ON EMPLOYEE
MOTIVATION: A CASE STUDY IN GOMMA DISTRICT
REVENUE AUTHORITY***

***A Research Thesis Submitted to the School of Graduate Studies of Jimma
University for a Partial Fulfillment of Requirements for Award of Master
Degree in Masters of Business Administration (MBA)***

BY:

MESFIN MENGISTU RAGGASA



**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MBA PROGRAM**

MAY, 2018

JIMMA, ETHIOPIA

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DECLARATION

I hereby declare that this research thesis entitled “*THE IMPACT OF MOTIVATION FACTORS ON EMPLOYEE MOTIVATION: A CASE STUDY IN GOMMA DISTRICT REVENUE AUTHORITY*”, has been carried out by me under the guidance and supervision of Dr. RetaMegersa and DR.ChalchissaAmentie.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Researcher's Name

Date

Signature

CERTIFICATE

This is to certify that the thesis entitles “*THE IMPACT OF MOTIVATION FACTORS ON EMPLOYEE MOTIVATION: A CASE STUDY IN GOMMA DISTRICT REVENUE AUTHORITY*”, submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and is a record of confide research work carried out by DR.Reta Megersa and DR.Chalchissa Amentie, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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ABSTRACT

This study explores the indispensability of employee motivation in effective organizational management. The study was aimed at assessing impacts of motivation strategies' on the employee motivation, in order to enhance the productivity of the organization by identifying the major factors affecting the workers against any motivations in the revenue authority. It also identifies and explains the factors that affect employee motivation, the benefits of employee motivation in ORNSRA Gomma district branch, some theories of motivation and the significant link between effective organizational management and employee motivation in ORNSRA Gomma district branch. Interms of theoretical significance, these studies help to fill the gap in the body of knowledge in the practices of employee motivation in different organizations. The study encompassed all employees of ORNSRA, Gomma district branch. The descriptive and inferential design was used in the study. Accordingly, all 102 respondents were taken including managers and experts employees. The study used mainly primary data and secondary data. Pertaining to data analysis the researchers used quantitative data analysis techniques through descriptive analysis using percentages, tables, charts and graphs. For inferential statistics, correlation and regression tests were used to investigate the statically significant relationship between employee motivation and motivation strategies. The finding of the study shows that recognition is the most important determinant factor of employee motivation and job security is the least important determinant of employee motivation in the revenue authority. Finally, researcher recommended that, it is advisable for the revenue authority to motivate employees at work place by improving motivation strategies' specially employees' recognition system in enhancing employee productivity and it needs further research.

Keywords: Motivation, Motivation factories, Employee, Employee Motivation, Management

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ABBREVIATIONS

ANOVA: Analysis of Variance

HRM: Human Resource Management

ORNSRA: Oromia Regional National State Revenue Authority

SPSS : Statistical Package for Social Science

CHAPTER ONE

Introduction

1.1. Background of the study

Motivation can be specified as a management process, which encourages people to work better for the overall benefit of the organization, by providing them motives, which are based on their unfulfilled needs. The matters arising are: “why managers need to motivate employees?” (Herzberg,1959).According to Smith (1994) it is because of the survival of the company. Amabile(1993) contributed to this statement by arguing that it is necessary for managers and leaders of organization to learn to understand and effectively deal with their employee’s motivation; since motivated employees’ are the pillars of successful organization in present and future century. She also indicates that un motivated employees may probably contribute little effort in their jobs, stay away from workplace as much as possible, go out of the organization and make low quality of work. When employees are well motivated, they help the organization to grow and survive in fast changing workplaces (Lindner 1998, 36).

Lindner also indicates that the most difficult role of managers is to motivate employee, because what motivates employees changes always (Bowen and Radhakrishna 1991, 16-22).

The term motivation was developed in the early 1880’s, prior to that time, the term “will” was used by well-known philosophers as well as notable social theorists when talking motivated human behaviors(Forges, Williams and Laham 2005, 86). According to them motivation is believed to be; an entity that compelled one to action.

Recently, many researchers have offered unique definitions of motivation. Motivation as stated by Ran (2009), is generally defined as the process that accounts for an individual’s intensity, direction, and persistence of effort toward attaining a goal. It was also described by Elliot and Zahn (2008)as the strength and course of behavior, these three concepts can be referred to as how hard be the individuals ‘efforts and for how long are they maintained. In certain instances, motivation can serve as the explanation and the prediction of behavior of a particular individual’s work performance. Motivation refers to, “The reasons underlying behavior” (Guay, 2010).

Intrinsic motivation is motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards. Researchers

often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies (Irons and Buskist, 2008).

Customarily, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Irons and Buskist, 2008). In comparison to financial resources, human resources have the capability to create competitive advantage for their organization. Normally, employee's motivation depends on a large number of factors, such as appraisals, job satisfaction, training and development and so on, but this paper emphasizes only on employee motivation as it has been shown to influence to significant degree the organizational performance.

Mudor and Tookon (2011) contend that every organization desires to be successful as much as current environment is very competitive. Organizations irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome challenges, organizations should create a strong and positive relationship with its employees, direct them towards task fulfillment and ensure they have job satisfaction (Fisher, 2012).

In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Nevertheless, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly can lead to failure of the organization and high staff turnover (Fisher, 2012).

According to Ran (2009), employers are faced with the task of motivating employees and creating high job satisfaction among their staff. Developing programs and policies that embrace job satisfaction and serve to motivate employees takes time and money. When the employer understands the benefits of motivation in the workplace, then the investment in employee-related policies can be easily justified. If the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

People have different needs that are continuously competing with each other and vary with an individual. Each person has a different mixture and strength of needs, as some people are driven by achievement while others are focusing on security. If the managers/ supervisors are able to understand, predict and control employee behavior, they should also know what the employees want from their jobs. For that reason, it is essential for manager/supervisor to understand what really motivates employees without making an assumption (Gurland and Lam, 2008).

Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. Intrinsic motivation energizes and was also described by Elliot and Zahn (2008) as the strength and course of behavior, these three concepts can be referred to as how hard be the individuals' efforts and for how long are they maintained. In certain instances, motivation can serve as the explanation and the prediction of behavior of a particular individual's work performance.

Motivation refers to "the reasons underlying behavior" (Guay, 2010). Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards.

Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies (Irons and Buskist, 2008). The relationship among motivation strategies and employee motivation has been studied in the past (Vroom, 1964). But high statistical relationship between the two were not instituted. Notwithstanding, later on research resolved that employee motivation and motivation strategies are indeed mutually related. This correlation is studied in this thesis and the objective is to render useful information to managers on how employees' motivation can be increased by motivation strategies.

1.2. Statement of the problem

Employee motivation strategies' and employee motivation of any organization has direct relationship because employee motivation can be highly affected by motivation strategies'. As per a study of International Labor Organization (ILO) (2007, p.32) found that in any organizations of different countries, less motivation and unfair-promotion of employees that have led to bad employee-management relationship- conditions as well less stability and greater numerical flexibility of labors. The reality of work without any prospect of stability or promotion can ultimately make workers lose their commitment to any organization and contribute to an increasing and problem of employee-management relationship.

As per finding of Muluaem(2010, p.68-71), "There is low recognize and reward for effective employees in an organization. As fact, there are times where by some managers do not practice much in effective motivation of workers to produce high employee motivation. In general, lack of employee motivation, to the extent that it undermines productivity." [Chalchissa and Zerihun, 2015, p.168].

According to Gomma district revenue authorities' human resource payroll document information 5% of the employees were released the organization from the year 2008-2010. Gomma district revenue authorities have responsibility to motivate its employees to achieve the goal of developing the economy of the district. But, they are some weakness and problem relating to motivate employees by using some determinants of motivation factors by Gomma district revenue authority. Due to this problem some employees turn over from the revenue authority. It can be seen that much has been done on employees' motivation. The research revealed various findings and some of the findings are contradicting because researchers have focused on different variables, organizations and even in deferent countries especially in developed countries. However, the question remains, why do organizations still experience motivational problems which result in decreasing the degree of organizational performance among developing countries like Ethiopia and particularly in Gomma district revenue authority. In addition, some of the incentives motivators seem to be in place while other incentives are missing thus the study establishes the research so as to fill the gap.

1.3. Research Questions

This research will found solution for:

1. What is the impact of employee motivation factors on employee motivation at Gomma district revenue authority?
2. By what level promotion influences employee motivation in the Gomma district revenue authority?
3. What is the level of impact of salary structure/monetary or other rewards on employees' motivation at Gomma district revenue authority?
4. What is the level of team work influences on employee motivation in the Gomma revenue authority?
5. What is the level of recognition influence on employee's motivation in the Gomma revenue authority?
6. What is the level of job security influences on employee motivation in the Gomma district revenue authority?

1.4. Objectives of the Study

While identifying the impacts of motivation strategies' of revenue authority at Gomma district.

The researcher has some general and specific objective.

1.4.1. General objective

The general objective of the study is to assess the impacts of motivation strategies' on employee motivation at Gomma district revenue authority.

1.4.2. Specific objectives

- To analyze the impact of employee motivation factor on employee motivation.
- To assess the level of promotion in the Gomma district revenue authority.
- To evaluate the salary or other benefits system effects on employee motivation at the revenue authority.
- To assess the level of team work influences in the revenue authority.
- To evaluate the level of recognition impacts in the revenue authority.
- To assess the level of job security impacts in the revenue authority.

1.5. Significance of Study

It help to develop the researcher's experience, how to do another research for future time. Also it's important to provide information for employees of the office the area in which their office faces some problems regarding employee motivation related problem. The to provide awareness to revenue authority and take corrective function for the motivational related problems identifying, providing positive contribution in finding solution to the focused area, to know the motivation and productivity related problems, Furthermore, this study would help the management to evaluate the current employee motivation strategies. Finally, it also helps the researcher for partial fulfillment of course of seminar in MBA.

1.6. Scope of Study

The overall scope of this study is focused on the extent to which the research objectives are concerned. The study on motivation is wide and very vast and need long term study so researcher study is restricted only in the factors affecting employee motivation at Gomma district revenue authority.

1.7. Limitation of Study

As far as limitation is concerned there some constraint which have an impact on the quality of the study. Lack of available organized data conducting research on the side of the researcher and lack of required accessories and facilities like internet. However, in spite of this, the researcher as much as possible tried to administering the questionnaires.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Introduction

This chapter seeks to present a review of relevant theoretical and empirical literature in relation to the research questions being analyzed.

2.2 Definition

Motivation, a Latin word 'movere' means to move. It is the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal (Mitchell TR, 1997). It is a psychological processes that origin stimulation, direction, and persistence of behavior (Luthans et al 2005). It is a force that gives path to behavior, energizes behavior and triggers the tendency to stick with (Bartol and Martin, 1998).

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Locke, 1976). Johns G (1998) stated that job satisfaction is a collection of the workers attitudes towards their work. It is the extent that the working environment meets the needs and values of employees and the individual's response to that environment (Camp, 1994; Lambert, 2004; Tewksbury and Higgins, 2006). It is the degree to which a person likes his or her job Lambert (2004). It is the fulfillment of gratification of certain needs that are associated with one's work (Lambert et al., 1999).

2.3. Theories of Motivation

Maslow's Hierarchy of Needs Theory: Abraham H Maslow classified human needs into five categories as follows: 1. Physiological needs (food, clothing and shelter) 2. Safety needs (job security, provident fund and insurance) 3. Social needs (friendship, companionship, association, love and affection) 4. Esteem needs (self-respect, self-confidence, independence, status, recognition and reputation) 5. Self-actualization needs (a person wants to perform to his potentials). Maslow regarded the first three needs (physiology, safety and social needs) are the lower order needs and remaining two (self-actualization and esteem needs) are the higher order needs. The fulfillment of one need will induce one for next level (Maslow A, 1954).

Herzberg's Two Factor Theory: According to this theory the factors influencing human needs into two categories namely hygienic factors and motivational factors. Hygiene factors also called extrinsic factors or maintenance factors consists of company policies and administration, type of supervision, inter personal relationship, working conditions, salary,

job security and status. These hygiene factors help to maintain a reasonable level of job satisfaction as they influence the mental framework of the employees also known as intrinsic factors consists of work itself, achievement, recognition, advancement, growth and responsibility. The presence of these factors will motivate the employees but their absence will not lead to dissatisfaction (Herzberg et al 1959).

Alderfer' ERG Theory: This theory categorized human core needs into three broad groups, such as 'existence', 'relatedness', and 'growth'. The 'existence need' is concerned with providing the basic materials similar to Maslow's physiological needs and security needs. The 'relatedness need' refers to a personal relationship, which are similar to Maslow's belongingness and esteem needs and 'growth needs' is related to intrinsic desire for personal development, which is similar to Maslow's self-actualization need. ERG theory, however, contrast with hierarchy theory in few aspects. According to ERG theory, sometimes multiple needs might be acted as motivation drivers at the same time where one need appears to be more dominant than others and higher levels of needs might come forward before fulfilling the lower level of needs. ERG theory also contains a frustration-regression dimension that when a higher order need level is frustrated; the individual's desire to increase a lower level need takes place (Alderfer CP, 1969).

McGregor's X and Y Theories: These theories explain the positive and negative qualities of the people. According to McGregor's X theory people are negative and pessimistic in approach. They are unambitious and lazy. They dislike work and do not voluntarily accept any responsibility and do not show preference for learning anything new. Satisfaction of physiological and safety needs alone is important. Moreover, workers will bother only about salary, job security and some extrinsic factors. They will work under the supervision and close monitoring. This theory wants the workers to work as per the directions of the managers and it does not want workers to involve in the decision making process. According to Y theory people are positive or optimistic in nature. This theory says that people are ambitious, creative, and enthusiastic, accepts responsibility. They do not need to work under supervision and monitoring William Ouchi's Z Theory: This theory pinpoint that employees should be given life time employment in order to establish strong bond between them and an organization. Horizontal mobility of the employees should be favored. Employees must be made to work with their superiors on certain specific projects in order to motivate them. They should be frequently shifted from one job to another within the organization and they must be involved in the process of decision making in order to make them understand the significance of each job and induce them to work with lot of enthusiasm. The emphasis should be made on

cooperation and sharing of information and resources among the personnel in the organization rather than on formal authority and responsibility relationships. The theory also stress that organization must be based on trust, openness and cooperation. The work environment must be made stable in order to satisfy multiple employee needs (Jayasankar J, 2011).

McClelland's Need Theory: This theory focus on 3 needs namely achievement need, affiliation need and power need. Need for achievement: It is the drive to excel, to achieve in relation to a set of standards and to strive to succeed. Need for affiliation: It is the desire for friendly and close interpersonal relationships. Need for power: It is the need to make others behave in a way that they would not have behaved otherwise (McClelland, 1961).

Vroom's Expectancy Theory: This theory explains the relationship between a) effort and performance, b) performance and reward and c) rewards and personal goals. Simply, this theory suggests that the motivation that will lead to job satisfaction is the perceived relationship between an individual's effort, performance, and the desirability of consequences associated with job performance (Vroom VH, 1964).

Adam's Equity Theory: This theory consists of four core elements namely person, comparison of others, inputs and outcomes. According to this theory an individual is strongly motivated by a balanced result of input (such as effort, loyalty, hard work, commitment, skill, ability, adaptability, tolerance, determination, personal sacrifice and the like) and output (such as pay, salary, other benefits, recognition, reputation, praise and thanks, promotion and the like). Simply this theory says that what an employee contributes, he or she receives against of it. The theory is used to explain how employees judge the fairness of rewards received in proportion to resources invested for completing a task by assessing one's own investment reward ratio, and comparing it against of another colleague holding a similar position (McShane et al., 2000).

2.4. Previous Studies Related to Motivation

Dina Maria Lut(2012) studied about the connection between job motivation, job satisfaction and work performance in Romanian Trade Enterprises. The result showed that motivation was too often associated with high salary and too little with non financial rewards in Romanian enterprises. The hypotheses of the study indicated that employees' motivation level connected to employees' job performance and employees' satisfaction level. Besides, employees' satisfaction level connected with employees 'job performance and different facets of the employees' satisfaction influenced the overall satisfaction level of employees. There

was no direct and divergent link between employee job satisfaction and the performance of the organization in which they worked.

Rajan D and SC Babu (2012) identified the factors affecting motivation of pharmacists and impact of lack of motivation on job performance of pharmacists in Tirunelveli city, Tamilnadu. The results of the analysis showed that long and unsocial working hour with 2 shift work system and inadequate welfare facilities are the foremost factors in terms of organization structure and policy affecting motivation. Carrying out multiple works at the same time and carrying out non pharmacists work is the foremost pharmacist' specific factors affecting their motivation. Conflict and disputes with other staffs in the department and other departments and not mingling with other staffs and in team work are the foremost impacts of lack of motivation on job performance of pharmacists. The hypotheses of the study revealed that age and marital status of the respondents had no significant relationship with organization structure and policy related factors, pharmacists' specific factors affecting motivation and impact of lack of motivation on job performance of the pharmacists. Nadia Ayub(2011) studied the relationship between work motivation and job satisfaction. The was undertaken with nine sub scales namely pay, promotion, supervision, fringe benefits, contingency rewards, operating conditions, co-workers, nature of work and communication. The study showed that there was positive relationship between work motivation and job satisfaction. The result highlighted that managers felt motivated by good work environment with colleagues, interesting assignments, feed back as well as compensation as money. The result also indicated that there was a significant gender difference on variables of work motivation.

SangeethaSahu (2009) examined the motivation of executives working in service sectors, insurance and banking sectors. The study analyzed sixteen motivation related factors namely working independently, chances for promotion, contact with people, flexible working hours, health, insurance and other benefits, interesting work, work important to society, job security, opportunity to learn new skills, high income, recognition from team members, vacation time, regular hours, working close at home little job stress and scope for helping others at work. Among them job security was perceived as most important in work life followed by high income and flexible hours. Lather AS and Shilpa Jain (2005) in their study found that there was a significant positive correlation between job satisfaction and need for autonomy and self-actualization of top level managers. There was a significant positive correlation between the job satisfaction and need for self-control, need for monetary gains and need for social

affiliation and conformity of middle level managers. There was a significant correlation between job satisfaction and need for non-financial gains of middle level managers. Job satisfaction showed significant correlation between job satisfaction and need for control of supervisors, need for self-control and need for personal growth in workers. The study showed that need for autonomy, self-actualization were the positive predictors of top level managers. Need for self-control and need for monetary gains were the predictors of job satisfaction of middle level managers. Need for self-control had significant positive effect on job satisfaction of supervisors and co-workers.

It is clear from the above discussed literature that research undertaken in the study area studied the impact of motivation on job performance of the pharmacists and it has not analyzed the influence of motivation related factors on job satisfaction of the pharmacists. Hence, there is a scope for undertaking research about the relationship between motivation and job satisfaction. Therefore, the present study is undertaken in the study area in order to fill up the gap.

2.5. Factors that Influence Employee Motivation

Extrinsic motivation, on the other hand, refers to tangible rewards such as pay, fringe benefits, work environment, work conditions, and job security. Extrinsic motives cannot only be satisfied by the work itself. That means pleasure comes from something the task leads to, such as money. As according to (Kalimullah et al, 2010) the effects of work, as well as its contributing factors are also of importance for the need satisfaction. As a result, work is seen as a means to pursue other motives.

2.5.1 Monetary Compensation/ Salaries and benefits

No one works for free, nor should they. Employees want to earn reasonable salary/payment and employees desire their employers to feel that is what they are getting. Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. It has the supremacy to magnetize, retain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi, etal. 2011). Research has suggested that reward causes motivation of the employee which directly influences performance of the employee (Kalimullah, et al., 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of

employees. To use salaries as a motivator effectively, managers must consider salary structures which should include the importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions etc (Rukhmani et al 2010).

There are many ways to motivate employees in today's working environment. Companies globally have been using different strategies and approach in order to improve employees' motivation. However, it seems that the best motivator for employees is something that is indeed important in their lives. Furthermore, different people might have different values and approaches and, therefore, being able to understand employees' needs and using appropriate motivating methods can help increase the level of motivation (Gleeson 2016)

According to Jan Ketil Arnulf's article "Money as a Motivator" on Fudan University School of Management (2014), money is deemed to be the best motivator to any individual. Looking back to the historical time, it is money that caused huge differences between employees working in inhuman conditions in the early industrial revolution and the ones working in slave-conditions in the countryside. For those who take part in the "paid employee" system, the money means more than just itself; it also means freedom and prosperity. That is why many people trying to move to industrial regions with the hope to improving their lives and working conditions. With that prospect of salary, today many young people are still striving from poorer to better living conditions, from low to high education since they think it is the only way to ensure a prosperous future (Arnulf 2014). But is money the best and only motivator? Or are there any of motivators that have surpassed the money motivator? Considering from another perspective, we, as human beings, work for money, but also for many other things too, such as achievement, recognition, advancement, growth, responsibility, and the work itself (Herzberg 1987) there are many ways to motivate employees in today's working environment.

Companies globally have been using different strategies and approach in order to improve employees' motivation. However, it seems that the best motivator for employees is something that is indeed important in their lives. Furthermore, different people might have different values and approaches and, therefore, being able to understand employees' needs and using appropriate motivating methods can help increase the level of motivation (Gleeson 2016) According to Jan Ketil Arnulf's article "Money as a Motivator" on Fudan University School of Management (2014), money is deemed to be the best motivator to any individual. Looking back to the historical time, it is money that caused huge differences between employees working in inhuman conditions in the early industrial revolution and the ones working in

slave-conditions in the countryside. For those who take part in the “paid employee” system, the money means more than just itself; it also means freedom and prosperity. That is why many people trying to move to industrial regions with the hope to improving their lives and working conditions. With that prospect of salary, today many young people are still striving from poorer to better living conditions, from low to high education since they think it is the only way to ensure a prosperous future (Arnulf 2014). But is money the best and only motivator? Or are there any of motivators that have surpassed the money motivator? Considering from another perspective, we, as human beings, work for money, but also for many other things too, such as achievement, recognition, advancement, growth, responsibility, and the work itself (Herzberg 1987).

2.5.2. Job security and Employee Motivation

Job security has become indispensable in employee and organization preference list, particularly due to economic reasons. Thus, it has become one of the most crucial and important factors driving employee motivation and performance. Researches shown that globally about 75% of the employees preferred to keep their jobs compared to other factors in their preference list (Feldmann& Arnold, 1985). The most desire of every employee is to keep their jobs for as long as they wish. In this view, it implied that job security is a determinant factor and key element influencing an employee's decision on whether to join an organization or not (Latham, 2007, 99-116).

Empirical investigation indicates that there is a positive relationship between job security as a motivational factor and employee performance (Latham, 2007, 99-116). Osuagwu (2002) found that job security has significant effect on employee performance and employees are less motivated to work when job security is low. Researches investigating effects of job loss and having a job indicate that employee behaviors start going bad as soon as they start worrying about job loss (Osuagwu 2002; Latham, 2007, 99-116). Thus, researches on this subject (Latham, 2007, 99-116; Osuagwu, 2002) suggest that job security provides employee with high motivation and it affects other motivation levels. For example, in Latham research (Latham, 2017, 99-116) job security was rated as one of the three most important motivational tools in all subcategories. Feldmann and Arnold (1985) study on hotel staff also showed that job security functions as an important motivational tool since it changes negative work behaviors and the thought of leaving the job. Lack of job security has been found to be the reason for high turnover of employees.

2.5.3. Team Work

The team work does serve as source of motivation to individual employees. It does soprimarily by providing group members with opportunities for interaction with each other. It is well known that for many employees work fills the need for social interaction. The work group is even stronger source of motivation when members have similar attitudes and values as it causes less friction on a day-to-day basis. Co-workers with similar attitudes and values can also provide some confirmation of a person's self-concept (Oluseyi and Ayo, 2009).

In her dissertation Christine (Nov. 2010) explains teams as a very important ingredient in successful businesses she coined the whole importance in a rhyme that coming together is a beginning (of success), keeping together is progress and working together is success. Christine further portends that teams are ideal organizational entity because the members can share the knowledge.

Cole (2009) praises teams saying a team is more than that just a group with common aim. A team is about collaboration and working together as opposed to complementary contributions in groups. Good teams are those whether its members can work together, though they are apart, contributing to a sequence of activities rather than to a common task, which require their presence in one place and at one time (groups). However, an effective teamwork is one, with clear objectives and agreed goals, openness and confrontation, support and trust cooperation and conflict, sound procedures, with appropriate leadership. As Japanese experience demonstrates, the development of highly cohesive teams imbued with the organization's culture, has brought considerable benefits both to individuals and the company at large. Ferrel et al (2011) commends teams as very good when a company thinks of enhancing productivity pool are being able to pool members' knowledge and skills and make greater use of them than can individuals working in solitary. Companies that have realized its importance are investing and gearing towards team-building training. These companies have realized teams can create more solutions to problems than can individuals. Teamwork enhances employee acceptance of understanding of and commitment to team goals. Teams motivate workers by providing internal rewards in the form of an enhanced sense of accomplishment. Ferrell et al (2011) differentiates types of teams as project teams, task forces and quality assurance teams. The use of teams to address quality issues will no doubt continue to increase throughout the business world. Experts believe that highest productivity results only when groups become teams. However teams are not easy to build. They demand total attention. Carden (2002) to build a productive team it's better to start with work rather than the team. It's necessary to analyze if it's necessary to have the work done by the team

The business experts, Carden (2002) further clarified that some work demand that the managers be keen on the personality types. Introverts might be unproductive in teams while extroverts may be very successful there. To be successful, teams must be empowered, which relies on trust, the confidence that a manager places on the qualities and abilities of their workers. Again, managers need to set the stage for teams. Managers need to know how to manage teams and shed off fears. Good teams should be great place to be, exciting, stimulating, supportive and successful. On the other hand, bad teams are horrible, a sort of human prison. A successful team has qualities which include being committed and practical, understanding the team formation cycle and its principles should be benchmarked, understanding and resolving problem areas, efforts to be made to sustain the momentum and lastly do all that can be done to empower teams.

2.5.4. Recognition and Employee Motivation

According to Maurer (Kalimullah et al, 2010) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Jun et al., 2006). Kalimullah Khan conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks of Pakistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Kalimullah et al,2010). A study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaire survey was used and data was gathered from four bank employees. The value of correlation coefficient for recognition was (0.251) which shows that its relationship with job satisfaction is positive.

Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases (Salman et al, 2010). That is why a study says that deficiency of appropriate recognition and rewarding reduces employees work motivation and job satisfaction. Hence, administration of organizations and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level (Turkyilmaz et al, 2011). 21discouraged about their jobs, organizations and supervisors, they are more predisposed to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand. Inattention leads directly to accidents. For example, many hand injuries

from power tools can be attributed to the operator not paying cautious concentration (Wentzel and Wigfield, 2009).

2.5.5. Promotion Opportunities

Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content , pay, responsibility , independence and status among others .An average employee in a typical government organization can hope to get two or three promotions in his entire service , though chances of promotions are better in private sector . It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz et al, 2011). If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Naveed and Bushra (2011) indicated that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job. The need theory indicates that there is a need of achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled (Ramasodi, 2010).

2.6. Impact of Motivation strategies on Employee Motivation

2.6.1 Relation of Motivation with Responsibility

According to Lai (2011), employee participation may enhance motivation and job satisfaction through power sharing, and increased responsibility. Employee participation can provide individuals an opportunity to make key managerial decisions that have an impact on other employees, thus increasing job satisfaction and performance. Herzberg's two-factor theory suggests that intrinsic work factors such as responsibility held by employee and skills development may increase job satisfaction. Increased work responsibility may be related to many factors suggested in the two-factor model as recognition and interpersonal relationships have implications for individuals' identity (Lai, 2011).

2.6.2 Motivation and Job satisfaction

Some related studies are conducted by different researchers in different parts of the world. However, there are limited numbers of studies conducted in Ethiopia on the relationship between employee motivation and work satisfaction. Specifically,(BerhanAyenew,2007)

conducted research on the impact of intrinsic and extrinsic factors of motivation towards organizational commitment in two selected private colleges in Addis Ababa with total of 50 instructors 2 deans by using questionnaire and interview to gather data. Results from descriptive analysis shows that instructors in private colleges were satisfied with intrinsic factors of work such as opportunity for achievement, challenging work, responsibility, and opportunity for growth and development. There searcher explains that instructors from both colleges were dissatisfied with extrinsic content of work such as salary, fringe benefits, incentives, job security, and opportunity for training, and post employment security. On the other hand the study conducted by (TanHong and Amna, 2011) On Herzberg's Motivation-Hygiene Theory and Job Satisfaction in the Malaysian Retail Sector using convenience sampling to select sales personnel from women's clothing stores in Bandar Sunway shopping mall in the state of Selangor, Malaysia. The study revealed that hygiene factors were the dominant motivators of sales personnel job satisfaction. Working conditions were the most significant in motivating sales personnel. Recognition was second, followed by company policy and salary. The main implication of this study is that sales personnel who value money highly are satisfied with their salary and job when they receive a raise.

The study conducted by Waseem Khan and Yawar Iqbal (2013) on an investigation of the relationship between work motivation (intrinsic & extrinsic) and employee engagement.

The study result revealed strong agreement of respondents to positive relationship between intrinsic motivation and employee engagement, and extrinsic motivation and employee engagement. Four intrinsic factors namely interesting work, job appreciation, satisfaction and stress, and four extrinsic factors namely job security, good wages, promotion & growth and recognition were considered important by respondents for engagement.(Kamaur. Nduta, 2013) conducted a research on Perceived Relationship between Motivation and Job Satisfaction, aims to de investigated the relationship between motivation and job satisfaction among call centre agents. A descriptive survey research design approach was adapted where a sample of 150 call centre agents was used.

The study result found that there are many factors affecting motivation consequently affecting job satisfaction among employee on call centers. These are communications within the organization, relationship with coworkers, benefit package which are equitable, salary increment and supervision in the organization, recognition through promotion, fair payment for the work done, reward given to employee, HR policies and sense of pride in doing job. It

was found that indeed motivation affects the level of employee's job satisfaction among call centre agents. If the employees are motivated, they are likely to be more satisfied in their job and the reverse is true. The call centre management should ensure call centre agents are motivated to do their job since they will become satisfied in their job and hence the company will be more productive, get more profits, reduce employee's turnover rates and increase customers' loyalty. For any company to survive in the turbulent and ever changing business world, it must ensure it performs to its best.

As indicated in figure 2.1, in the conceptual framework the two variables are interrelated. Dependent variables are variables that researcher will measure in order to establish change or impact created on them. According to (Ricks et al., 1995) recognizing self-motivated, self-managed and highly productive individual will encourage and help the continuation and development of the above features in the employees which will resultant set for an example for others to follow. However, recognition is the appreciation of creativity by the organization of an act done by the team member. Recognition has two essential goals: firstly is to encourage the employees or team to repeat or continue the behavior and secondly is to encourage other employees to do the same. Achievements, financial rewards, especially achievement bonuses awarded immediately after the event, are clearly symbols of recognition to which tangible benefits, and this is an important way in which mutually reinforcing processes of financial and non-financial rewards can operate. Most of the team recognition plans fall into celebrating organizational objectives habitually an event, designed to acknowledge the successful performed of important company goals. Recognition, either informal (oral) or formal (written remarks and events) has been the most effective way to strengthen required for performance within an organization. However, when recognition is acting in isolation of compensation and equity reward its frequently loses much of its appeal. Salary increment as indicated from the figure above figure is also a factor influencing employee motivation. Once an employee salary has been increased, life's become much easier in the sense that you will be able to accomplish with the increment. Salary increment gives employees a sense of being recognized for his/her effort. Promotion is always a dream of an employee in any organization. Some workers succeed in fulfillment of their dream whereas the others do not the reason behind this success or failure is their motivations toward their tasks. Heads of organization, should promote their employees grades on the basis of their performance making the right evaluation. This only provides them with satisfaction but also encourage a healthy competition among the workers benefiting the organization and making it distinguished among competitors (Ricks, et al, 1995).

Job security:- if an employee is sure of his/her present job, he will be having inner peace that will restrict you from wondering and you will be able to develop more interest in the performance of the job. Team work is used across many different organizations in order to increase performance, employee unity and company culture. Teamwork is important due to the problem-solving synergy gained from multiple minds working on a solution. By using teamwork, team members pool their collective ideas together to generate unique ideas for dealing with problems. However, teamwork is the backbone of effective communication within a company. When employees work as individuals or independently on projects, they may not readily share knowledge or new information. Teamwork promotes conversation between employees regarding the task at hand, possibly preventing employees from working in opposite directions. Cohesion is also an important by product of teamwork within a company. This cohesion could be the result of increased chemistry, trust or both from working on projects as a team. Moreover, when employees work together as a team within a company, every employee learns from one another. This knowledge is not limited to the personal experiences of coworkers; employees from different departments may learn information from each other regarding the limitations and possibilities of those departments.

The research is a case study research design as it is more preferable design because research is being conducted in a particular small area. This research aimed at finding out the factors of employee motivation on in the organization. The reasons for adopting case study was that, a case study is the comprehensive, descriptive and analysis of situation, It was flexible in respect to data collection, it saved time and money and it enabled to study deeply and thoroughly different aspect of the events.

Furthermore, it will provide qualitative results for data analysis and interpretation (Sekaran, 2003). Also case study can be worthwhile way of exploring existing theory (Saunders, et al., 2003). This study examined the system model to analyze the factors that motivates the workers' in Gomma district revenue Authority. System theory holds that "The whole is greater than the sum of the parts, and that all parts or subsystems are related to one another and to the whole." However, it arises as a result of a strong search for higher value at work by many of today's employees who feel that they want more than just a paycheck and a job security from their jobs. Therefore the above variables under the study represented diagrammatically in order to give coherence to this study.

2.7. Conceptual Framework of the study

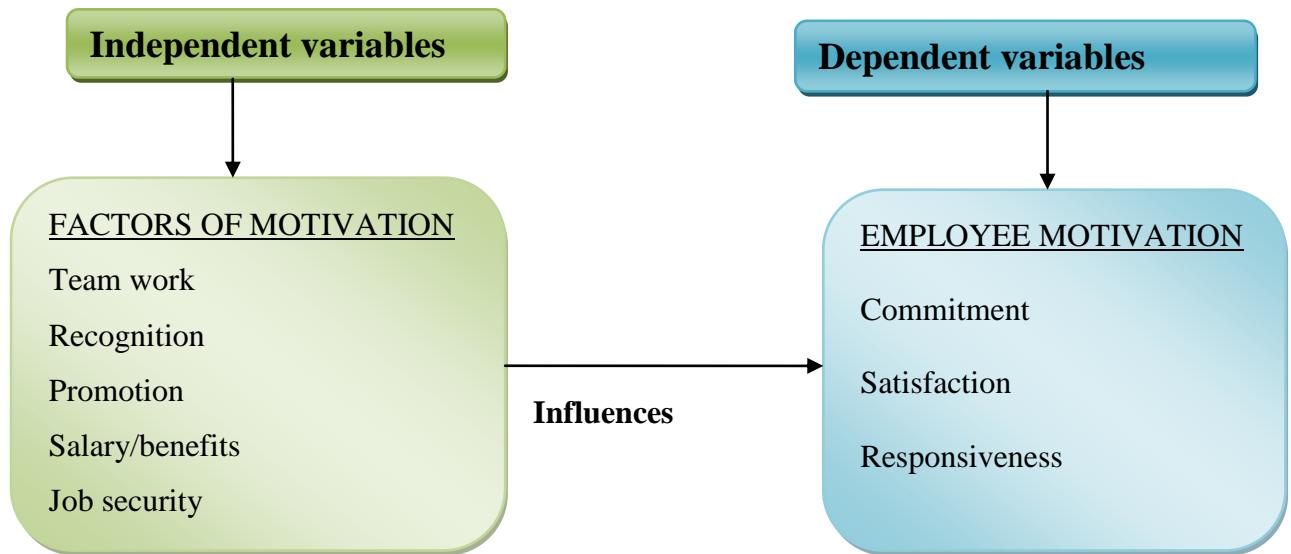


Figure 2.1 Conceptual framework of the study

Source: Own developed model

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the research methodology that was used to conduct this study thus, it focused on the following: research design, population and census survey, data collection methods, research procedures, and data analysis methods.

3.2. Research Design

The research design that was used for the study was descriptive and explanatory research design. Research design can have a number of classifications which could incorporate the degree to which the research question has been crystallized, the method of data collection, the ability of the researcher to produce effects in the variables which are being studied, the purpose of the study being carried out, the time dimension, the focus of the study and also the research environment. A descriptive study collected data in order to answer questions about current status of the subject or topic of study. The classification of the particular research design for this study is the purpose of the study. I have three options under this which include; Reporting study, Descriptive study, and Causal study and these can be said to be either causal-explanatory study or causal-predictive study. The researcher believed that a descriptive research design was appropriate for this study because this study was concerned with finding out what the factors were, that influence motivation of employees in the revenue authority.

3.3. Population

The population is considered to be all Professional staff members of Revenue Authority Gomma District Branch, 'Population.' According to Kothari (1990) a complete enumeration of all items in the 'population' is known as a census inquiry. It can be presumed that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained, due to the small number size of employees of the branch, the study used to include all 102 Professional Staff members which is census survey and the researcher believe that data gathered were representative.

3.4. Study Variables

In Dependent Variables: - Motivation factors

Dependent Variables: - Employee motivation

3.5. Sources of Data Collection

Cooper and Schindler (2011) state that data collection methods refer to the process of gathering data after the researcher has identified the types of information needed which is; the investigative questions the researcher must answer, and has also identified the desired data type (nominal, ordinal, interval, or ratio) for each of these questions and also ascertained the characteristics of the participants, whether a participant can articulate his or her ideas, thoughts, and experiences.

The study employed primary and secondary sources of data collection. Primary data, structured questionnaire was used to collect the data.

3.6. Instruments of Data Collection

The data collection instrument for the study was developed based on literature from various scholars on the subject of factors that influence employee motivation. The questionnaire was divided into three sections: The first part was designed to analyze demographic data; the second part looked at motivational factors on employee motivation at Gomma district branch revenue authority. There were five Likert scales, multiple choice options for each question, representing five levels of preference; Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. And it was administered by the researcher. The third part of the questionnaire looked at the impacts of motivation factors on employee motivation at Gomma district branch revenue authority. The questionnaire contained closed ended questions with 5 Likert Scale from; strongly disagree-to Strongly Agree.

3.7. Data Analysis Methods

It has been determined that managers need information and not simply raw data. Researchers generate information by analyzing data after its collection. The purpose of data analysis is to reduce accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper and Schindler, 2011). Descriptive analysis was used to determine the proportions and frequency of the variables. Correlation and regression test was used to draw inferences about the population from the sample and Statistical Package for Social Scientists (SPSS) version 20 was used to facilitate the data analysis. The results were presented in form of tables and graphs and charts.

3.8. Reliability and Validity of the Instrument

According to (Sekaran, 2003), reliability test was performed to check the consistency and accuracy of the measurement scales. Reliability refers to whether an instrument is consistent, stable and free from error, despite fluctuations in test taker, administrator or conditions under which the test is administered. As suggested by Cronbach (1951) and (Nunnally, 1978), the measure of the internal consistency or reliability of a Likert scale (psychometric test) score, the reliability coefficients between 0.70–0.90 are generally found to be internally consistent. Validity on the other hand refers to whether an instrument actually measures what it is supposed to measure, given the context in which it is applied (Babbie and Mouton, 1998; Bless and Higson-Smith, 1995). To assure validity, questionnaires were designed on the basis of previous studies' questionnaires and review of related literatures. Furthermore, the study will deduce questioner from a theory that is relevant to the concept.

The reliability coefficients of the motivation strategies and employee motivation variables were tested using Cronbach alpha formula and the reliability coefficient of all variables were found to be between the lowest value of ($\alpha=0.701$) and the highest value of ($\alpha=0.73$) as indicated in table 3.1. Therefore, the adopted test was found reliable enough to use for this research purpose. As suggested by Cronbach (1951) and (Nunnally, 1978), the reliability coefficients between 0.70–0.90 are generally found to be internally consistency in the responses while validity is supported by literature.

Table 3.1 Cronbach's Alpha result for the reliability test

S.No.	Variables	Cronbach's Alpha Coefficient
1	Employee Motivation	0.721
2	Salary/Benefits	0.71
3	Team Work	0.716
4	Job security	0.701
5	Promotion	0.711
6	Recognition	0.73

3.9. Research Model

Based on the existing literature and researches, Employee motivation in any organization was affected by many factors. This study focused only on five Motivational factors. To determine the impacts of motivation factors on employee motivation for employee in ORNSRA,

Gomma District, to answer the research question and objective of the study, the following model was developed.

Model $Y = \alpha + \beta_i v_i + e$ where,

Y= Employee motivation (Dependent variable),

α = constant coefficient (alpha),

e =error term (The expected value of the error term is zero)

β_i = Coefficient of motivation strategies (Independent variables) (where $i=1,2,3,4&5$)

3. 10. Ethical consideration

The participants were approached at their work place. They were voluntary in order to have honest answer. They were briefed about the nature of study being carried out. Participants were assured that their responses would remain confidential

CHAPTER FOUR

4. RESULTS AND FINDINGS

4.1 Introduction

This chapter discusses the results of the findings of the data analyzed from the questionnaires. The data was analyzed based on the research objectives and questionnaire items using a statistical tool, to generate frequency distribution tables, means, charts, graphs and the results of analysis presented.

4.2 Response Rate

A sample size of 102 respondents from the 102 questionnaires issued, all of them were returned dully filled giving a proportion of 100% which was as a result of close follow up of the respondents.

4.3 General Information

In section I of the questionnaire, the researcher asked the respondents some of the basic information in order to establish the grounds for the study. The following are some the results that were obtained.

4.3.1 Gender

The researcher also asked the respondents to indicate their gender. Figure 4.1, is indicative of the results which were obtained. Sixty-point-eight percent ($n = 62$) of the respondents were males. The rest of the respondents, making up 39.2% ($n = 40$) where female. These statistics had shown that the overall respondents were higher rate response rate of response rate for males than females.

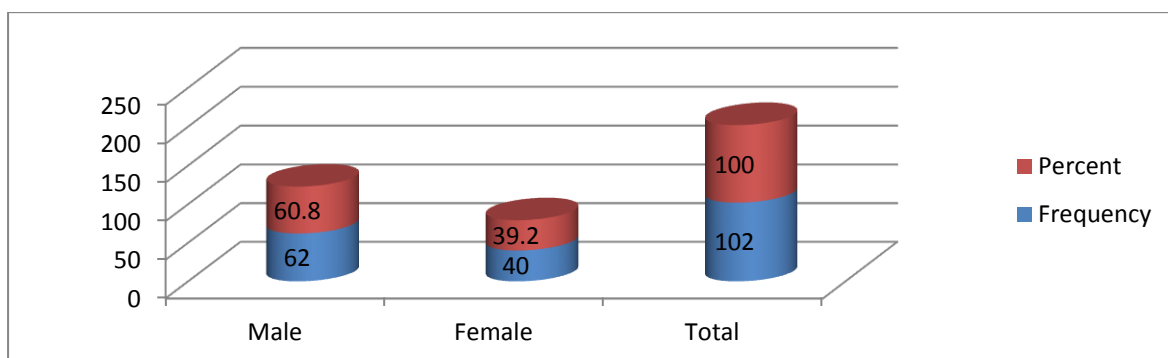


Figure 4.1 Respondents by Gender

4.3.2 Age

Table 4.1 shows the results that were obtained when the respondents were classified by age. Twelve respondents (11.8%) below 25 years while 35 respondents (34.3%) were aged between 25 and 30 years. Six respondents (5.9%) aged between 31 and 35 years Twenty four respondents (23.5%) aged between 36 and 40 years while the rest of the respondents 25 in number were aged above 41years or 41yearsto retirement. These statistics had shown that the overall respondents were higher rate response for adults.

Table 4.1: Respondents' Age groups

Age	Frequency	Percent
Less than 25	12	11.8
25-30	35	34.3
31-35	6	5.9
36-40	24	23.5
above 41	25	24.5
Total	102	100.0

4.3.3.Respondents' Educational Background

Table 4.2 is a tabular representation of the results that were obtained when the respondents were classified by their educational background. From the study it was found that 2% of the respondents (n = 2) were possessed an under diploma. Twenty nine percent of the respondents (n = 30) possessed diploma while 68.6% (n =70) held degrees. We can conclude that the vast majority of respondents indicated that they were degree holder.

Table 4.2: Respondents' Educational Background

Education Level	Frequency	Percent
Under diploma	2	2.0
Diploma	30	29.4
Degree	70	68.6
Total	102	100.0

4.3.4 Respondents' year of Service

Table 4.3 shows the results that were derived when the respondents were classified by their years that they had worked in the organization. Fifteen respondents (14.7%) had worked in the organization for between 1 and 3 years. Thirty two respondents (31.4%) had worked in the organization for between 4 and 6 years. Six respondents (5.9) had worked in the organization for between 7 and 9 years. The rest of the respondents totaling to 49 individuals (48.0%) reposed that they had worked in the organization for more than 10 years. It can be seen that most of the respondents are experienced employees and have been working in their present job for a long time.

Table 4.3: Respondents by their service in the Organization

Service year	Frequency	Percent
1-3	15	14.7
4-6	32	31.4
7-9	6	5.9
Above 10	49	48.0
Total	102	100.0

4.3.5. Respondents' marital status

Figure 4.2, shows the results that were derived when the respondents were classified by their marital status. Eighteen (17%) of respondent were single and 75 (73.5) were married. Seven (6.9) of respondents were divorce while 2% (n=2) of the respondents were widowed. It can be seen that most of the respondents are married employees.

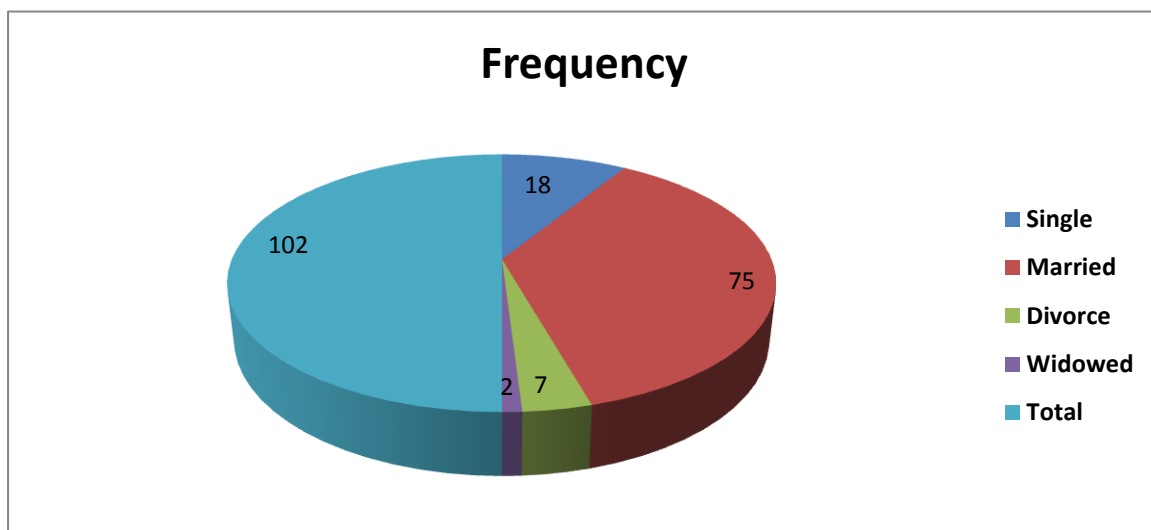


Figure 4.2: Respondents by their Marital Status

4.4. Employee Motivation Factors

4.4.1 Monetary Compensation/Salary Structure/ benefit and Motivation

The below table 4.4 describes 89.2% of the respondents replied that there is monetary compensation/salary structure and other benefits has an impact on their motivation level in the revenue authority. Only 4.9% of the respondents completely disagreed the use of monetary/salary structure/benefits to motivate them. Here majority of the respondents assured that the revenue authority use monetary/other benefit incentives to create smooth human resource management.

From this it is possible to conclude if revenue authority keeps its program simple with the main objective to benefit employees with monetary reward, salary improvement and other benefits for employee to increase productivity of employees through motivating them.

Table 4.4. Monetary Compensation/Salary Structure/ Benefits

The monetary compensation/salary structure/ benefits have an impact on my level of motivation.		Respondents	Total
Strongly disagree	Count	1	1
	%	1%	1%
Disagree	Count	4	4
	%	3.9%	3.9%
Neutral	Count	6	6
	%	5.9%	5.9%
Agree	Count	57	57
	%	55.9%	55.9%
Strongly agree	Count	34	34
	%	33.3%	33.3%
Total	%	100.0%	100.0%

4.4.2. Team work

The following tables 4.5 depict that 4.9% of the respondents responded that employees are not motivated by team work arranged in the revenue authority whereas, 85.3% replied positively. This reflects that majority of the employees in the revenue authority under study have positive attitude that to work in team can motivate them.

One of the responsibilities of human resource management is creating extrinsic motivators such as managerial relationship and creating team sprits to increase productivity as well as customer satisfaction.

Table 4.5.Descriptive Statistics Result for Team Work impact on motivation

The level of team work involved by the organization has an influence on my motivation level.		Respondents	Total
Strongly disagree	Count	3	3
	%	2.9%	2.9%
Disagree	Count	2	2
	%	2%	2%
Neutral	Count	10	10
	%	9.8%	9.8%
Agree	Count	63	63
	%	61.8%	61.8%
Strongly agree	Count	24	24
	%	23.5%	23.5%
Total	%	100.0%	100.0%

4.4.3. Job security

As per the below table 4.6, 76.4% of the respondents answered that the job security embraced by the revenue authority has an impact on their motivation level and 4% do not believe it would. It has been indicated from the data that majority are of the opinion that the job security in the office would yield positive results. Therefore it is possible to conclude that the revenue authority have to facilitate job security of the office in order to keep its employee motivated and do their best for the revenue authority.

Table4.6. Job Security Embraced by the Organization influence motivation

The level of job security embraced by the organization has an impact on my motivation level.		Respondents	Total
Strongly disagree	Count	2	2
	%	2%	2.0%
Disagree	Count	2	2
	%	2%	2%
Neutral	Count	20	20
	%	19.6%	19.6%
Agree	Count	54	54
	%	52.9%	52.9%
Strongly agree	Count	24	24
	%	23.5%	23.5%
Total	%	100.0%	100.0%

4.4.4. Provision of promotion

The below table 4.6 depicts, 81.4% of respondents answered that the manner in which employees were promoted ensures to give the fullest effort possible and 4% do not believe it would. It has been indicated from the table that majority are of the opinion that the manner in which employees were promoted would yield positive results. Hence, in order to earn motivated and energized employees revenue authority has to promote its employees to achieve its target.

Table 4.7. The promotion benefits influence on employees' motivation

The provision of promotion benefits has an influence on my level of motivation.		Respondents	Total
Strongly disagree	Count	2	2
	%	2%	2%
Disagree	Count	2	2%
	%	2%	2%
Neutral	Count	15	15
	%	14.7%	14.7%
Agree	Count	56	56
	%	54.9%	54.9%
Strongly agree	Count	27	27
	%	26.5%	26.5%
Total	%	100.0%	100.0%

4.4.5. Recognition

As per the below table 4.8, 4% of respondents responded that recognition by the revenue authority are not motivated them, even though the majority, 94.9% of the employees in the revenue authority under study have positive attitude to recognition system of the revenue authority. From this it is possible to conclude if revenue authority keeps its program simple with the main objective to recognize employees based on their performance level it helps to increase revenue authority productivity.

Table4.8. Recognition by the Organization influence motivation

The level recognition by the organization has an impact on my motivation level.		Respondents	Total
Strongly disagree	Count	-	-
	%	-	-
Disagree	Count	-	-
	%	-	-
Neutral	Count	5	5
	%	4.9%	4.9 %
Agree	Count	58	58
	%	56.9%	56.9%
Strongly agree	Count	39	39
	%	38%	38.2%
Total	%	100.0%	100.0%

4.5. The impacts of motivation strategies on employee motivation

4.5.1. Motivation and job commitment

The below table 4.9 describes 88.2% of respondents replied that the level of their motivation current job has a direct impact their strong commitment in the revenue authority. Only 6.8% of the respondents negatively replied that the level of their strong commitment on current job doesn't relate to the existence of motivation factors to motivate employees in the revenue authority. In general, it is possible to see from this result that the revenue authority can increase its employees' strong job commitment through inspiring or motivating employees.

Table 4.9. The level of employee motivation and strong commitment

The level of my motivation at my current job has a direct impact on my strong commitment.		Respondents	Total
Strongly disagree	Count	1	1
	%	1%	1.0%
Disagree	Count	3	3
	%	2.9%	2.9%
Neutral	Count	8	8
	%	7.8%	7.8%
Agree	Count	61	61
	%	59.8%	59.8%
Strongly agree	Count	29	29
	%	28.4%	28.4%
Total	%	100.0%	100.0%

4.5.2. Motivation and job satisfaction

As per the below table 4.10, 84.3% of the respondents answered that the extent to which they believe their motivation level has an impact on their satisfaction and 14.7% do not believe it would. It has been indicated from the data that majority are of the opinion that the benefits and other motivation strategies enhance high employee job satisfaction.

Table 4.10. Employee motivation and job satisfaction

The extent to which I feel I am being motivated has an impact on my high satisfaction.		Respondents	Total
Strongly disagree	Count	2	2
	%	2%	2%
Disagree	Count	13	13
	%	12.7%	12.7%
Neutral	Count	-	-
	%	-	-
Agree	Count	62	62
	%	60.8%	60.8%
Strongly agree	Count	24	24
	%	23.5%	23.5%
Total	%	100.0%	100.0%

4.5.3. Motivation and responsiveness

The below table 4.11 depict that 6.8% of the respondents negatively responded that their responsiveness depends on their level of motivational factors provided by the revenue authority whereas the majority 84.3% of the respondents positively answered that their responsiveness depends on their level of motivational factors provided by the revenue authority. Therefore it is possible to conclude that the revenue authority have to facilitate motivational strategies of the office in order to keep its employee motivated and make them more responsive for the revenue authority.

Table.4.11.Employee motivation and employee responsiveness

The extent to which I feel I am being motivated has an impact on my responsiveness.		Respondents	Total
Strongly disagree	Count	3	3
	%	2.9%	2.9%
Disagree	Count	4	4
	%	3.9%	3.9%
Neutral	Count	9	9
	%	8.8%	8.8%
Agree	Count	46	46
	%	45.1%	45.1%
Strongly agree	Count	40	40
	%	39.2	39.2%
Total	%	100.0%	100.0%

4.6. Correlation Analysis Results

4.6.1 Correlation Analysis

Correlation results as per table4.12 show that motivation strategies have significantly positive relationship with employee motivation. Correlation value for the monetary compensation/salary structure/ benefits and employee motivation is($r= .053$) at 95% confidence level and this is the second highest correlation observed in relation to other variables under study. Correlation value between the level of team work involved by the organization and motivation is calculated as($r= 0.050$) this is the third highest correlation observed. The relationship between provision of promotion benefits at ($r= .040$) and employee motivation is the take moderate position as compared to relationships between other variables under study and employee motivation. The relationship between job security and employee motivation at ($r= .035$) is the least as compared to relationships between other variables under study and employee motivation where as the relationship between recognition and employee motivation at ($r= .065$) is the highest as compared to relationships between other variables under study and employee motivation.

Finally, the results of correlation analysis are a positive relationship between all variables' of motivation strategies with employee motivation in ORNSRA, Gomma District Branch

employees. From the previous tables, it can be observed that, Descriptive statistics reveals that in most of respondents agreed that motivational strategies listed in the questionnaire affect nearly overall employee motivation among employees of ORNSRA, GommaDistrict Branch. Therefore it is expected from the revenue authority to use such motivational strategies to have best human resource performance.

Table 4.12: Correlation Test Result

Correlations						
Motivation Factors	1	2	3	4	5	6
(1)Employee Motivation	1					
(2)Salary/benefits	.053	1				
(3)Team work	.050	.288**	1			
(4)Job security	.035	.152	.001	1		
(5)Promotion	.040	.287**	.219*	.118	1	
(6)Recognition	.0650	.296**	.014	.042	.071	1

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

*****. Correlation is significant at the 0.05 level (2-tailed).

4.7. Regression analysis results

Multiple regressions are widely used to estimate the size and significance of the effects of a number of independent variables on a dependent variable (Antonakis, &Deitz, 2011).The regression analyses were applied to confirm the frequency results.

Model $\Rightarrow Y1 = \alpha + \beta_i v_i$ where,

Y= Employee Motivation (Dependent variable),

α = constant coefficient β = Coefficient of Motivational factors (Independent variables) (where $i=1, 2, 3, 4\&5$),

v_1 = Salary/Benefits,

v_2 =Team work,

v_3 =Job security,

v_4 =Promotion and

v_5 =Recognition as Independent variables

4.7.1 Test of Linear Regression

The regression analysis was tested for linearity, normality, random data and co linearity (multicollinearity).Therefore, there was linear relationship between dependent and independent variable in the model on by Normal P-p plot of Regression Standard Residuals (see appendix B).Again, Normality, Normal data distribution was shown by Histogram generated by SPSS (see appendix B). Other assumption tested was Random data distribution; Scatter Plot shows that data randomly collected (see appendix B). Finally, Multicollinearity was tested to see the co linearity or excessive correlation among the explanatory variables (independent variables). There was no Multicollinearity problem seen in the result of the regression.

Table 4.13: Regression analysis, Relationship between Motivational Factors and Employee Motivation

Model Summary

In this model R^2 value = 0.649, this means the Model explains 64.90% of the variation in employee motivation.

R-square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 ^a	.649	.624	.609

a. Predictors: (Constant), motivation factors

b.Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	23.15	3.18		5.251	0.051
Salary	1.449	0.425	0.332	3.392	0.001
Team work	1.348	0.0.301	0.199	3.617	0.003
Job security	1.241	0.335	0.156	3.74	0.041
Promotion	1.297	0.342	0.158	3.693	0.039
Recognized	2.401	0.781	0.423	3.051	0.000

a. Predictors: (Constant), Salary, Team work , Job security, Promotion, Recognition

b. Dependent Variable: Employee Motivation

When comparing of each of the motivational variables (independent variables) included in the model Contribution to the prediction of the Dependent variable (employee motivation). Based on the above table 4.13, Recognition (sig 0.000, beta =2.401, p<0.05), Salary/Other benefits (sig 0.001, beta =1.449,p<0.05), Team work and (sig 0.003, beta =1.348, p<0.05 respectively statistically significant largest contribution to the prediction of employee motivation(dependent variable).From this it is possible to conclude that the finding shows, among these five independent variables recognition is specially the most determinant for prediction of employee motivationwhereas Promotion (sig 0.139,beta =1.297, p<0.05) and Job security(sig 0.041, beta =1.241, p<0.05) slightly least contribution for Prediction of employee motivation (dependent Variable). The equations of this model come out:

$$Y=23.15+1.45V1+1.35V2+1.24V3+1.3V4+2.4V5$$

Based on the regression of result the above table 4.13, it is found that all (5) motivational factors have positively statistically significant relationship with overall employee motivation (Sig=0.000, p<. 05). It also means the availability of the above factors in the organization will result in high Employee satisfaction. Therefore, management of Oromia Region Revenue Authority Gomma District Branch Should focuses on those variables in order to achieve the maximum employee motivation.The results of the regression analysis in general compliment the frequency results.

4.8. Discussion

The purpose of the study was to assess the impacts of motivation strategies on Employee motivation. Employee motivation using Herzberg's two-factor theory in ORNSRA Gomma District. The result of the study shows that, recognition (the intrinsic motivational factor), the respondents agreed that it influences employee motivation. The most influential intrinsic factor to motivation is again recognition; with the highest percentage of 94%. From 3 Hygiene (extrinsic) factors that influence job satisfaction, the respondents agree in all factors.

The most influential Hygiene factor to overall motivation is salary/other benefits, the highest percentage of 89.2% .An overall response of employees to hygiene factors demonstrates that their satisfaction level (89.2 %) is higher than their dissatisfaction level (4.9%). This means that hygiene factors may cause satisfaction in employees at workplace. According to Herzberg's Motivation-Hygiene, hygiene factors add very little to job satisfaction while they cause dissatisfaction or no dissatisfaction. But responses to hygiene variables received in this study rejected Herzberg's view.

In present study, it has been tested that hygiene factors may also contribute to job satisfaction of employee in ORNSRA Gomma district. Pearson's correlation has been conducted to test the relationship between employee motivation and motivational factors. The results show that motivational strategies have significantly Positive relationship with employee motivation. Correlation value for recognition is ($r=0.065$) at 95% confidence level. The relationship between employee motivation and salary/other benefits is ($r=0.053$), team work at ($r=0.05$) and employee motivation and promotion at ($r=0.04$) and finally the relationship between employee motivation and job security is lower than the relationship observed between other independent variables and dependent variable. The results of correlation analysis in the above table show that there is a positive relationship between all motivational factor variables and employee motivation. This suggests that when employees are motivated with their job, it provides a strong driving force to complete ongoing jobs, solving problems, seeing the results of one's efforts and ready for future assignments. This finding is consistent with previous study done by Leat and El-Kot(2009) conducted to investigate the relationships between job satisfactions, interpersonal trust, intrinsic motivation, and job-related tension in Egypt. They found that employees, who are satisfied, intrinsically motivated, and trust their peers and managers and suffer from relatively low levels of job tension. They emphasized that the significant predictors of employee motivation are intrinsic

motivation, confidence in the competence of management, and the lack of work-related tension.

Furthermore, regression analysis found that recognition positively significantly influences overall employee motivation. Again salary/benefits significantly influence employee motivation, in the extrinsic factor job security made least contribution to influence employee motivation and in the extrinsic factors team work and made moderate contribution to influence employee motivation. Therefore, management of Commercial Oromia Revenue Authority Gomma District should focus on those variables in order to achieve the maximum employee motivation of their employees.

In this case, both Intrinsic and Extrinsic factors (Independent variables) made a unique and statistically significant (sign=0.000, $p < 0.05$) contribution to the prediction of employee motivation (Dependent variable). The results of the regression analysis in general Compliment the frequency results.

Factors of employees motivation is determinant factor on motivation. It's important to know which factors motivate the employees in a given organization so that the management can put more emphasis on the motivating factors. Organizations will benefit in terms of enhanced understanding of factors that influence employee motivation which directly impacts programmed performance and revenues (attract funding). Human resource departments in organizations will be able to make informed decisions on what factors they should concentrate on in order to increase their employees' responsiveness, commitment and employees' satisfaction.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. CONCLUSION

The purpose of the study was to assess the motivational strategies that influence employee motivation in Oromia revenue authority Gomma district branch. The research adopted a descriptive research design, with Gomma woreda revenue authority being the focus - organization. The populations for the study were employees of Gomma district revenue authority since this is the organization under study. The study population comprised a total of 102 employees from all functions. Census survey technique was used to include all 102 respondents of the Gomma District Branch Oromia Region Revenue Authority. Data was collected using questionnaires, edited and entered into the Statistical Package for Social Sciences (SPSS) software version 20 to enable the carrying out of the analysis. This study used descriptive statistics using statistical indexes such as frequency and percentages. In using inferential statistics, the data was analyzed using regression and correlation, which was vital in making sense of the data. The analyzed data was presented in the form of tables, charts and figures according to the research questions.

In any organization, employee motivation is a most important system for the regulation of human resource. With this belief the revenue authority devised; employee motivation strategies, such as salary/other benefit incentive, promotion scheme, recognition scheme, job security and recognition system. Though, the revenue authority sets diversified schemes still there are some gaps in implementing the schemes into practice, rather a kind of rule of thumb which was carried on in the revenue authority. Motivation is the means managers use to encourage, to inspire, push employees to take action. Even though there is motivation in the revenue authority not all respondents equally satisfied. The revenue authority can increase its employees' strong job commitment through inspiring or motivating employees to get better employee job performance. In addition to this the revenue authority able facilitates motivational strategies of the office in order to keep its employee motivated and make them more responsive for the revenue authority. Human resource departments in revenue authority will be able to make informed decisions on what factors they should concentrate on in order to increase their employees' motivation. Factors of employees motivation is determinant factor on motivation. It's important to know which factors motivate the employees in a given organization so that the management can put more emphasis on the motivating factors.

Organizations will benefit in terms of enhanced understanding of factors that influence employee motivation which directly impacts programmed performance and revenues (attract funding).

Generally, as depicted on the previous tables, creating of satisfied, committed and responsive employees of revenue authority is possible through using different benefits, improved salary structures, creating good team work, enhanced job security, employee recognition and provision of promotion.

5.2. RECOMMENDATION

It is clear from the literature review that motivation directly affects the amount of input that an employee is willing to put towards an organizational goal, and that the higher the level of motivation, the more the intended input. The findings of this study allow some suggestions to be made for enhancing motivation of employees since survival was still a basic need of these employees the following recommendations were given:-

Organization must appreciate the importance of the motivation factors in motivating employees. The revenue authority should acknowledge and exploit the motivation strategies in their human resource management practices particularly in the strategic human resource management so as to ensure that the employees are well motivated to perform their tasks.

Employees' motivation strategies employed by managers in organization have great impact on employee productivity.

The management at ORNSRA should give recognition for especial effort or achievement done by employees. It should put effort into ensuring that employees are properly credited and receive recognition for the good work they do in their respective positions.

Both the organization management and the employees should appreciate the impacts of employee motivation strategies on employee motivation levels. A motivated employee is a responsive employee and to be responsive implies that the employee supports the action and objectives of the organizations. However, there low positive impacts of motivation of employees in the revenue authority.

Hence, management of the revenue authority advised as it introduces motivation strategy that could enhance the morale of employees. Like employees 'salary improvement and other benefits has to be appropriately implemented as per the rules of the revenue authority. In any government and private organization job security is powerful factors in pushing employees' interest of job to the workplace.

Lack motivation strategies (salary structure/benefits, good team work, promotion and recognition) exist in the revenue authority that could negatively affects employees' morale as well as the organization's long run and short range plan performance. Therefore, it is advisable for the revenue authority to improve its motivation strategies and to use fair provision of promotion, recognition, improved team work, improved salary structures and positive feedback and for effective employees.

Individuals at all levels in the organization want to be recognized for their achievements, Management should sincerely appreciate employees by praising them on regular basis for doing good job. This should be done promptly. It can be done by publicly thanking them for handling a situation or by writing a note of praise. The manager cans even establish a formal recognition program, such as "employee of the month". Recognition can include public statements and awards, as well as private statements of praise and congratulations.

The management at ORNSRA should give recognition for especial effort or achievement done by employees. Should Put effort into ensuring that employees are properly credited and receive recognition for the good work they do in their respective positions.

Therefore, the organization and the general management should consider implementing policies and practices that positively affect employee motivation. Such a strategy should be taken in tandem with the general organizational goals and objectives and should contribute to both the long-term and the short – term human resource strategy.

5.3. Recommendations for Future Research

Future researchers should conduct a comparative study on the impact of employee motivation among the public and private sector to have a wider understanding of this intricate concept. Future research should also concentrate on one of the several factors (training and development, leadership style, job enrichment, job rotation) factors and control for the other so as to establish exactly the manner and extent in which the chosen factors do determine employee motivation. Future researcher should use the current study as part of their literature review and conduct more research on the issues that this studies has examined in order to improve the current study and the general understand of employee motivation.

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APPENDICES

APPENDIX A

JIMMA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT MASTERS OF BUSINESS ADMINISTRATION PROGRAM

RESEARCH QUESTIONNAIRES

Dear sir/madam

I am a post graduate student of Jimma University; Currently I am undertaking a research entitled **Impact of motivation strategies on employee motivation (A case study in Gommadistrict revenue authority)**. You are one of the respondents selected to participate on this study. Please assist me in giving correct and complete information to present a representative finding on the study. Your participation is entirely voluntary and the questionnaire is completely anonymous.

Finally, I confirm you that the information that you share me will be kept confidential and only used for the academic purpose. No individual's responses will be identified as such and the identity of persons responding will not be published or released to anyone. All information will be used for academic purposes only.

Thank you in advance for your kind cooperation and dedicating your time.

MBA STUDENT

N.B

Noneed to write your name

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

PART 1: Background Information

A. Gender:

1. Male 2. Female

B. Age

1. Less than 25 2. 25- 30 3. 31- 35 4. 36 - 40
5. Above 41

C. Level of education

1. Under Diploma Diploma 3. Bach Degree 4. Master 5. PhD

D. Marital Status

1. Single 2. Married 3. Divorce 4. Widowed

E. Year of service you have work in Oromia region revenue authority?

1. 1 – 3 years 2. 4 – 6 years 3. 7 – 9 years 4. Above 10 years

PART 2: MOTIVATIONAL STRATEGIES OF EMPLOYEE MOTIVATION AT GOMMA DISTRICT BRANCH REVENUE AUTHORITY;

Please indicate the level of agreement with each statement:

Motivation strategies of employee motivation are those that are determined by the surroundings and arising from within the employee. The following best describe the major motivational strategies on employee motivation at Gomma district branch revenue authority:

Indicate with a \surd in the appropriate answer box, according to the following code definitions:

Please rate your response as follows:

1= Strongly Disagree (SD), 2= Disagree (D), 3= Neutral (N), 4= Agree (A) and 5=Strongly Agree (SA)

LEVELS OF AGREEMENT		1	2	3	4	5
I.	The monetary compensation/salary structure/ benefits have an impact on my level of motivation.					
	The monetary compensation has an impact on my level of motivation.					
	Salary structure has an impact on my level of motivation.					
	The level of benefits has an impact on my level of motivation					
	The level of team work involved by the organization has an influence on my motivation level.					

II.	The type of relationship between me and the supervisor has an influence on my motivation level					
	The type of relationship between me and the peers has an influence on my motivation level					
III.	The degree of job security embraced by the organization has an influence on my motivation level.					
	The quality of working environment/ at the organization has an influence on my motivation level.					
VI.	The provision of promotion benefits has an impact on my level of motivation.					
	The level of my achievement at my organization has an impact on my motivation.					
	The level my advancement at my organization has an impact on my motivation.					
V.	I am more motivated to do my job when I feel I am recognized and appreciated for my contribution to					
	I am more motivated to do my job when I feel I am recognized for my contribution to					

	I am more motivated to do my job when I feel I am appreciated for my contribution to revenue authority					
	I am more motivated to do my job when I feel I am praised for my contribution to the revenue authority					
	I am more motivated to do my job when I feel I am rewarded for my contribution to the revenue authority					

PART 3: IMPACTS OF MOTIVATION STRATEGIES ON EMPLOYEE MOTIVATION;

The following best describe the impact of motivation strategies on employee motivation in your organization.

LEVELS OF AGREEMENT		1	2	3	4	5
I.	I believe the level of my motivation in my organization has a direct impact on my satisfaction level.					
	The extent to which I feel I am being in secured job at my job has an impact on my high satisfaction.					
	The extent to which I feel I am being promoted at my job has an impact on my high satisfaction.					
	The existence of team work has an impact on my high satisfaction.					

II.	The level of my recognition at my current job has a direct impact on my strong commitment.					
	The level of my promotion at my current job has a direct impact on my strong commitment.					
	The level of my compensation at my current job has a direct impact on my strong commitment.					
III.	The extent to which I feel I am being motivated has an impact on my responsiveness.					
	The extent to which I feel I am being rewarded has an impact on my responsiveness.					
	The extent to which I feel I am being promoted has an impact on my responsiveness.					
	The extent to which I feel I am being compensated for my contribution to revenue authority has an impact on my responsiveness.					
	The extent to which I feel I am being in team work has an impact on my responsiveness.					

What other determinants besides the ones mentioned above do you believe have a significant impact on employee motivation in the Gommadistrict revenue authority?

.....

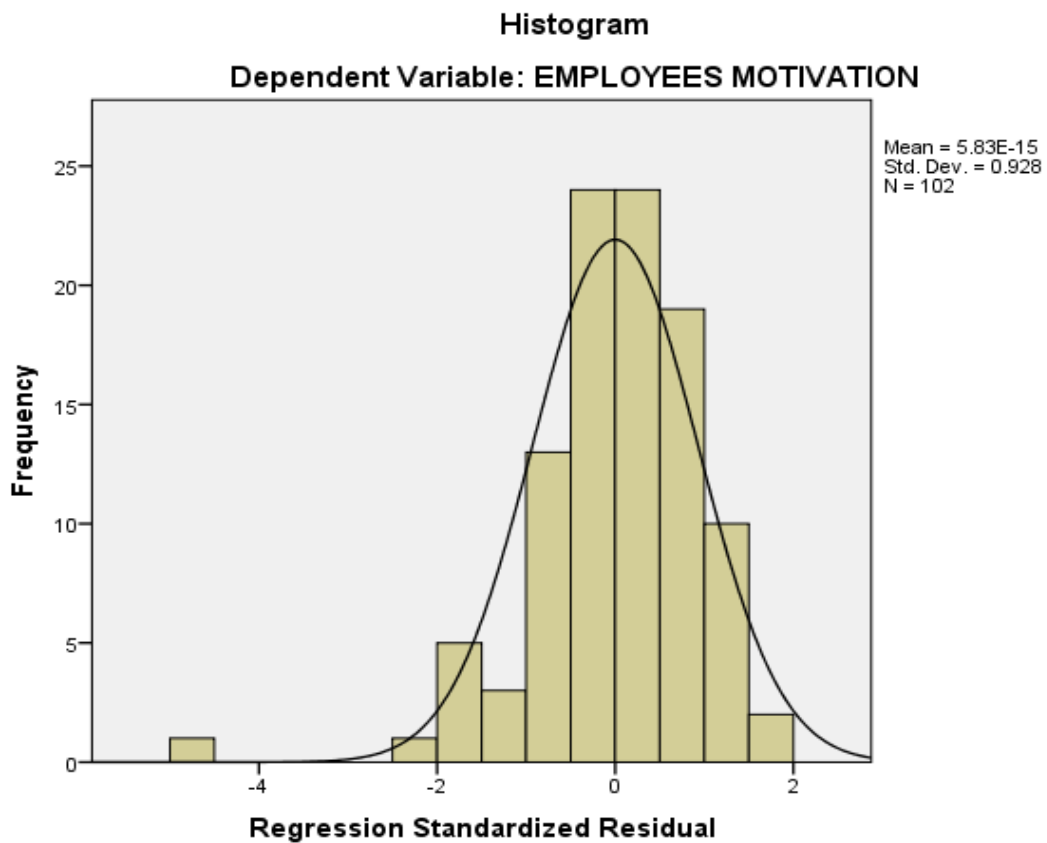
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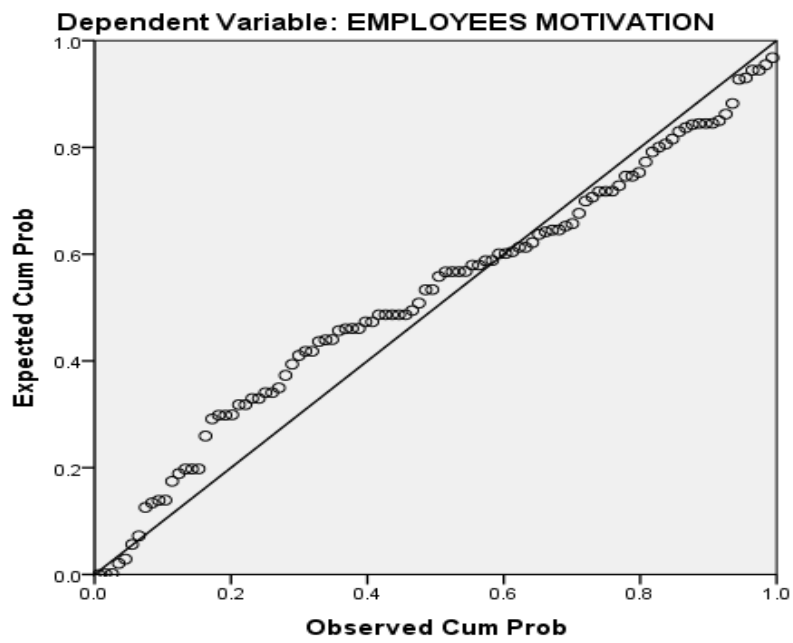
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.....
What recommendation can you give that would go ahead to increase employee motivation levels in the Gommadistrict revenue authority.

.....
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.....
.....
Thank you very much for taking the time to complete this survey

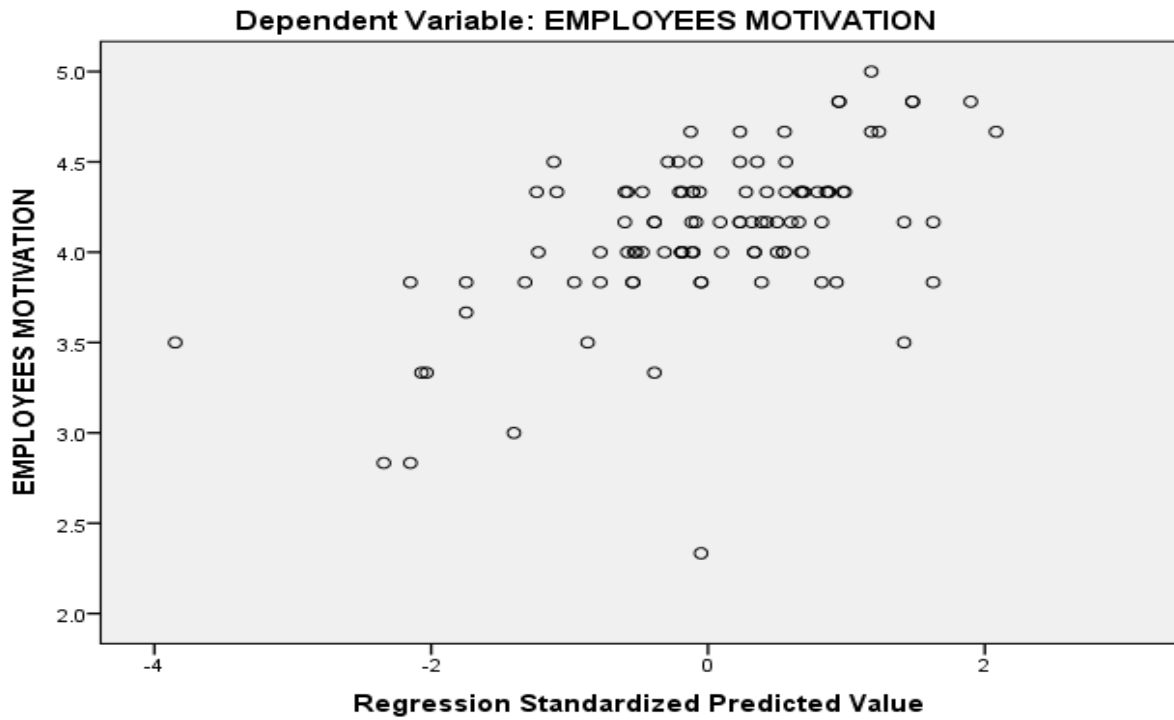
APPENDIX B



Normal P-P Plot of Regression Standardized Residual



Scatterplot



Multicollinearity

Coefficients ^a			
Model		Co linearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Monetary compensation/salary structure/ benefits	.786	1.272
	Team work	.855	1.170
	Job security	.862	1.160
	Provision of promotion.	.817	1.224
	Recognition	.903	1.107